



Protecting Democracy, Expanding Coverage Top Goals for Public Media



STRATEGIC PLAN 2022-26



INDEPENDENT
LENS



BACKGROUND

WGCU Public Media and its predecessor WSFP-TV/FM have served Southwest Florida with the finest in public television and radio programming for over 37 years. Originally a satellite operation licensed to the University of South Florida, **WGCU Public Media** became an independent entity in 1996 when the broadcast licenses were transferred to Florida Gulf Coast University (FGCU). The stations' call letters were changed to WGCU – TV/FM, and a new state-of-the-art broadcast facility was built as part of FGCU's campus.

FGCU's Board of Trustees serves as the governing body of FGCU and holds WGCU's broadcast licenses. The FGCU BOT is composed of 13 members (6 appointed by Florida's Governor and 5 appointed by the State University System Board of Governors, along with the current presidents of the university's Faculty Senate and Student Government).

WGCU works under FGCU Foundation's EIN and tax-exempt status for philanthropic gifts and memberships. The FGCU Foundation accepts private gifts for FGCU and is composed of 26 board members. Kitty Green serves as Executive Director of the FGCU Foundation.

WGCU is a proud partner of the Florida Public Radio Emergency Network (FPREN). Florida public media stations like WGCU (and its 12 other stations) provide a critical service for the state's Emergency Management Network during a crisis. Through its statewide network, WGCU and its partner stations provide weather, safety, and evacuation information to help protect residents during hurricanes and other severe weather events. The 13 member stations of FPREN reach 99% of Florida's population and stay on air during times of crisis to broadcast real-time updates from the Emergency Operations Center in Tallahassee.



INTRODUCTION

This document is a summary of **WGPU Management's Strategic Plan** for publication.

In June 2021, Management recognized the need to create a formal Strategic Plan to provide **WGPU's** current and future Management, Employees, and Advisory Board with visibility into **WGPU's** future direction and goals.

Each person on the Management Team actively participated in the creation of the Plan and together the Team formed a consensus around the Plan's key elements.

In addition to distinguishing between **WGPU's** audience and its "Contributing Audience" (people who are part of **WGPU's** audience and who also are Donors and/or Members), the Team performed a Summary SWOT analysis, and formed a consensus around **WGPU's** Vision, Mission, Shared Values, Key Stakeholders, Market, Competitive Market Landscape, Market Position, Value Proposition, Differentiated Value, Success Inhibitors, Ideal Prospective Contributing Audience member, and relevant Key Performance Indicators (KPIs).

Most importantly Management has clearly defined what it believes is **WGPU's** primary and mission critical strategic initiative:



WGCU must develop, produce, and distribute local content across all of its platforms to increase the number of Contributing Audience, and use the additional revenue to better serve its stakeholders and achieve its mission.



WGCU's VISION

WGCU strives to be the leading audience-supported non-profit media service in the U.S. We deliver media that informs, entertains, empowers, educates, and inspires our audience in Southwest Florida and beyond to advance our society by connecting like-minded individuals and those with differing views.

WGCU's MISSION

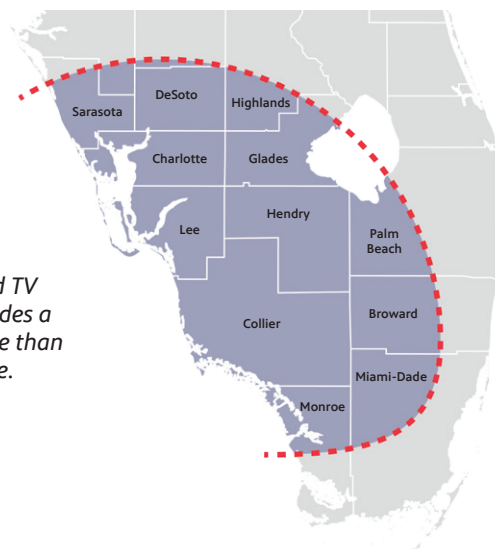
To inspire, educate, and empower our audience and key stakeholders to become more engaged citizens by delivering the best and most trusted radio, TV, and digital news, entertainment, and educational programming in Southwest Florida – as measured by the number and quality of our original programming, our performance within **NPR** and **PBS**, and the size, diversity, and growth of our annual revenue, audience, audience penetration, Contributing Audience, and underwriters.

WGCU's MARKET

WGCU will measure its successes and judge its performance as compared with other radio, TV, and digital media services within Southwest Florida and the **PBS** and **NPR** national network.

WGCU's broad reach

WGCU radio and TV signal area includes a footprint of more than 1.5 million people.





SHARED VALUES

WGCU is committed to:

1. Treating each stakeholder we serve with dignity and respect
2. Learning from our Audience and Contributing Audience and responding quickly to their needs
3. Putting our Audience and Contributing Audience first ... Always
4. Increasing diversity and inclusion among staff, audiences, and content
5. Providing the best viewing and listening experiences available in our markets
6. Delivering programs that inspire, inform, entertain, empower, educate, and enrich our audiences
7. Ensuring our employees view WGCU as an inclusive and inspiring employer fostering personal and professional development
8. Utilizing the best available talent in our industry and market in all we produce and deliver for our Audience and Contributing Audience

DELIVERED VALUE

WGCU is Southwest Florida's most unique media service, and a one-stop broadcasting solution for an audience of life-long learners. The only media service of its kind in its market, WGCU is a non-profit platform that is supported by its Contributing Audience. As a result, WGCU is a differentiated, qualified, and uniquely positioned media service that delivers radio, TV, and digital programming free of influence, to thought leadership and thoughtful people represented across all parts of our community that inspires, informs, entertains, empowers, educates, and enriches its audiences.



STRATEGIC INITIATIVES

NOT LATER THAN JUNE 30, 2026, WGPU WILL:

- 1. INCREASE OUR CONTRIBUTING AUDIENCE**
WGPU must develop, produce, and distribute local content across all of its platforms to increase the number of Contributing Audience, and use the additional revenue to better serve its stakeholders and achieve its mission.
- 2. ENSURE WGPU'S FINANCIAL STABILITY, SUSTAINABILITY, AND DEVELOPMENT**
Achieve financial performance in the top 10% of all NPR and PBS properties as measured by revenue per audience member and revenue per Contributing Audience member.
- 3. IMPROVE AND OPTIMIZE WGPU'S KEY ASSETS**
Implement local news and original programming production.
- 4. BE RECOGNIZED AS THE LEADING RADIO, TV, AND DIGITAL MEDIA SERVICE IN SOUTHWEST FL**
Execute a focused campaign that drives WGPU's branding, marketing, and public relations.
- 5. IMPROVE AND DEEPEN ITS WORKING RELATIONSHIP WITH FGCU**
Deepen WGPU's collaboration with FGCU's Academic leadership and student body to develop new programming content and optimize WGPU's resources.