

**STRATEGIC VISION**

1. Wisconsin Public Television is an essential, trusted community organization that provides access and connectivity to the people and communities of Wisconsin through video, broadcast, multimedia, and other direct engagement.
2. Wisconsin Public Television is a vital part of the educational ecosystem of our state, focused on young learners, K-12 education and community education, using multi-platform content, resources and direct engagement as tools to engage, inspire, educate and foster dialogue and community connections.
3. Wisconsin Public Television remains sustainable financially through innovative fundraising, prudent stewardship of resources and continuously demonstrating the impact of our work, and thus our value, to audiences, stakeholders and the communities we serve.

**Focused Areas and Metrics of Strategic Change**

**A. Build and Engage Audiences**

**• Deepen engagement of WPT Audiences and engagement with strategic content partners**

<ul style="list-style-type: none"> <li>○ <i>Increase our overall viewing and engagement across platforms, emphasizing creating and acquiring Wisconsin content and establishing new models of workflow, content creation and distribution.</i></li> <li>○ <i>Stimulate citizen participation across Wisconsin through community engagement using multiple platforms and partners.</i></li> <li>○ <i>Partner with Wisconsin Public Radio, the Educational Communications Board and the University of Wisconsin to increase and enhance our reach, service and community impact.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Develop, standardize and implement PBS Wisconsin name and brand package in conjunction with the PBS national rebrand launching in November 2019.</li> <li>• Implement new tentpole/priority calendar and planning by September.</li> <li>• Push priority projects i.e. Perry, Leckrone, Country Music, Rabbett, to audiences using a variety of platforms and engagement methods.</li> <li>• Introduce two new digital-first / digital-only projects with cross-departmental collaboration (e.g., All for One project).</li> <li>• Revamp of wpt.org including content migration by September and TV Schedule by March.</li> <li>• Complete FY20 broadcast series; create and share end of season reports on demographic and geographic content diversity, on innovative production and delivery styles.</li> <li>• Prioritize coverage of 2020 Spring &amp; Fall Elections. Plan, integrating Radio, TV and Online for 2020 Convention coverage/Fall Elections created by Jan. 2020.</li> <li>• Review interstitial plan for prioritized use of WPT series, digital and education content.</li> <li>• Continue to expand digital journalism efforts by utilizing livestream &amp; social channels. Prioritize cross-integrated journalism opportunities with Noon Wednesday, WisContext, and WPR with WPT News staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate introduction and promotion new LiveStream service with November kick off on YouTube TV .</li> <li>• Introduce WPT News landing page with WPT, WisContext, WPR content in November.</li> <li>• Identify and experiment with livestream-only productions (e.g., continue to explore this option for Jerry Awards). Increase livestreaming of local productions: stream at least 10 U Place records, 3 H&amp;N records/week, and 2 performance specials.</li> <li>• Implement and track FY20 WisContext plan adding WisContext branded columns to WPT news communications and vertical projects.</li> <li>• Re-examine the cross-scheduling opportunities between WPT and The Wisconsin Channel to build increased synergy.</li> <li>• Continue to prioritize Not Enough Apologies: Trauma Stories with a continued public push, a secondary school push in September, and continued work with libraries via Reel to Real.</li> <li>• Update UW projects list and use Mike Leckrone bio and Trout Education Innovation Lab to model partnerships with UW.</li> <li>• Identify one 3D-VR or similar interactive media project as a model to experiment with creation, delivery, and distribution of content.</li> </ul>

- **Deepen Engagement of PK-12 educators, parents and educational partners and build WPT's reputation as an essential contributor to Wisconsin's Educational Ecosystem**

