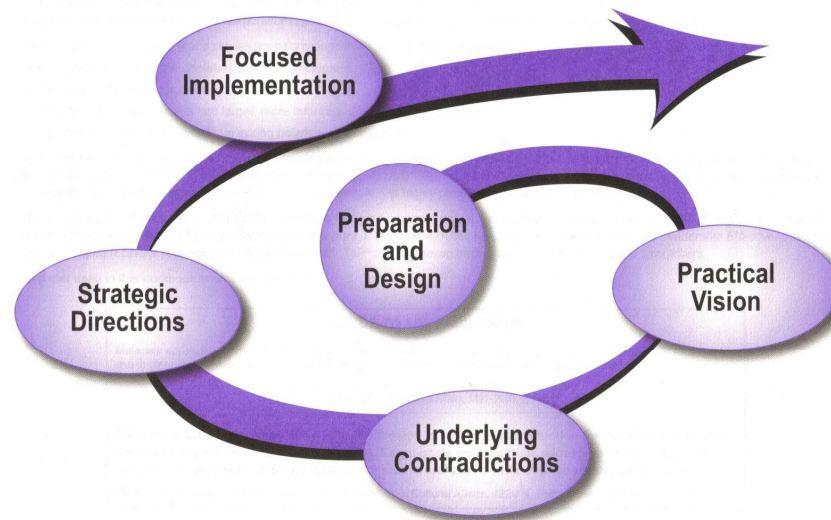


How will IPTV grow and continue to be vital in the lives of Iowans?



On September 3rd and 4th the Iowa Public Television staff leadership team and the Executive Director of Friends of IPTV met to develop a Strategic Plan to guide the work of IPTV over the next 24 months. The work focused on the question “How will IPTV grow and continue to be vital in the lives of IOWAN’S.”?

The comprehensive plan will incorporate all aspects of IPTV’s mission and provides a working frame for the future of IPTV. The work also serves as a clarification of leadership staff roles and integration of the team through a fun and supportive planning experience.

SUMMARY

VISION	UNDERLYING CONTRADICTIONS	STRATEGIC DIRECTIONS
A. Consistent message about who IPTV is	1. Unclear expectations for IPTV's workforce 2. No holistic long range plan	Implement informed decision making process • Establish research driven decision making
B. Productive efficient workforce engaged in reaching IPTV's mission	3. No will to explore weighty issues 4. Uncertainty re what leadership changes will mean	• Establish & implement effective processes for achieving operational results • Develop research based outreach plan
C. Work processes foster collaboration	5. Resource development is not recognized as a shared responsibility 6. Inequitable distribution of work & rewards	Establish mission driven leadership • Model mission driven leadership
D. Creating meaningful community connections	7. Insufficient Outreach 8. Inadequate processes	Enhance brand image • Recognizing vision driven performance
E. Holistic, relevant, accessible content	9. Silos exist 10. Inconsistent branding	• Effective, consistent messaging Develop organizational capacity
F. Effective internal leadership	11. Technological challenges	• Implement employee development plan • Effective, consistent messaging
G. Recognized leader in public television		
H. Manage resources and relationships to improve funding		



