

Nashville Public Television

STRATEGIC PLAN OVERVIEW
FY2024 - FY2026

Nashville  PBS

WNPT connects Nashville and beyond with trusted content that reflects, strengthens, and celebrates our community.



Table of Contents

**Letter from the
NPT President
and Board**

3

**Mission, Vision,
and Values**

5

**Key Pillars
and Strategies**

6

Letter from the NPT Board and President



"Since I was a little kid, I have been fascinated by the way we structure our lives with powerfully resonating stories."

Professor Henry Louis Gates, Jr.

Nashville Public Television (NPT) has been telling our community's stories for over sixty years. We continue that grounded, powerful storytelling today, but now in the context of a rapidly growing Nashville and a swiftly changing media landscape.

As our long-serving board member Richard Warren observed during our final strategic planning session, "We are confronting an existential moment in public television and must address how we will respond to a changing world."

This FY 2024 – 2026 Strategic Plan provides a three-year runway to Nashville Public Television's future and anticipates changes needed well beyond this plan. The vision, focus, and investments we put into place today will enable us to better serve our community's evolving needs in the coming decade.

We also developed this strategic plan to meet the present-day requirements of our audiences and stakeholders. A committee of NPT staff and board members, led by a public-media strategist, gathered input from a variety of sources to inform our strategies. They drew inspiration from a large community survey; ideas shared by members of NPT's Community Advisory Board as well as other employees and board directors; information about regional growth patterns and community needs; and national public-media trends.

We have crafted a plan that engages diverse audiences, platforms, and programming forms and guides our work today as well as our preparations for tomorrow.

KEY POINTS

- NPT will address lifelong Nashvillians, new residents, and visitors to our region as we help the community bridge "old and new Nashville."
- We will continue to serve our core audiences with non-commercial, objective, and trusted broadcast programs while creating content that resonates with the interests, formats, and viewing styles of digital media users.
- We will maintain and expand our relationships with community partners and independent producers to generate programming that reflects and celebrates our community.
- We will more explicitly leverage our value as a Public Broadcasting Service (PBS) station. The Roper Poll has long ranked PBS as the nation's most trusted media brand and one of our country's most trusted institutions. We are Nashville PBS. Your local PBS station.
- We will strengthen our focus on educational services and lifelong learning, the very DNA of public broadcasting.
- We will invest in advanced technology to achieve these goals while we also invest in our most valuable resource, our staff. We are creating a workplace of choice that reflects our community and honors our commitments to diversity, equity, inclusion and, most importantly, belonging.

Continued

Letter from the NPT Board and President

(cont.)

In this overview of our strategic plan, we introduce you to our mission, vision, and values and our six key strategic pillars with their related strategies. Over the next three years, we will roll out these six pillars – **Human Resources, Brand and Marketing, Content and Platforms, Education and Engagement, Financial Sustainability, and Infrastructure**, with the following annual focus:

FY24: Educational Initiatives, Digital Services, Human Resources, and Development

FY25: Brand and Audience Development and Infrastructure

FY26: Refining and Consolidating our New Direction

We are proud to share this strategic plan with you. You are an essential part of our NPT family and we are forever grateful for your ongoing support of this treasured and valuable Nashville organization.



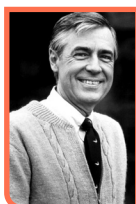
Becky Magura
NPT President & CEO



John Weisenseel
NPT Chair 2023



Jeff Gregg
NPT Past Chair 2023



"Often when you think you're at the end of something, you're at the beginning of something else."

Fred Rogers

NPT 2024 - 2026 Strategic Plan Mission, Vision, and Values

Mission

NPT connects Nashville and beyond with trusted content that reflects, strengthens, and celebrates our community.

Vision

NPT cultivates meaningful connections through experiential engagement and programming that inspire a vibrant, inclusive community.

Values

We hold ourselves to the highest ethical standards, consistently striving for accuracy and fairness in our programming and services.

We cherish Nashville and beyond, actively embracing our community's diversity in everything we do.

We prioritize treating everyone with dignity, creating a welcoming and accessible environment that values every individual.

We aim to eliminate systemic barriers with our unwavering commitment to prioritize equity, creating a fair and just world for all.

We thrive on innovation and work collaboratively to push the boundaries of what is possible.