<ul style="list-style-type: none"> <li>○ <i>Create, curate and activate high quality digital media resources to meet Wisconsin learner and educator needs.</i></li> <li>○ <i>Connect learners and educators to WPT and to communities of learning through partnerships, professional development and equitable access to resources.</i></li> <li>○ <i>Increase public understanding of and appreciation for PK-12 educators and awareness of educational systems and best practices.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Launch Timothy William Trout Education Innovation Lab and build long-term plan. Year 1 implementation plan by September. Model content pieces by November.</li> <li>• Grow Education email list by 25% to 12,500 email addresses.</li> <li>• Produce REL Midwest documentary in spring-summer 2019 for delivery/broadcast in fall 2019. Roll out integrated promotion and content distribution for general audiences and education audiences through variety of platforms.</li> <li>• Build collaboration between Education, Marketing, and Development on projects like Teacher Appreciation Week, Extraordinary Educator posts.</li> <li>• Pilot aka Teacher digital voltage project with social media engagement phase in Fall 2019.</li> <li>• Continue development of new website for WPT Education including initiating phase 1 of teacher review in Fall '19.</li> </ul>	<ul style="list-style-type: none"> <li>• Refine all-channel promotion-content launch of key WPT Education tools (e.g., Kindness Curriculum, Gaylord Nelson biography) including exploring broadcast opportunities with a model education project.</li> <li>• Activate PBS Media Literacy Certification program with DPI and CESAs under the Click Youth Media umbrella through workshops and digital engagement by January.</li> <li>• Expand connections between Production and Education with projects like the First Nations website, U Place connections, HTS: Sauk Prairie, YPI projects.</li> <li>• Continue collaboration between WPT News and WPT Education to create meaningful experiences for PBS NewsHour SRL groups in Wisconsin (tours, workshops, demos, mentoring, etc.).</li> </ul>

- **Build a foundation for the expansion of Early Learning & Adult and Community Education**

<ul style="list-style-type: none"> <li>○ <i>Leverage national content from PBS Kids/Ready to Learn, build local training and engagement, and experiment with new technologies to support early learners, caregivers and families.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Launch Bright by Text in Wisconsin. In the first six months, have 2,000 subscribers. Send one statewide and an average of four county-level localized messages a week in English and Spanish for Dane, Outagamie, Monroe, and Vernon counties.</li> <li>• Collaborate with Milwaukee PBS on Bright by Text distribution and promotion.</li> <li>• Expand sensory time to all Get Up and Go events.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Ready to Learn communications plan.</li> <li>• Continue Ready to Learn CC-ELM grant work in Westby and Cashton, training facilitators in RTL camps and Family &amp; Community Learning events for sustainable impact.</li> <li>• Continue to priority promote 24-7 Kids Channel and online learning tools for Kids.</li> </ul>

## B. Diversity & Inclusion

- Increase the diversity of our staff, content, sources, and deepen our community connections to reflect the diversity of our state

<ul style="list-style-type: none"> <li>○ <i>Identify tangible and measurable ways to improve staff recruitment strategies.</i></li> <li>○ <i>Prioritize projects and partnerships that highlight the diversity of our state.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Engage in WPM recruitment strategies to diversify hiring pools.</li> <li>• Complete Ready to Learn in Westby and Cashton; use lessons learned to model work with new partners (e.g., OneCity) that build on collaborative work leveraging educational media to address opportunity gaps.</li> <li>• Steward connections with the Hmong community, prioritizing the Widening the Circle conference in preparation for expanding educational tools beyond Joe Bee Xiong.</li> <li>• Focus resources and attention to projects that advance our work in telling diverse stories, First Nations education work, Gay Wisconsin History, Rabbett Before Horses biography, Joe Bee Xiong education materials, REL (Regional Education Laboratory) documentary, Food Traditions, Day of the Dead collaboration with Centro Hispano, Zhalarina Sanders Digital Voltage collaboration, and Suffrage project.</li> <li>• Continue work with Wisconsin Tribal communities including advancing and featuring the Rabbett Before Horses project, Wisconsin First Nations Education Resources, and Molly of Denali.</li> <li>• Work with WPR and Change Team to create and disseminate DEI content toolkit of advisory resources for content creators.</li> <li>• Use Get Up and Go Madison as a model for rethinking access to WPT events and content.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and manage inaugural WPT Next Generation internship program for UW students from underrepresented communities.</li> <li>• Support the Change Team by providing time for participation, at least 3 TV Leadership meetings with Change Team including reviewing progress on goals, and include D&amp;I information at each all staff meeting.</li> <li>• Continue to track and report on diversity metrics for WPT series including mid-year update at a WPT all-staff meeting.</li> <li>• Sustain relationships and prioritize work with community leaders and organizations deepening our community connections including Centro Hispano, Madison Urban League, Hmong Language and Culture Enrichment Center, Nehemiah Institute and Tribal leadership.</li> <li>• Explore developing content partnership with two new partners (e.g., the Nehemiah Center and their African American History project, the UW Afro-American Studies program on Always in Season, and UW's Public History project).</li> <li>• Bring diverse voices to WPT to expand our perspective and professional development (e.g., producer Jacqueline Olive and leadership trainer Juan Sepulveda).</li> <li>• Over two years, add two diverse members to Friends of WPT board.</li> </ul>