PAST		PRESENT		FUTURE	
Accomplishments	Setbacks	Strengths	Weaknesses	Threats	Opportunities
<ul style="list-style-type: none"> • Digital TV • First time 2M viewers • #1 watched station in nation • Highly produced “cornerstone shows” • Transmitters on 99% of the time • Over 50,000 families that are friends • Dan Wardell: Reading Road Trip • Great web numbers • Trust built at Capitol w/ legislators • No audit comments • Thousands of day care providers have taken courses • Facilities purchased and upgraded • 3 channels 	<ul style="list-style-type: none"> • Loss of funding • Competition for viewership: more channels, other activities such as video games • Competition from other channels doing PBS-like content • Fewer FTE’s • Do staff have appropriate skill sets? • Less community outreach 	<ul style="list-style-type: none"> • Highest PBS viewership in nation • Trust with all constituencies • Legislative support • Reputation for quality • Niche for Iowa content • Long term, experienced workforce • 45 years of history: reputation • Leader in: children’s programming, philanthropic community, technology • Locally owned • Statewide 	<ul style="list-style-type: none"> • Need to do better for non-traditional viewers e.g. web based • Should be more proactive in our programming • Variability in funding • Less flexibility due to regulation • Process to develop or plan local content • Need to be more responsive to viewer needs • Technology costs • Skill sets • Operating out of two buildings is barrier to communication 	<p>Forces working against us</p> <ul style="list-style-type: none"> • Processes for systems are outdated and non-collaborative (including PBS) • Non-collaborative blurred lines re who does what and how communicated within department and inter-departmentally • Less staff in Production & Web teams • Competition/competitors • Demise of traditional broadcast? <p>Blow Up</p> <ul style="list-style-type: none"> • Single points of failure • Need more cross-training <p>Dangers</p> <ul style="list-style-type: none"> • Are we using technology to our advantage? • Project management needs improvement and planning needs to be in advance rather than putting out fires • Funding • Will there be TV in 5 years? Platforms are changing • PBS can be deliver content to people’s homes without a TV station 	<p>Forces for us</p> <ul style="list-style-type: none"> • Right people at the right time • New eager staff, energy is on our side, eager to look at new ways of doing things • Hope for what can be done • 3 channels and internet <p>Doors</p> <ul style="list-style-type: none"> • Online is a huge opportunity • Growing interest in PBS • Being relevant in our content in the minds of viewers • Community trust • Education • Creating a culture of innovation. Open-minded, people are empowered, engaged & energized, solution-oriented • Develop a consistent brand <p>Ideas</p> <ul style="list-style-type: none"> • Accessibility through internet & technology • Events/outreach • Challenging topics: important & controversial • Community partners & partnerships • Diversity • What is the culture and what do we want it to be? It can be different from what it was. What is our leaders’ culture?

VISION: What do we want to see in place in the next 24 months as a result of our actions?							
Consistent message about who IPTV is	Productive efficient workforce engaged in reaching IPTV's mission	Work processes foster collaboration	Creating meaningful community connections	Holistic, relevant, accessible content	Effective internal leadership	Recognized leader in public television	Manage resources and relationships to improve funding
<ul style="list-style-type: none"> • Public face that tells our story, reflects who we are • Proactive mission communication • Something that celebrates IPTV (facilitates on-air organizations) • Continued trust and quality <ul style="list-style-type: none"> • IPTV open, "accessible" to foster collaboration 	<ul style="list-style-type: none"> • Fully engaged staff • Environment that fosters new ideas, energy, enthusiasm • See employees working hard and having fun • People at work • Facility open, "buzzing" w/ work 	<ul style="list-style-type: none"> • People working in collaborative process • Departments connecting and collaborating 	<ul style="list-style-type: none"> • Highly engaged Iowa communities • Outreach that sets us apart • Services that help our children learn • More community partnerships – for shows, funding – when they need something 	<ul style="list-style-type: none"> • Staff working on new, relevant local programming • Relevant quality local production • Lifelong learning opportunities for viewers • Viewers notice we are providing more and different in all areas • Balance between technology & program delivery • Programming that helps our children learn <ul style="list-style-type: none"> • Technology fosters collaboration 	<ul style="list-style-type: none"> • Active staff supervision & mentoring • Environment that fosters accountability 		<ul style="list-style-type: none"> • More funding in all areas • Strategy for customer relationship management • Organizations seek us for our services

CONTRADICTIONS: What is blocking us from moving to our vision?