We are committed to continuously improving our work and services, driven by our passion for growth and development.



Key Pillars

- 
- I Human Resources**
 - II Brand and Marketing**
 - III Content and Platforms**
 - IV Education and Engagement**
 - V Financial Sustainability**
 - VI Infrastructure: Technology and Facilities**



Human Resources

Our culture drives our success, influences our reputation, and shapes our community service. NPT's culture will reflect our mission, vision, and values by fostering teamwork, leadership excellence, professional development, and employee well-being through our internal communication strategies, collaborative interdepartmental relationships, engagement initiatives, and commitment to inclusiveness.





Human Resources

Strategies

1.1 STAFFING

Enact strategic priorities by hiring additional staff, increasing staff diversity, instituting competitive compensation packages, and building procedures that support the full employee life cycle. Determine currently unsupported strategic needs, develop a plan to attract right-fit candidates, and recruit candidate slates that reflect and protect fair-hiring practices and legal compliance requirements. Communicate core values and culture throughout the hiring process, from job postings and related external communications through the screening and hiring process and onboarding experience. Develop and implement an inclusive onboarding experience that feeds into an ongoing professional development program that supports all employees throughout their life cycle.

1.2 CULTURE AND ENGAGEMENT

Encourage unity and growth by socializing core values, actively fostering community, and establishing a cadence of accountability that supports NPT's mission and vision. Inaugurate employee surveys to solicit staff feedback and gauge employee satisfaction, use survey data to create action plans that mitigate issues and communicate leadership receptivity, establish "Fireside Chats" and bi-annual rallies to catalyze communication and inclusivity, generate professional development opportunities and celebrate individual achievements.

1.3 DIVERSITY, EQUITY, AND INCLUSION

Celebrate staff diversity and actively incorporate it into NPT culture through professional development opportunities that encourage inclusivity and growth, invited guest speakers, social mixers and internal networking events, a Culture Champions program that encourages staff volunteerism and community outreach, and an internal calendar and snapshot board spotlighting multicultural holidays, events, and achievements.

1.4 HUMAN CAPITAL AND SUCCESSION PLANNING

Develop a systematic succession planning process that identifies the skills, capabilities, and successors required to meet organizational needs and strategic goals. Implement succession planning by instituting onboarding, cross-training, professional development, and mentorship procedures that support and grow successor skills and leadership excellence in alignment with those needs and goals while integrating a habit of intra- and interdepartmental teamwork. Establish periodic reviews of staff and program performance to gauge efficacy and remove roadblocks that might cause unnecessary labor and capital costs.



Brand and Marketing

Our branding and marketing express our mission, vision, and values and help us foster relationships with new audiences while building stronger, more meaningful connections with current audiences. We will work to increase our brand awareness within our community as we engage more diverse audiences through multiple marketing platforms that enable greater reach and interactivity.

We will more explicitly leverage our unique heritage in our branding too. For over 60 years, our locally produced programming has celebrated the rich culture of Music City. Nashville is an integral part of our brand. We want to emphasize that connection as we grow along with our dynamic region.



II Brand and Marketing

Strategies

2.1 REBRANDING

Rebrand NPT to Nashville PBS to leverage two strong brand affiliations: Nashville, recognized globally for blending heritage and innovation, and PBS, one of America's most trusted institutions.



2.2 BRANDING AND MARKETING CAMPAIGNS

Create campaigns to launch the new Nashville PBS rebrand, increase brand awareness, and support major local-programming initiatives. Earmark more funds for branding and marketing to enable greater reach and effectiveness.

2.3 DIVERSIFIED MARKETING APPROACHES

Mix traditional broadcast and print approaches with digital and social-media marketing. Continue to leverage community partnerships for in-kind marketing opportunities.

2.4 MEASURING EFFECTIVENESS

Identify, track, and analyze key marketing and communications metrics to gauge effectiveness, explore new opportunities, and customize messaging.



Content and Platforms

As the shift from broadcast to digital viewership accelerates, NPT will follow a digital-first, broadcast-too approach to local content creation to meet our audiences on their platform of choice. NPT will continue to share our locally produced content with national audiences via PBS and other distribution partners. We will also work with independent content creators to share their work with our Nashville audiences and nationally through the PBS pipeline. A critical element in our local content strategy will be ongoing community engagement and research to help us understand viewers' needs and important regional issues.