## • Inclusion

<ul style="list-style-type: none"> <li>○ <i>Be a welcoming organization where staff and audiences are involved and included, can make personal connections, be inspired and feel empowered to share their voice.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Support WPM's new staff orientation-day activities.</li> <li>• Host an Intro to WPT Education session for all new staff members in Fall 2019.</li> <li>• Create an inviting opportunity for staff to share/pitch ideas for projects or productions; refine Digital Voltage invitation process after assessment and feedback.</li> <li>• Invest in Audience Services staffing to accommodate professional development opportunities.</li> <li>• Assign colleague-mentors to newly hired staff.</li> <li>• Feature Molly of Denali as model for cultural engagement and inclusion.</li> <li>• Highlight work and accomplishments of new WPT staff in every all-staff meeting.</li> </ul>	<ul style="list-style-type: none"> <li>• Use sensory time space at Get Up and Go for our audience members who require more time and different conditions in order to process information and feel comfortable; expand this effort to other Get Up and Go events.</li> <li>• Create periodic "Finance Updates," particularly as processes change with transition to UW-Madison, to communicate updated information and processes.</li> <li>• Continue Fall Schedule Preview meeting; intro two new "overview" meetings (e.g. Education and Tent Pole overview)</li> <li>• Director of TV will meet with all new staff as they start and about 3 months in to learn from their experiences.</li> </ul>

## C. Fund Development

### • Strengthen and diversify fundraising

<ul style="list-style-type: none"><li>• Successfully implement new CRM. Work with WPR to establish training practices, supporting email, and web migration by October.</li><li>• Prioritize Passport activations across platforms including on-air, Airwaves, email and social.</li><li>• Development and Marketing review of Passport metrics and promotion plan in February.</li><li>• Maintain 3-year long lead Pledge production pipeline. Includes Michael Perry, Mike Leckrone, Rabbett Before Horses, and Nancy Zieman doc.</li><li>• Increase transformational giving. Complete one or more \$1M asks in FY20. Reach out to five new foundations.</li></ul>	<ul style="list-style-type: none"><li>• Raise visibility for directed giving (Focus Funds, Masterpiece Trust).</li><li>• Implement new sustainer retention strategies following CRM launch.</li><li>• Build strategy of longer-term opportunities i.e. Trout Innovation Lab and RTL building relationships for deep support.</li><li>• Analyze online Auction and implement new Auction.</li><li>• Allocate production staffing time to allow for seeking and developing client and partner relationships, including providing grant-funded services in collaboration with UW researchers.</li></ul>
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### • Instill a spirit of stewardship throughout the organization

<ul style="list-style-type: none"><li>• Continue to feature donor stories and the value community input and contributions in all staff meetings and other staff communications.</li><li>• Prioritize WPT Donor thank you call out as professional development activity.</li></ul>	<ul style="list-style-type: none"><li>• Finish Studio Lobby reconstruction to include donor recognition.</li><li>• Increase the participation of key WPT staff in donor conversations.</li><li>• Mesh the WPT rebrand within Vilas with messaging highlighting community impact.</li></ul>
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### • Earn appreciation and support from audiences consuming content on our many platforms

<ul style="list-style-type: none"><li>○ <i>Communicate impact and appreciation through continual proof of performance, advocacy, with a disciplined, creative and energetic branding and marketing approach.</i></li></ul>	
<ul style="list-style-type: none"><li>• Utilize WPT rebrand in November to improve visibility and appreciation across platforms.</li><li>• Establish clear and tracked Proof of Performance schedule, including on-air, with impact storytelling strategy and tactical support for non-broadcast projects like teacher training and digital-only content.</li><li>• Collaboration between Education and Marketing &amp; Communications to build upon a branding and promotional strategy that increases access and use of Education resources and reflects value of our work for general audiences and donors.</li></ul>	<ul style="list-style-type: none"><li>• Solicit, document, and share testimonials from educators about the value and impact of WPT Education.</li><li>• Collaboration between Engineering and Leadership on Service Vision of ATSC 3.0. Organized one Intro to ATSC3 station meeting.</li><li>• Introduce new Quilt Expo name – Great Wisconsin Quilt Show – while sustaining appreciation of current audiences.</li><li>• Track and share WisContext reports. Use as a model for consistent tracking of engagement over time.</li></ul>

