



STRATEGIC PLAN | 2010-2013

Mission

WXXI is the essential, life-long educational public media resource for the Greater Rochester area. WXXI engages the community with programming that stimulates and expands thought, inspires the spirit, opens cultural horizons and promotes understanding and discussion of diverse issues.

Vision

WXXI will be the area's trusted media partner and best public broadcaster in the nation in the way it strengthens its community.

Values

- Commitment to our community
- Respect for our audience & ourselves
- Independence & integrity in our work
- Dedication to the value of learning
- Appreciation for innovation & creativity
- Respect for diversity & balance of perspectives
- Superior stewardship & accountability

Strategic Objectives

Programming & Production

Select and create compelling, engaging content that reflects and strengthens the community.

- Provide content that fills significant needs, reflects the unique and diverse aspects of our community, and contributes to its vitality.
- Leverage programming and content across media platforms to broaden the audience base and better meet the needs of the community.
- Position our services as essential forums for major issues.
- Identify and work to meet the needs of under-served segments of our community.
- Develop and strengthen strategic partnerships, locally and statewide, that enhance programs and services, and promote our mission.
- Offer programs and services that will increase loyalty in current and potential viewers, listeners and users, and lead them toward financial support of WXXI.
- Use regional and national media outlets to place community strengths on the national platform.

Interactivity & Engagement

Provide innovative services that enhance the impact and value of WXXI content.

- Actively engage the community through innovative educational and outreach initiatives that leverage content and broaden the audience base.
- Take a leadership role in developing new models of educational public service media.
- Develop educational programming and professional development services across all platforms that are well articulated with local, state and national educational needs.
- Broaden outreach and impact of WXXI programs, services and productions through expanded engagement activities.
- Use technology to increase access, flexibility and engagement across all content and services.
- Create engagement opportunities to serve underserved and diverse audiences and effectively meet community needs.

Visibility & Audience

Raise the visibility and community understanding of WXXI as an essential resource in people's lives.

- Use the Go Public campaign to promote the uniqueness of our services.
- Brand all communications, promotions, content and services to increase awareness and community support.
- Use all communication vehicles to promote institutional value and build relationships in the community.
- Broaden the reach, use and knowledge of WXXI's content, services and mission through partnerships.
- Support membership and development through all communication efforts.
- Expand the audience for our services to reach a broader, more diverse community.

Technology

Employ current and next generation technology to enhance our service to the community.

- Explore new technology opportunities to enhance the effectiveness, efficiency and interactivity of WXXI's service to the community.
- Establish partnerships with organizations and companies to support innovative applications of technology, including mobile.
- Use technologies that will broaden the accessibility of WXXI's content.
- Assure quality maintenance, resiliency and support of the facilities with which we are entrusted.
- Use the most cost effective and innovative tools/methods to produce content as well as to program, operate and evaluate our services.
- Employ technology that will respond to audience delivery demands, including time-shifting, multiple platforms, and user interaction.
- Assist the community to understand and utilize our media delivery technology.

Board Development

Ensure future growth and success through continued development of a strong, involved and committed Board of Trustees.

- The Board Development Committee will review Board composition on a regular basis to assure a strong, diverse and productive membership.
- Make identification of potential Board members a continuous process and maintain information about potential candidates to fill vacancies in a timely manner.
- Maintain a high level of communication and education to keep Trustees and CAB members connected, engaged and informed about important programs and events.
- Develop agendas for each Board Meeting to include education, and opportunities for meaningful input, feedback and discussion on key policy issues.
- Develop a structure to encourage more effective and rewarding involvement in committees and task forces.
- Create opportunities for Board members to get to know each other in order to build trust and to enhance the experience of serving as a Trustee.
- Identify opportunities and expectations for board members and volunteers to support and participate in activities that enhance WXXI's reputation and financial stability.
- Work with Board members to leverage their relationships to benefit WXXI and improve WXXI's visibility in the community.

Work Culture

Nurture a constructive and adaptive work culture that embraces change, creativity and promotes achievement and commitment to the WXXI mission.

- Attract and retain a diverse and highly skilled workforce.
- Raise the standards of performance through quantitative and qualitative methods.
- Make efficient, effective use of all staff and volunteer resources to maximize productivity.

- Improve the professional competence of the staff to prepare them for changing technologies.
- Maintain a workforce culture where commitment, respect and recognition are cornerstones of the organization and actively engage in efforts to promote outstanding performance.
- Foster a climate that provides superior professional growth, personal satisfaction, well-being and respectful team spirit station-wide.
- Attract and cultivate an engaged, diverse volunteer corps to extend our effectiveness.
- Encourage and facilitate the exchange of ideas among staff and volunteer corps.

Fiscal Stability

Achieve financial stability and sustainability through the focused growth of traditional funding sources, the creation of new revenue opportunities and effective stewardship of resources.

- Plan and initiate a Comprehensive Campaign to help assure long-term fiscal stability, including building the endowment.

Individual Giving

- Execute creative ways to improve and reinvent individual giving programs with a focus on growth.
- Position WXXI to succeed in major fund raising initiatives.
- Build the Alice Wood Wynd Legacy Society into a recognized and sustainable planned giving program that includes a variety of planned giving vehicles.

Auction & Events

- Use auction and events as fund-raising and visibility activities for specific targeted markets that will return value to WXXI.

Sales & Marketing

- Take an approach to underwriting activities that will create and deliver value to WXXI.
- Develop WXXI as an institution that corporations will want to be associated with through program underwriting and sponsorship of special events.

Production Funding

- Use a cross-platform approach to production funding that includes fund raising staff, producers and program support staff.

Client Services

- Make effective use of the facility to develop client services as a viable source of income.
- Establish WXXI as the teleport hub and a partner in visibility for the Rochester community.

Government Funding

- Pursue government funding, including contracts and special funding opportunities.

Resource Management and Stewardship

- Manage resources through efficient operations that support our mission of community service.
- Ensure that customer service and donor stewardship are priorities across our entire organization.
- Explore opportunities for collaboration with other organizations that may lead to improve operational efficiency or effectiveness.
- Achieve growth of the investment funds over the long term, while keeping risk within acceptable limits.