III Content and Platforms

Strategies

3.1 ANYTIME, ANYWHERE CONTENT

Ensure NPT's content is available anytime and anywhere by creating digital and broadcast programming.

3.2 REACH AND IMPACT

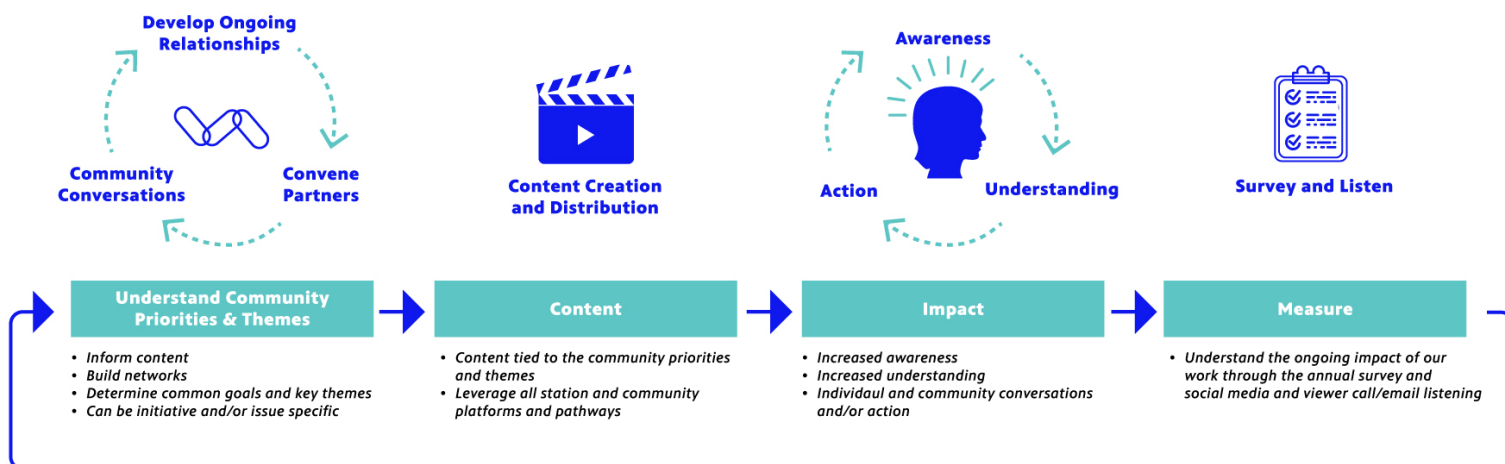
Extend NPT's local and national reach and the impact of our original programming by diversifying distribution channels, harnessing digital platforms, and bringing new voices and independent producers into the PBS pipeline. Ingrain, correct, and perfect metadata for all productions and marketing to ensure audiences can find our content on any platform.

3.3 RELEVANT AND REPRESENTATIVE PROGRAMMING

Assure NPT's original content represents local issues, concerns, and audiences by encouraging dialogue, soliciting viewer feedback, and conducting regular community surveys.

MODEL FOR ENGAGEMENT

Public media facilitates at scale a community conversation that creates impact.



3.4 INNOVATION

Experiment with new content formats and refresh current series, guided by metrics that evaluate the success, impact, and ROI of our programming.

3.5 LIVE PROGRAMMING

Serve core broadcast audiences and cultivate new digital audiences by collaborating with local and national partners to produce live programming, such as performances and concerts.

IV

Education and Engagement

Lifelong learning is a core value of public broadcasting and integral to NPT's mission and vision. We will continue to serve our community's dynamic educational needs by deepening our relationships with students, educators, and caregivers. We will do this by providing valuable resources, offering dialogue and professional development opportunities, creating experiential learning activities, and activating our campus as a resource for education and community engagement.



IV Education and Engagement

Strategies

4.1 COMMUNITY INVESTMENT

Recognize and support the specified needs of our culturally, generationally, and educationally diverse coverage area by actively seeking feedback, promoting dialogue, strengthening existing relationships with centers of learning, and cultivating and maintaining community partnerships. Strategically align education and engagement activities with specifically identified community needs and focus educational fundraising and investment to support those initiatives.