## D. Continuous Improvement and Sustainability

### • Foster and support innovation, investing for the long term

<ul style="list-style-type: none"> <li>○ <i>Experiment and learn in the creation and delivery of digital content.</i></li> <li>○ <i>Continue to model cross-functional teams.</i></li> <li>○ <i>Invest in upgrading our work tools and facilities.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Prepare for rigorous onboarding of new leaders including Finance Manager, Director of Programming, HR Director, and Chief Engineer.</li> <li>• Assess Digital Voltage initiative and implement changes in process.</li> <li>• Continue investment in facilities adding workspaces and new collaborative spaces.</li> <li>• Implement updated design workflow from new Creative Director.</li> <li>• Establish digital file storage plan and digital workflow plans across and within departments.</li> <li>• Facilitate cross-functional project development for tent pole projects using Nancy Zieman implementation and Not Enough Apologies assessment as models for change.</li> <li>• Continue to streamline and improve digital media workflows.</li> </ul>	<ul style="list-style-type: none"> <li>• Convert to new CRM. Train and support staff through the implementation and use.</li> <li>• Complete evaluation of utilization of 3<sup>rd</sup> floor production and engineering spaces to meet current and future needs of staff.</li> <li>• Document grant application processing requirements and create “decision trees” for UW-Madison vs. Friends.</li> <li>• Research streaming software and streaming methods to increase community engagement across platforms.</li> <li>• Work with ECB Engineering to complete transfer of WHA-TV transmission responsibilities to ECB.</li> <li>• Further cross-integrate WisContext journalism with News and Public Affairs staff.</li> </ul>

### • Evaluation and Measurement

<ul style="list-style-type: none"> <li>○ <i>Invest in the learning and practicing necessary to improve goal setting, evaluation and measurement.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Use Impact Measures Dashboard to build layered data and model for tracking social, education, TV viewership and event participation.</li> <li>• Implement monthly online snapshot of digital viewership emailed to all TV staff.</li> <li>• Present audience data to Leadership and staff on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Trac Locale and share with WPT Marketing and Development.</li> <li>• Refine and maintain Education dashboard of Key Performance Indicators; share with Leadership quarterly.</li> <li>• Act on Wisconsin Evaluation Collaborative (a unit of the Wisconsin Center for Education Research) recommendations and integrating into specific project evaluation in 2020.</li> </ul>

### • Professional Development

<ul style="list-style-type: none"> <li>○ <i>Invest time and resources in professional growth focused on organizational sustainability, adaptability and inclusivity.</i></li> </ul>	
<ul style="list-style-type: none"> <li>• Track annual evaluation goals for all staff in annual review and at mid-year check-in. Support staff time to work on goals.</li> <li>• Build staff engagement plan for DEI content toolkit of advisory resources for content creators.</li> <li>• Conduct a WPT training on 3D-VR-Interactive media (i.e. WPT-UW summit with public interactive media leaders).</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for staff to participate in diversity and inclusion workshops (e.g., YWCA).</li> <li>• Continue ambitious WPT Manager training plan including three 2-day trainings with Juan Sepulveda and a follow up WPT meeting after each of those trainings.</li> <li>• Organize creative and technical training for content staff, including one each of videographer, storyteller, and tech training.</li> </ul>

### • Facilitate WPM’s transition to our new administrative home in UW-Madison

<ul style="list-style-type: none"> <li>• Establish relationships with UW financial services staff; and work to make the transition to UW as smooth as possible for staff.</li> <li>• Continue to monitor and manage WPM messaging for UW transition.</li> </ul>	<ul style="list-style-type: none"> <li>• WPT Finance team will collaborate with WPM and ECB to review shared budgeting, revenue and expense processes, and improve processes and procedures.</li> </ul>
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