STRATEGIC PLAN 2020 –2025

Houston Public Media
A SERVICE OF THE UNIVERSITY OF HOUSTON

Unleashing Potential
VISION

Transforming ourselves, our community and our world

MISSION

To inform and inspire for the love of Houston
A Promise to Our Community

Houston Public Media believes that a city as powerful and dynamic as Houston deserves a media source that sheds light on topics near and far from home, emphasizes reason and individualism, and challenges the way we think. In a world where information and programs are available anywhere and anytime, our job is to go deeper and to connect people to what matters to them at every moment in their lives.

Through PBS and NPR, we provide the media channels for conversations that propel our region forward. Through our locally-owned broadcast and digital technologies and programming, we enrich lives, inform the public, and explore the world around us in ways that are engaging and relevant to a modern audience. As a service of the University of Houston, we seek collaborative projects meant to inspire and enlighten through a diversity in thought and opinion. As the area’s only non-commercial, community-owned media organization, we serve at the will of the more than six million people who call the greater Houston area home. It is only through the community’s generosity that Houston Public Media exists. Our responsibility is to find, frame, and deliver local and national stories with objectivity and insight; stories that are meant to be shared and explored further with friends, family, and colleagues. We are the trusted voice of our community, and promise to remain worthy of that trust.

Values

As we look to the future, we will deliver on our values and our promise to our neighbors through:

Truth and Transparency

We provide fair-minded, fact-driven, well-told stories so our audience has the information they need to form their own opinions and participate in important conversations. Our journalistic integrity is the bedrock of all we do.

Innovation

Innovation in programming, in technology, in fundraising and in community engagement will guide us forward. In this new digital age, we must continually rethink, refresh and evolve how to best operate in the public interest.

Knowledge and Learning

As an all-access community classroom, we will continue to build on our legacy of educational programming, bolstered by unwavering community support. Life-long learning is our greatest gift, offered to everyone on every platform.

Diversity and Inclusion

It is the diversity of cultures and perspectives that make Houston truly unique. To that end, our staff must be as diverse as the city we serve. Our programming will reach beyond the city limits and reflect the entire region.

Services

Television

- KUHT 8: PBS Primary
- KUHT 8.2: Create
- KUHT 8.3: PBS Kids 24/7
- KUHT 8.4: World
- KUHT 8.5: Sight Into Sound

Radio

- KUHF 88.7: News
- KUHF 88.7 HD2: Classical
- KUHF 88.7 HD3: Mixtape

Online

- houstonpublicmedia.org
- Facebook & YouTube @houstonpublicmedia
- Twitter & Instagram @houstonpubmedia
- YouTube TV
Welcome to the new Houston Public Media.

Building On a Legacy to Unleash Potential

For nearly 70 years, Houston Public Media has been an integral part of the Gulf Coast region, providing news, education, and arts content, as well as serving as a critical partner in public safety. Building on that legacy in the digital world demands a constant view into the future and a strategic plan to get there.

This 2020-2025 strategic plan is the foundation for our evolution as Houston’s sustainable, non-profit trusted media source. As a roadmap to where we are headed, it will define our future, establish our priorities, and keep us focused on what it takes to be one of the region’s most important community assets. Our strategic plan keeps us accountable to those we ultimately answer to – the people we serve.

Building on the organization’s 2017-2020 plan, Houston Public Media embarked on a journey of discovery in the fall of 2018 to review strategic benchmarks, and to better understand perceptions of Houston Public Media within the cultural landscape of the city. We also studied how today’s proliferation of media sources has changed the way area residents receive their news and programs.

Facilitated sessions with Houston Public Media leadership and staff, University of Houston executives, Houston Public Media Foundation Board of Directors, and Houston Public Media Young Leaders Council were conducted to see how the station can improve the way we collect, produce, and offer content. Additionally, in-depth interviews with a diverse group of stakeholders and community members helped define the organization’s strengths, weaknesses, and opportunities in moving forward in the new digital landscape.

The building blocks for transformational change are built on this organization’s considerable accomplishments over the past few years. This strong foundation allows us to unleash the vast potential of Houston Public Media in the coming years. With the continuing support of those we reach across a 19-county area, we are confident that our future is secure.

As we undergo a renaissance of thinking about what we can provide our audiences, we are more passionate than ever about delivering on our full potential: transforming ourselves, our community and our world.
Working in Tandem with Our Partners

Our Community
The most significant partners in the success of Houston Public Media are the listeners, viewers, donors, subscribers, followers and advocates for our content and mission. With their trust, engagement and financial commitment we look confidently to tomorrow.