4.2 RESOURCE ENGAGEMENT

Deepen student, educator, and caregiver engagement with existing NPT and PBS Learning Media educational resources. Employ content experts to create and deliver new resources locally, regionally, and nationally. Ensure NPT's educational resources continue to reflect Tennessee Department of Education, PBS, and CPB standards. Work with NPT Branding, Marketing, and Communications staff to build awareness of and trust in PBS KIDS, the PBS KIDS app, PBS Learning Media, and related educational resources among coverage-area educators, students, and caregivers.

4.3 EXPERIENTIAL LEARNING

Develop a comprehensive public-media-based experiential learning program targeting middle-school through college-aged students that inspires them to embrace co-curricular, extracurricular, and lifelong learning. Engage local school systems and educational resources to foster partnerships that extend experiential learning opportunities.

4.4 NPT: A CENTER FOR LEARNING

Invest time and resources in capacity building and campus reconfiguration to establish NPT as a Center for Learning within the Nashville community. Expand utilization of NPT campus for education and community-engagement activities grounded in public media-centric learning and innovation.



Financial Sustainability

A secure, sustainable, and growing base of community, state, and federal funding along with effective investment strategies and internal stewardship are critical elements in realizing NPT's strategic objectives. As traditional patterns of giving to public media shift away from “Pledge,” we require innovative approaches to developing membership and major donors. There are significant opportunities to engage new individual, corporate, and institutional funders as Nashville continues to grow, while also working to increase state funding and ensure the future of federal funding.





Financial Sustainability

Strategies

5.1 MEMBERSHIP

Increase membership dollars and donors through a combination of digital fundraising strategies, enhanced proven strategies, unique special events, and targeted efforts to build a base of Sustainers.

5.2 DONORS

Increase the number of major donors and major-donor dollars through strategic investments in wealth screening, targeted digital campaigns, and additional development staff.

5.3 CORPORATIONS AND FOUNDATIONS

Increase corporate and foundation funding through targeted efforts, funding opportunities that complement institutional funding objectives, and additional development staff.

5.4 PLANNED GIVING

Increase planned gifts and planned giving revenue by developing and implementing a planned giving program, securing dedicated staff, and investing in marketing and wealth screening support.

5.5 STATE AND FEDERAL FUNDING

Increase recurring State of Tennessee funding and collaborate with TN PBS stations to match the state appropriation with increased community funding by 2026. Ensure the future of NPT's federal funding by working in partnership with the America's Public Television Stations (APTS) network and other public media partners.

5.6 FINANCIAL MANAGEMENT

Steward and grow contributed funds through careful financial management, investments, and internal fiscal policies.



Infrastructure: Technology and Facilities

NPT's future depends on the strength and readiness of our technology and facilities to meet staff and audience needs and expectations. NPT must be ready to transition to the next-generation ATSC 3.0 broadcast standard while evolving our digital platforms and ensuring that staff have the training and tools needed to navigate a complex media environment. An NPT facilities action plan will allow us to develop and nurture an even more collaborative work environment for staff and community partners.



VI Infrastructure: Technology and Facilities

Strategies

6.1 HARDWARE AND SOFTWARE UPGRADES

Develop and implement plans to maintain a strong IT infrastructure, upgrade production and studio equipment, refresh and upgrade broadcast airchain equipment, and stream all broadcast channels.

6.2 LIVE STREAMING

Secure the technology necessary to stream and broadcast live original and collaboratively produced local content targeted to new audiences. Partner with the Tennessee Public Television Council (TPTC) to improve the quality of live statewide broadcasts, including legislative coverage.

6.3 ENHANCED ACCESSIBILITY

Create new business models for usage of the next-generation broadcast platform ATSC 3.0. Invest in the NPT App to enhance audience accessibility and viewer experiences. Self-distribute NPT programming to PBS-station network via sIX.

6.4 BUILDING IMPROVEMENTS

Implement a facilities improvement plan that includes repairs and updates to the building's physical and mechanical infrastructure, exterior, and interior.

6.5 CAMPUS REBRANDING AND REDESIGN

Create and implement a community-focused facilities redesign that would enable NPT to engage residents, community partners, and tenants through on-campus programs, productions, events, installations, and internships. Update campus branding to reflect our brand transition.

