



Houston Public Media

A SERVICE OF THE UNIVERSITY OF HOUSTON

# Strategic Plan 2017 – 2020





**ABOUT US**

GOALS

OBJECTIVES  
& ACTIVITIES

PARTICIPANTS

ONE CLEAR **VISION**

To be the most valued catalyst for an informed and engaged community.

ONE STEADFAST **MISSION**

To expand minds and possibilities with trusted information and quality entertainment.

# Media that matters *wherever* you are, *whenever* you want it.

GOALS

Broadcasting from the University of Houston Main Campus, Houston Public Media reaches an audience of over 1.5 million people each week with 24/7 service, on air and online.



OBJECTIVES & ACTIVITIES

## Our Services\*

<b>TELEVISION</b>	KUHT 8.6 <b>News 88.7</b>	KUHF 88.7 HD3 <b>MIXTAPE</b>
KUHT 8 <b>TV 8</b>	KUHT 8.7 <b>Classical</b>	<b>ONLINE</b>
KUHT 8.2 <b>@create</b>	KUHT 8.8 <b>MIXTAPE</b>	www.houstonpublicmedia.org
KUHT 8.3 <b>PBS KIDS 24/7</b>	<b>RADIO</b>	Twitter @ Instagram @houstonpubmedia
KUHT 8.4 <b>WORLD</b>	KUHF 88.7 <b>Classical</b>	Facebook @ Youtube @houstonpublicmedia
KUHT 8.5 <b>Sight Into Sound</b>	KUHF 88.7 HD2 <b>News 88.7</b>	

\*Line-up as of summer 2017

PARTICIPANTS

# At the Forefront from the Beginning

GOALS



KUHT first signed on the air in May 1953 as the nation's first educational television station, and as one of the first member stations of National Educational Television – the precursor to PBS. With the addition of NPR News 88.7, Houston Public Media quickly earned Houston's trust for consistent, reliable news, education, and arts & culture, to become a critical component of the Houston community. Houston Public Media continues to be a service of the University of Houston – locally owned with local decision making, to best serve the Gulf Coast region.

Building on our legacy of existing for the people and supported by the people, Houston Public Media is uniquely inclusive, connecting more than 1.5 million people weekly across 19 counties via broadcast TV, radio and internet with timely news, education, arts & culture, and emergency communications. Houston Public Media efficiently provides 24/7 service through KUHT TV8 (PBS), KUHF News 88.7 FM (NPR), Houston Public Media Classical, houstonpublicmedia.org and social media platforms. The new 24/7 PBS Kids Channel is now available to households over-the-air on 8.3 and through live streaming via pbskids.org. This channel has the power to bridge both education and digital gaps in our community by making curriculum-based programming available at night and on weekends.

Houston Public Media is creating essential content to truly lift the people of the Greater Houston region and beyond. We continue to be guided by our vision to be the most valued catalyst for an informed and engaged community – to expand minds and possibilities with trusted and quality programming. **Today and tomorrow — the promise of elevating the region through broadcast and digital continues.**

OBJECTIVES & ACTIVITIES

# Charting the Future: The Strategic Planning Process

Houston Public Media embarked on the creation of our strategic plan in 2014, when we began conducting donor surveys asking what is most important to them in a public media station. These surveys continued over the course of two years.

In summer 2016, Houston Public Media was selected by the University of Houston C.T. Bauer College of Business for their summer strategic management course, after learning of our desire to create a strong roadmap through 2020. Fourteen MBA students from various backgrounds and industries met with members of Houston Public Media's executive team and its Foundation Board. This team shared organizational background, challenges faced, and answered questions. The MBA students toured the station and connected with the management team as needed. At the end of the course, the Houston Public Media team received presentations that highlighted organizational strengths, weaknesses, threats, opportunities as well as provided recommendations.

PARTICIPANTS

**Goal**

Innovation and Sustainability

**Goal**

Community Impact and Engagement

**STRATEGIC PRIORITY** Trusted Content

- Stay true to our pillars of Education, News & Public Affairs, and Arts & Culture
- Create methods for measuring our mission's impact
- Be responsive and inclusive of our diverse region

**STRATEGIC PRIORITY** Leading Technology

- Develop a technology plan to support digital and broadcast integration
- Identify and implement efficiencies at Melcher Center and transmission sites
- Use technology to build audience engagement

**STRATEGIC PRIORITY** Audience Growth

- Develop a marketing and branding plan
- Invest in comprehensive approach to grow digital media metrics
- Broaden reach to inform decision-making
- Expand community, civic and corporate partnerships

**STRATEGIC PRIORITY** Financial Strength

- Build fund initiatives and endowment
- Develop fundraising campaign strategy and support for short- and long-term needs

Also in summer of 2016, Houston Public Media turned to a diverse group of community leaders from across Greater Houston to learn about their media consumption habits. These in-depth interviews were led by Associate Vice President and General Manager Lisa Shumate, Foundation Board Director Kim Sterling and community leader Betsy Frantz. The interviews allowed us to learn what interested people about the media landscape and their thoughts on how Houston Public Media could become the region's media leader.