PBS and NPR
Houston Public Media is a regional leader for both of our major programming partners. Our entire community realizes the benefit of these world-class media organizations as well as the impact of Houston Public Media’s digital and broadcast content.

PBS and its member stations are America’s largest classroom and the nation’s largest space for learning, creative thinking, and the arts. Through PBS LearningMedia, PBS offers more than 120,000 digital resources to educators and connects more than 1 million teachers across the country.

NPR is one of the nation’s most trusted news organizations and a leading innovator in storytelling and objective journalism. Houston Public Media is elevating the role of local journalism through The Texas Newsroom and national newsroom collaborations, such as 1A Across America. NPR considers The Texas Newsroom a prototype for the way stations throughout the country can share resources and produce more of the journalism their communities need.

Public Safety Partner
Houston Public Media serves as the region’s primary Emergency Alert System and shares frequent, real-time updates with its audiences when disaster strikes. Local officials turn to Houston Public Media for its datacasting technology and broadcast communication emergency services. As a public safety partner, the station provides reliable communications assets to first responders and emergency personnel on-demand. Through this technology, officials can securely stream encrypted video and data using a dedicated portion of KUHT’s broadcast spectrum, keeping our communities safe.

University of Houston
As a service of the University of Houston, Houston Public Media collaborates with University of Houston’s Board of Regents, Board of Visitors, College of Medicine, Jack J. Valenti School of Communications, C.T. Bauer College of Business, Cullen College of Engineering, Law Center, and Athletics and more.
Houston Public Media is well on its journey of transformation into a 21st century public media organization through disruptive innovation. We are convening the community as we rethink all aspects of our operations, products and services. While education remains fundamental to our purpose and is at the core of all we do, innovation will drive us over the next five years to reach specific goals that are aligned with strategic priorities.

**Innovation Will Drive Our Growth**

**GOAL 1**
Financial Strength

Our existing Innovation Fund allows us to be technologically current, expand our reach, and enable digital and broadcast distribution. Houston Public Media is making necessary infrastructure upgrades and planning for future broadcast and digital standards. This requires significant funds beyond annual operating needs.

**GOAL 2**
Houston Public Media Brand Awareness

**GOAL 3**
Commitment to Culture

**2025 Strategic Priorities**
- **Exceed** Fundraising Goals
- **Secure** $5 Million to Build Reserves
- **Develop** New Revenue Channels
- **Dedicate** Planned Giving Resources for the Purpose of Building Endowment Reserves
We live in the most diverse city in America. Houston Public Media is committed to making sure that the diversity of our region is reflected in all we do. We’re also working to ensure that our staff reflects Houston.

We’re expanding professional development and continued learning opportunities. Through our shared vision and values, Houston Public Media will create a culture that attracts the top talent needed to serve our audience and to be accountable in measurable ways.

In 2014, we unified our organization under one name: Houston Public Media. Research indicates there’s opportunity to increase understanding of the power and value we deliver every day on every device. It’s time to tell our story in new and relevant ways to a growing population and to raise awareness that we are accessible to all, convenient and current. The end goal is to continue to increase viewership, listenership, and membership as well as to enhance the programs and services offered to the community. The new media landscape requires robust distribution and discoverability. Brand power has never been more important.

2025 Strategic Priorities

• Make HPM a Household Name as Measured by Continued Audience Growth and Awareness
• Build Deeper Community Relationships by Fostering the Essential Connection to the Community

GOAL 2
Brand Awareness

GOAL 3
Commitment to Culture

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2025 Strategic Priorities

• Excellence is Our Standard as Measured by Local, Regional and National Recognition
• Nurture an Unwavering Commitment to Inclusivity and Safety
• Invest in Training, Coaching and Career Advancement
Houston Public Media Leadership

Executive Committee
Lisa Trapani Shumate, Associate Vice President & General Manager
Josh Adams, Station Manager
Courtney Lamrn, Chief Development Officer
Devil Bala, Assistant Vice President of Business Services, University of Houston
Mark Putnam, Assistant Vice President for Development, University of Houston

Department Leaders
Frank Castro, Director of Engineering Operations
Vicky Charleston, Director of HPM Brand Strategy
Dave Fehling, Director of News & Public Affairs
Millie Adan-Garza, Director of Sales, Underwriting and Corporate Sponsorships
Don Geraci, Director of Content
Almarie Hopkins, Assistant Director of Business Operations
Mary Ann Marucci, Senior Director of Advancement
Phillip McMillian, Executive Director of Marketing
Jim Pivero, Director of Radio Operations
William Shifflet, Chief Engineer
Brian Wood, Director of Information Technology