<p>1. Unclear expectations for IPTV's workforce</p>	<p>2. No holistic long range plan</p>	<p>3. No will to explore weighty issues</p>	<p>4. Uncertainty re what leadership changes will mean</p>	<p>5. Resource development is not recognized as a shared responsibility</p>	<p>6. Inequitable distribution of work & rewards</p>
<ul style="list-style-type: none"> • People have been devalued, leading to being unmotivated • Identify key priorities for collaboration • Avoidance of issues (supervisors) • Using “no resources or money” as an excuse • Untouchable” union members • Some unwilling to lead, some unwilling to follow • Inconsistent implementation of policies, esp. HR • Missing accountability, missing deadlines • Inconsistent communication 	<ul style="list-style-type: none"> • Changing measures of success • Our ability “unpredictability” to be responsive • Not open to program suggestions • Little long range planning for • Programming • Uncoordinated content planning • More self-interest than viewer/learner interest • Lots of ideas but few action plans 	<ul style="list-style-type: none"> • Not enough national exposure • Too modest (Iowan) to brag ourselves up • Identification of key priority relationships for collaboration • Avoidance of controversial topics in local content 	<ul style="list-style-type: none"> • Unclear and not revisiting mission • Senior level changes and additions • Meetings not valued 	<ul style="list-style-type: none"> • Not everyone understands that they are fundraisers • Poor client services – products, including quality spots • Competing non-profit agencies 	<ul style="list-style-type: none"> • Restricted rewards and incentives • Inequity in work distribution. Strong staff “rewarded” with more work <p>10. Inconsistent branding</p>
	<p>7. Insufficient Outreach</p> <ul style="list-style-type: none"> • Not enough outreach (Dan & Rob) • Insufficient online presence • Not connected to community 	<p>8. Inadequate processes</p> <ul style="list-style-type: none"> • Ill-defined hierarchy • Outdated or no systems • I’ve always done it that way 	<p>9. Silos exist</p> <ul style="list-style-type: none"> • Turf • Compartmentalization • Tunnel vision 	<p>11. Technological challenges</p>	
<p>Focus Question: What innovative, substantial actions will address our underlying contradictions and move us towards our vision in the next 2 years?</p> <p style="text-align: center;">STRATEGIC ACTIONS</p>					<p style="text-align: center;">Strategic Directions</p>

B. Establish research driven decision making	E. Establish & implement effective processes for achieving operational results	D. Develop research based outreach plan	Implement informed decision making process
<ul style="list-style-type: none"> • Consistent feedback from viewers, teachers, members employees, check-in • Celebrate wins/successes and our progress, identify challenges, and revise strategy • Identify immediate issues with research • Research and evaluate technology • Determining a process and criteria • Implementing a process and criteria 	<ul style="list-style-type: none"> • Build consensus re: value & solutions • Identify inadequacies • Fine tune, develop, and publish policies • Establish station-wide standards (technology/quality) • Create universally accessed inter-departmental organizational tools <p>State and IPTV's policies need to be clarified and defined</p>	<ul style="list-style-type: none"> • Increase presence at events across the state • Develop an outreach plan • Make outreach a station priority • Actively seek out opportunities and partners • Develop budget and seeking funding for outreach • Dedicate personnel to outreach 	
F. Model mission driven leadership			Establish mission driven leadership
<ul style="list-style-type: none"> • Live the mission, lead by example • Establish long range plans for department and the network and share initiatives 			
A. Effective, consistent messaging	C. Recognizing vision driven performance		Enhance brand image
<ul style="list-style-type: none"> • Create a simple message used by both organizations • Communicate big ideas and concrete plans • Highlight inspiration points/big ideas to various constituents (why this, why now?) • Complete communication audit with Foundation • Develop and implement a communications plan • Continuous communication 	<ul style="list-style-type: none"> • Defining the impact we want to achieve • Identifying employees' role and targets (measurably) • Recognize success • Develop a recognition program • Plan created, defining measurable and measure those, communicate and implement • Reward and recognize staff members • Evaluate results • Development of high performers • Research at start, research impact (end) 		
G. Foster and promote internal collaboration	H. Implement employee development plan		Develop organizational capacity
<ul style="list-style-type: none"> • Set up cross-functional teams • Establish a team of different disciplines (production, communication, education, foundation) to address coverage of weighty issues • Hold crucial conversations about long-held beliefs (communication) • Restructure work assignments • Explore opportunities for working together 	<ul style="list-style-type: none"> • Institute training • Conduct quarterly meetings w supervisors to address specific issues • Regularly and consistently reinforce (new) policy • Continuous training and growth opportunities (development) • Enroll new supervisors in PBS cert. classes • Supervisors complete evaluations • Training& support supervisors for dealing with staff not meeting expectations 		
Strategic Direction A. Enhance brand image			