All of this community input was gathered and presented to the Houston Public Media Foundation Board in Fall 2016. Four objectives were prioritized for further development – local content, technology, audience, and financial stability. The Board retreat was followed by an executive leadership retreat, this team then brought the information to their departments to prioritize and develop strategic actions to move the identified objectives forward.

The result is this **three-year strategic plan**, which is directly responsive to our audience and the broader community.

We thank you for your continued commitment to helping us best serve the Gulf Coast region.



**GOALS**

OBJECTIVES & ACTIVITIES

## Innovation and Sustainability

We are launching a \$10 million **Innovation and Sustainability Fund** to support quality, pertinent content and the technology behind its multi-platform distribution throughout the Gulf Coast region and beyond. This critical investment will guide us to lead the Houston media market by supporting capital needs and ensuring that Houston Public Media can continue to create the highest quality, most trusted local content and invest in the latest technology to reach diverse audiences on any device.

Houston Public Media continues to build on our pioneering vision and legacy of innovation in serving the Gulf Coast region as we capitalize on new technologies to connect and propel our people, our culture and our economy.



## Community Impact and Engagement

Houston Public Media will establish a \$10 million **Community Impact and Engagement Fund** for the purpose of identifying and measuring initiatives that support the region's most pressing needs.

This fund will establish the Center for Community Impact and Engagement to lead the execution of this effort, survey outcomes and issue a citywide progress report.

Building on our legacy of existing for the people and supported by the people, we are uniquely positioned to help bridge gaps and foster understanding.

## Houston Public Media Today



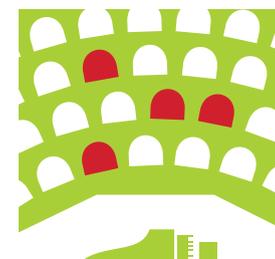
**Local news** happens first at Houston Public Media. As a driving force behind local and regional news collaboration, through programs like *Houston Matters* and *Texas Standard*, we deliver fair, accurate and impartial reporting, featuring in-depth, multi-platform news coverage with a diverse range of perspectives on issues important to the Gulf Coast region, Texas and the United States.



**National news and entertainment**, available on any device, includes National Public Radio (NPR), one of the nation's most trusted organizations for quality journalism and storytelling, and PBS, America's largest classroom and the nation's largest stage for learning, creative thinking and the arts.



**Quality education**, including digital learning programs, forums, and events provide an important basis for early education for many children throughout the Gulf Coast region, as well as a meeting place for teachers to share best teaching practices. Our annual Spelling Bee and Writers Contest convene students throughout the state and challenge them to excel through academic competition to reach their dreams in life.



**Arts @ Culture** news and programs elevate our region's cultural and performing arts from our *Classical Classroom* podcast, to the *Skyline Sessions* video series, to Houston's celebration of National Poetry Month. We serve as a cultural showcase, bringing the Gulf Coast region front-row seats to concerts, performances and artists through broadcasting, web, mobile and social platforms.



**Emergency services** are critical to the Texas Gulf Coast. Through datacasting technology and broadcast communication that is recognized by the Department of Homeland Security, Houston Public Media is a national leader in pioneering new ways to make our community safer.



**OBJECTIVES & ACTIVITIES**

## Trusted Content

*Serve audiences with relevant 24/7 content*

Be the region's leader for trusted news, education, arts & culture and emergency communications.

**CONTINUE** the mission pillars

- News & Public Affairs
- Education
- Arts & Culture

**GROW** popular programs and new opportunities

- Launch TV 8.3 24/7 PBS Kids Channel with local features, live streaming and digital content
- Populate Passport and NPR One with local and diverse program offerings
- Expand content partnerships across Latino and other culturally diverse media outlets
- Discover diverse talent on the air and beyond
- Build on our strength of producing in-depth, innovative “event” programming initiatives that serve as a catalyst for an informed and engaged community



## Leading Technology

*Capitalize on technological innovations*

Create a rich experience that meets our audience – on the phone, tablet, laptop, TV, and radio.

**DEVELOP** a strategic technology implementation plan

- Provide seamless connection between broadcasting and digital capabilities
- Consolidate transmitter facilities
- Build capacity to serve as a technology partner for other public media stations throughout Texas and the Gulf Coast Region
- Provide emergency communications services to enhance public safety

**BECOME** a digital media leader

- Build a robust website with multi-platform content, breaking news and investigative projects
- Create deeper and constant engagement with our diverse communities through social media strategy that converts followers into members
- Expand and diversify content access through Passport, NPR One and other vehicles
- Develop the agility to adopt new technologies to deliver the highest quality consumer experience, regardless of format or device

**OBJECTIVES & ACTIVITIES**

## Audience Growth

*Expand reach across all platforms*

Ensure wide-spread public knowledge of our content and initiatives.

