WCTE
Upper Cumberland PBS

VISION 2020

Community Impact Plan For Fiscal Years 2017 - 2020
Strategic Framework Toward a Sustainable Future
The Public Broadcasting Act of 1967

I believe the time has come to stake another claim in the name of all the people, stake a claim based upon the combined resources of communications. I believe the time has come to enlist the computer and the satellite, as well as television and radio, and to enlist them in the cause of education.

While we work every day to produce new goods and to create new wealth, we want most of all to enrich man’s spirit.

[This act] will assist stations and producers who aim for the best in broadcasting good music, in broadcasting exciting plays, and in broadcasting reports on the whole fascinating range of human activity. It will try to prove that what educates can also be exciting.

It will get part of its support from our Government. But it will be carefully guarded from Government or from party control. It will be free, and it will be independent — and it will belong to all of our people.

So today we rededicate a part of the airwaves—which belong to all the people—and we dedicate them for the enlightenment of all the people.

Lyndon B. Johnson
36th President of the United States
WCTE, Upper Cumberland PBS, is a small, rural public media organization located in Cookeville, Tennessee and serving a fourteen county region, known as the Upper Cumberland. It is the only broadcast television station in a seventy-five mile radius of Cookeville, nestled in between Knoxville, Nashville and Chattanooga.

The station went on the air as a state licensee in 1978 with a single analog signal. In 1989, the station was transferred to a community licensee and was governed by a local board of directors, the Upper Cumberland Broadcast Council.

In 2017, the award-winning station is recognized nationally, regionally and locally as a full service PBS member with a strong emphasis on locally created content; education; public safety; and a national conduit for independent producers.

The station hosts four channels: WCTE 22.1 HD; WCTE Create 22.2; WCTE World 22.3 and WCTE PBS KIDS 22.4. Located on WCTE’s transmitter site is a 300 ft tower and a building dedicated to emergency services and public safety for Putnam County and the Upper Cumberland region.

WCTE currently focuses on the Upper Cumberland area, although the signal reaches 1.3 million viewers throughout middle Tennessee and southern Kentucky with over-the-air broadcast, cable and satellite services. Through the expanded use of digital content and online funding campaigns, the goal is to reach more fully outside of our current demographic.
VISION STATEMENT

WCTE envisions an educated, inclusive, prosperous, safe and healthy region working together through public media.

VALUES

EXCELLENCE
Commit to achieving a high level of quality, productivity and service.

TRUST
Act with integrity to maintain and build on the confidence placed in us by our community.

SERVICE
Listen, understand and respond so that every person who interacts with WCTE finds value.

ACHIEVEMENT
Develop and maintain high standards of performance and strive for continuous improvement to meet or exceed expectations.

TEAMWORK
Combine the knowledge and skills of our staff and partners to build solutions, achieve goals and foster shared success.

RESPECT
Honor and safeguard resources and relationships, and include the diverse perspectives and unique contributions of all individuals.

INNOVATION
Encourage and embrace creativity, resourcefulness, collaboration and change.

GROWTH
Advance our staff’s skills and our organization’s capabilities in order to best serve our community.
MISSION STATEMENT

WCTE exists to establish life long learning and cultural storytelling by connecting the Upper Cumberland to the world and the world to the region.

MISSION ELEMENTS

1. Content
2. Education & Community Impact
3. Visibility
4. Sustainability
5. Culture & Organization

KEY ELEMENTS CRITICAL TO OUR 2020 VISION

WCTE Strategic Plan 2020
Content is at the heart of everything we do. To strengthen civic life and engage our audiences, we must continue to listen to our communities and align our work with community priorities by acquiring, producing, aligning and distributing compelling national and local content; and we must make our content easily accessible across every platform on-air and online to expand our regional audience.

1. Align local content to move hearts and minds, enrich lives and strengthen community life.

   Use the WCTE CAB, UCBC, Millennial Advisory Board; community conversations; partner meetings; social media and survey information to listen to the community (i.e. UC Region).

2. Develop, integrate, and prioritize multi-platform storytelling.

   WCTE will prioritize the integration of multi-platform storytelling throughout our work. Building on lessons learned from recent national and local series and events, WCTE will prioritize the integration of content experiences across platforms.

3. Drive capacity, discovery and innovation through data, technology and independent productions.

   WCTE will develop content that reflects the issues facing the region and will support independent producers as a presenting station for national distributed content highlighting the Upper Cumberland, Tennessee, or one of the key identified content areas.
MISSION ELEMENT TWO

It is important that we provide the means for our audiences to become engaged at a range of levels in the content we provide. We wish to expand our capacity to empower and create a community of lifelong users.

EDUCATION & COMMUNITY IMPACT


Sustain the WCTE Ready To Learn initiative with the Putnam County School system and related partners; provide a 24/7 PBS KIDS channel; PBS Learning Media; and expand the Ready To Learn initiative to additional Upper Cumberland counties.

2. Engage our community in local, and national content as well as educational resources that can impact personal and civic life.

Continue growing community engagement opportunities in the Upper Cumberland through strategic partnerships in Putnam and surrounding counties.


Grow WCTE’s American Graduate initiative to highlight and support regional economic development.
MISSION ELEMENT THREE

The more visible WCTE is with content and with a positive impact on the lives of people in the region, the greater the ability of the station to generate audiences and sustainable funding for the work.

1. Achieve a high level of visibility and credibility on the local and national level.
Position WCTE as the local and national media agent for the Upper Cumberland with local storytelling, independent productions and education to educational initiatives.

2. Develop and implement a comprehensive marketing and communications plan.
Prioritize optimum opportunities for reaching and expanding target audiences on all platforms with effective messaging and branding.

3. Create more visibility of the WCTE/PBS brand in each of the 14 counties and with key stakeholders in the Upper Cumberland.
Focus on developing and disseminating stories of impact within the Upper Cumberland that engage the communities with WCTE’s content, programs and events.
1. Develop and implement an integrated business and organization model that is sustainable and fosters the funding, innovation, collaboration, responsiveness, unity and cohesiveness.

Organize development efforts into viewer-sensitive, community-sensitive and capacity building campaigns.

2. Support and evolve WCTE’s technical infrastructure.

Sustain and enhance content delivery, public safety, revenue generation and prepare for the ATSC 3.0 broadcast standard through regional partnerships.

3. Grow and diversify revenue streams.

Intensify efforts to engage audiences, build relationships and drive membership through mobile, social, web and over-the-top platforms. As well, focus on attracting major capital donors, corporations and foundations to establish a WCTE endowment.

WCTE Strategic Plan 2020
To execute this WCTE 2020 Strategic Plan, our team needs to be committed, inspired, and aligned. WCTE’s greatest strength is our people, and their commitment to the mission.

1. Invest in our people through education and ongoing training.

Create the best workplace possible that recruits and retains a team of inspired and motivated professionals. In order to do this, WCTE will focus on progressive management techniques, invest in training of core competencies and monitor progress.

2. Create a PBS passionate internal culture reflective of our values.

PBS’ values define how we work internally and with the public media system. In support of these values, WCTE will prioritize fresh ideas, promote a diversity of perspectives, and support a learning-driven environment.

3. Recognize and reward individual and team collaboration, innovation and success.

Motivate and inspire our people, strengthening our ability to produce and deliver content, engage the community and achieve impact on important issues.