Current Reality	1 st Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> • Inconsistent brand and message across all platforms and partners (foundation / network) • Lack of engagement on our WEB, platform, social media, etc • Outdated communications plan • No internal communications calendar • 45th Anniversary Celebration - upcoming 	<ul style="list-style-type: none"> • Marketing / communications audit for both network and foundation • Recognize and enhance update website (blogs) • Develop a WEB team to determine growth • Develop a communications plan, establish responsibilities, deadlines, tasks • Develop and implement a communications calendar • Develop a plan with all departments 	<ul style="list-style-type: none"> • Consistent messaging and brand across all platforms / partners • Growth in our WEB numbers • Communication plan established and executing • Leaders and communications staff utilizing calendar • Successfully celebrate 45th Anniversary (programming, outreach, marketing)

Strategic Direction B. Establish mission driven leadership

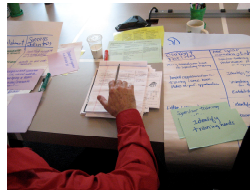
Current Reality	1 st Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> • Outdated plan • Great, dedicated staff • Change in leadership staff • Strategic plan process in place 	<ul style="list-style-type: none"> • Executive summary of Strategic Plan is complete • Implementation steps have been completed • Brief overview to IPTV board • Present plan to staff • Joint Board meeting • Review implementation plans with Director quarterly • Breakfast w/ GM to discuss questions / issues • Meet w/ staff quarterly • Meet w/ joint boards - June • Revisit plan 2 years 	<ul style="list-style-type: none"> • 2 year Strategic Plan completed and implemented • Staff buy - in • Boards buy - in

Strategic Direction C. Implement informed decision making process

Current Reality	1 st Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> • Motivated, intelligent staff • Practical physical tools in place • Recognized quality • Provider of media services • Good relationship with Iowan's • Missing? Communications, shared values of siloed processes, Clear division of labor • Opportunity - shared priority lis 	<ul style="list-style-type: none"> • Shared resource schedule • Common editing platform • Integrated content test project • Consistency across all platforms in IPTV image branding 	<ul style="list-style-type: none"> • Holistic content • Every piece or initiative media created through a research driven process • Greater # of hours of media and services provided • Standardized processes and tools across departments (editing, platform, master schedule). • Positive / supportive rating and field base

Strategic Direction D. Develop organizational capacity

Current Reality	1 st Year Accomplishments	Success Indicators
<ul style="list-style-type: none"> • Many supervisors have no supervisory training • Limited opportunities for training (some have state or professional opportunities) • Little cross discipline work or consultation • No supervisor peer sharing 	<ul style="list-style-type: none"> • Supervisor training on performance planning and appraisal • Identify training needs • Establish training plan • Identify logical collaborations • Team develop collaboration format: • Possible pilots, State Fair Booth, MtoM, Sidey Project • Determine how staff will be involved • Quarterly supervisor meeting 	<ul style="list-style-type: none"> • 100% of employees have a performance plan and evaluation • Training direction determined • On deadline, high utilization, cohesive message • Strong Pledge program • 4 meetings held



Strategic Direction	1st quarter Oct-Dec	2nd quarter Jan-March	3rd quarter April-June	4th quarter July-Sept
A. Enhance brand image	<ul style="list-style-type: none"> • Marketing/communication audit for both network and Foundation • Recognize and updates for web, social media by developing a team to review/innovate for growth • Quarterly staff review or updates • Develop a communication calendar • Develop a plan highlighting 45 years • Develop a communication plan, establish responsibilities, deadlines, tasks 			
B. Establish mission driven leadership	<ul style="list-style-type: none"> • Executive summary of strategic plan done • Brief overview to Foundation Board • Implementation steps completed • Brief overview of strategic plan to IPTV Board • Present plan to staff • Present plan at Joint Board meeting 	<ul style="list-style-type: none"> • Review implementation plans with Directors quarterly • Breakfast with GM to discuss questions, concerns • Discuss strategic plan and accomplishments with staff quarterly 	<ul style="list-style-type: none"> • Meet with Joint Boards for an update • Revisit Year 2 strategic plan 	<ul style="list-style-type: none"> • Start process again
C. Implement informed decision making process	<ul style="list-style-type: none"> • Shared resource schedule • Develop content system 	<ul style="list-style-type: none"> • Consistency across all platforms in IPTV image branding 	<ul style="list-style-type: none"> • Integrated content test project 	<ul style="list-style-type: none"> • Common edit platform
D. Develop organizational capacity	<ul style="list-style-type: none"> • Team develops a collaboration format • Identify logical collaboration projects • Determine how staff will be involved in collaboration • Quarterly supervisor meetings 	<ul style="list-style-type: none"> • Inventory candidates for training/mentoring • Identify training needs • Collaboration pilot: Sidey project • Collaboration pilot: M to M curriculum • Collaboration pilot: State Fair Booth 	<ul style="list-style-type: none"> • Supervisor training on performance planning and appraisal 	