**DEVELOP** a marketing and branding plan

- Earn top of mind awareness for brand and service
- Measure and communicate impact of key initiatives to the public in annual report
- Achieve excellence in mission fulfillment as determined by community feedback

**INVEST** in comprehensive approach to grow digital media metrics

- Develop a results-driven plan that accelerates engagement and relevance
- Hire a dedicated staff

**BROADEN REACH** to inform decision-making

- Seek out new and diverse potential audiences and their interests
- Include Millennials for ideas, inspiration and implementation

**EXPAND** community, civic and corporate partnerships

- Work with higher educational institutions, the Texas Medical Center, energy sector, arts organizations, media outlets and other businesses and institutions
- Initiate additional collaborative projects with other media outlets
- Cultivate relationships with culturally diverse community and civic organizations
- Raise the region's profile through our relationships with national public media programs and organizations

### OBJECTIVES & ACTIVITIES



## Financial Strength

*Secure financial resources for continued innovation and operations*

Increase financial strength to ensure quality media for generations

**BUILD** fund initiatives and endowment

- Write case statements for Innovation and Sustainability, as well as Community Impact and Engagement Funds
- Create and execute a plan to maximize national partner collaborations that support goals

**DEVELOP** fundraising campaign strategy and support for short- and long-term needs

- Align Studio Society donors by affinity – News & Public Affairs, Education, Arts & Culture to support growth and expansion
- Enable innovative donating opportunities such as text messaging and social media
- Grow corporate and foundation relationships and support
- Expand member donor base

### OBJECTIVES & ACTIVITIES

Fifty years after the monumental signing of the Public Broadcasting Act in 1967 by President Lyndon B. Johnson, the need for enriching and uplifting our communities through public media is as great as ever. This year, Houston Public Media marks this anniversary with reflection on the past and thoughtful planning for the future – to build on our long history of success and guide our continued innovation in the Gulf Coast region to enrich man’s spirit with trusted, quality news, education, arts & culture, and emergency communications across media platforms.

Houston Public Media acknowledges the many and diverse contributors to the Houston Public Media strategic planning process:

**Division of Administration & Finance, University of Houston**

Jim McShan, *Senior Vice Chancellor and Senior Vice President*

**C. T. Bauer College of Business, University of Houston**

Dr. Barbara Carlin, *Clinical Assistant Professor, Bauer College of Business*

**Summer 2016 Strategic Management Course Students and MBA candidates**

Prateek Agarwal	Kevin Newman
Tedric Breed	Ugo Odumah
Taylor Everett	Kevin Reuter
Lola Soyebó Harris	Bo Seang
David Krohn	Kyle Spangler
Adarsh Menon	Caesar Tin-U
Melanie Morgan	Julie Tin-U

MBA students shared strategic analysis reports of Houston Public Media and presented their analyses and recommendations to Houston Public Media’s executive team.

**Community Participants**

Betsy Franz	Mark Folkes
Julius Glickman	Todd Holloman
Kim Sterling	J.X. Loh
Angela Bishop	Hector Miranda
Spencer Bynes	Jeff Reichman
Tara Caddell Stringer	Juliet Stipeche
Janette Cosley	Debbie Wernet
Dr. Rex Dru	Brian Wood
The Honorable Ed Emmett	

**Houston Public Media Foundation Board**

Lisa Trapani Shumate *Executive Director of Houston Public Media Foundation*

**Executive Committee**

Stephen Schwarz, Chair  
 Barrett Sides, President  
 Leslie Flynn, Secretary  
 Sharon Birkman, Treasurer  
 Ron Rand, Past Chair  
 George Connelly, Ex-Officio

**Directors**

Janet Clark  
 Sheila Enriquez  
 Aggie Foster  
 Lynn Mathre  
 M.A. Shute  
 Kim Sterling

**Houston Public Media Leadership**



From left to right: Don Geraci, Capella Tucker, Dave Fehling, Frank Castro, Courtney Lamm, Edel Howlin, Joshua Adams, Lisa Shumate, Vicky Charleston, Jim Pivero, Aurora Losada, Phillip McMillan, Victoria Cordova, Millie Garza, Amy Marks, and Almarie Hopkins

And the more than 115 dedicated staff members of Houston Public Media who make our mission and vision possible.



**Houston  
Public Media**

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UNIVERSITY OF HOUSTON

## **Houston Public Media Foundation**

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[houstonpublicmedia.org](http://houstonpublicmedia.org)

TV 8 | PBS News 88.7 | NPR Classical

### **Cover Photo**

Houston Public Media | *LeRoy and Lucile Melcher Center for Public Broadcasting*

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