Houston Public Media Foundation Board Fiscal Year 2020

Executive Committee
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Leslie Flynn, President
Sharon Birkman, Secretary/Treasurer
Aggie Foster, Nominating and Governance Committee Chair
Stephen Schwarz, Past Chair

Directors
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Janet Clark
Kelley Lang
Lynn Mathre
Kathy Sanders
Kim Sterling

University of Houston-Houston Public Media Advisory Council

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Raymond Bartlett
Eлиsсе Dunn Brice
Dona Cornell
Dennis Fouty
Lisa Holdeman
Anne McClellan

Temple Northup
Paul Pavlou
Gaston Reinoso
Lisa Trapani Shumate
Jason Smith
Dusya Vera

Young Leaders Council

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Dr. Matthew Berg
Upasana Bhattia
John Boerstler
Joe Brettell
Madison Chavez
Lara Cottingham
Dr. Lee Edwards
Elizabeth Fletcher
AmyJo Foreman
César Giralt
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Brittany Hyman
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Dr. Kiran Kaur
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Melanie Pang
Aaron Perez
Michael Quirke
Whitney Radley
Jeff Reichman
Grace Rodriguez
Mercedes Sanchez
Chelsea Sanford
Hareem Shafzad
Cara Striegold
Patricia Vela
Jeffrey Whitley
Brian Wood
“One of the greatest dignities of humankind is that each successive generation is invested in the welfare of each new generation.”

- Fred Rogers, Mister Rogers’ Neighborhood

**Visionary Leaders**

Penelope Ashton
Melza and Ted Barr
Angela Bishop
Andrea and Bruce Bryant
Janet Clark
Marian and Paul Cones
George Connelly, Jr.
Sharon Birksman and Richard Fink
Aggie Foster
Vince and Margaret Foster
Kerry Galvin
Anne Harder
Yıldız Lee
Ronald Pasadyn
Demi and Ron Rand
Kathy Sanders and Dag Sandbakken
Barrett Sides
Debbie Vernet
Lynn Wyatt and Oscar Wyatt, Jr.

**Visionary Foundations**

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Michael and Rebecca Cerno Foundation
The Cullen Foundation
The Ellkins Foundation
The Hamill Foundation
Jacob and Terese Hershey Foundation
Albert and Ethel Herzstein Charitable Foundation
Houston Endowment, Inc.
Lang Family Foundation
Ed and Jean Matthews Foundation
John P. McGovern Foundation
The W. T. and Louise J. Moran Foundation
The Peter and Nancy Thompson Fund
The Wortham Foundation

**Community Partners**

Alley Theatre
Asia Society Texas Center
Austin College
Baird
Ballard Exploration Company, Inc.
Bankston & Associates
Bistro Menil
Bob’s Red Mill
Briggs & Veselka Co.
Buckner International
Carbonite
Carr, Riggs & Ingram CPAs and Advisors
CenterPoint Energy
Central Market
Chariot Energy
Chevron
Chi St. Luke’s Health
Comcast Business
Da Camera of Houston
Danish Inspirations Modern Furniture
Elephant Insurance
ENGIE
Eversheds Sutherland
First Community Credit Union
Galveston Historical Foundation
The Grand 1894 Opera House
Houston Ballet
Houston Baptist University
Houston First
Houston Grand Opera
Houston Symphony
Infuse Energy
Interfaith Ministries for Greater Houston
Invisible Fence of Greater Houston
The John Cooper School
The Jones Graduate School of Business at Rice University
JSC Federal Credit Union
Karbach Brewing Co.
Live Nation
MD Anderson Proton Therapy Center
The Meadows Mental Health Policy Institute
The Menil Collection
The Menninger Clinic
METRO
The Museum of Fine Arts, Houston
Our Lady of the Lake University
PS Lightwave
Rand Group
Reveal Energy Services
S&P Global Platts
Salesforce
School of The Woods
Sierra Nevada Brewing Co.
Society for the Performing Arts
Spring Branch District
Tanglewood Legacy Advisors
Ted’s Brain Science Products
Texas A&M University
Texas Children’s Hospital
Texas Comptroller of Public Accounts
Texas ENT Specialists
Texas Mutual Insurance Company
Texas Oncology
Texas Women’s University
Theatre Under The Stars
T-Mobile
Trinity University
United Way of Greater Houston
University of Houston
The University of Texas MD Anderson Cancer Center
UT Austin McCombs School of Business
UTMB Health
Your Part-Time Controller

We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.*

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