First Quarter: Accomplishments		
30	60	90
<ul style="list-style-type: none"> • Quarterly supervisor meetings • Brief overview of strategic plan to IPTV Board • Brief overview to Foundation Board • Shared resource schedule • Marketing/comm. audit for both network and Foundation • Develop a plan highlighting 45 years • Develop a communication plan establishing responsibilities, deadlines, tasks • Recognize and updates for web, social media by developing a team to review/innovate for growth 	<ul style="list-style-type: none"> • Quarterly staff review or updates with measurable updates • Develop a communication calendar • Identify logical collaborations • Develop content systems • Implementation steps completed • Develop content systems w/ deadlines 	<ul style="list-style-type: none"> • Present plan to staff • Present plan to Joint Board meeting • Determine how staff will be involved in collaboration Team develops a collaboration format

Next steps;
<ol style="list-style-type: none"> 1. MP decide who assigned o accomplishment for implementation plan 2. BG and MP debrief, BG submit report, BG shares review process with MP



Debriefing Notes				
Situational Assessment	<p>Where do you notice any gaps?</p> <ul style="list-style-type: none"> • Lack of “nimbleness,” not being able to “turn on a dime.” • Internal processes to develop or plan content need to be better inter-connected and collaborative. • Our value is in things we do for the community that nobody else does (including PBS). This includes events/outreach. • Gap between the leadership team’s and staff’s understanding of initiatives. <p>What happened to your understanding of IPTV as you participated in this exercise?</p> <ul style="list-style-type: none"> • Surprised that all are on the same page re the disconnect among departments. <p>What was one thing that was a highlight from this discussion?</p> <ul style="list-style-type: none"> • Excited about our opportunities to be better. 			
Vision Workshop	<p>Clearest?</p> <ul style="list-style-type: none"> • All are clear • Most exciting? • “Holistic” has gotten the most attention • Work processes that foster collaboration • Creating meaningful community connections • Managing resources and relationships to improve funding • Holistic, relevant, accessible content <p><u>Anything that feels fuzzy?</u> (note: they also consider some of these clear, but hard to accomplish)</p> <ul style="list-style-type: none"> • Creating meaningful community connections • Productive effective workforce energized in reaching IPTV’s mission • Work processes that foster collaboration • Holistic, relevant, accessible content <p>Anything missing?</p> <ul style="list-style-type: none"> • Bill asks if his banter and relationship with Molly create “problems” for any one. 			
Contradictions Workshop	<p>Surprise</p> <ul style="list-style-type: none"> • Technological challenges – surprised that it came to the top • How much the uncertainty of leadership has meant to staff <p>Insight</p> <ul style="list-style-type: none"> • Getting into weightier issues – hadn’t considered it before • Will be a challenge to get all on board with the idea that everyone is a fundraiser, has a role in the fundraising process <p>Most turbulent</p> <ul style="list-style-type: none"> • Unclear expectations for the workforce • Long term, it will be the weighty issues <p>Anything we’re missing</p> <ul style="list-style-type: none"> • Nothing we didn’t touch on 			
Strategic Directions	What was fun? Common understanding	Focused Implementation What 6 things on this 90-day	Where do we sense a breakthrough?	Develop content systems Share resource schedule

Workshop	Our approach, with a sense of humor It's a different approach to strategic planning than what's commonly used – you put something on one card that has larger meaning and gets recategorize	timeline would be most catalytic? Share resource schedule Marking comm. audit for both Shared Resource schedule Develop content system Implementation steps completed Present plan to staff	Identify logical collaborations	
	1. Where do we sense a breakthrough? Identify logical collaborations	Develop content systems Share resource schedule		



Thank you for the opportunity to work with you all and congratulations on completing your work plan.
 Best Wishes,
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