

YouTube Crowdsourcing Maker Tweeting Wikis Time Shifting **The Cloud** Facebook Open Source Viral

In 2013, these are ten very common terms. Easy to Google and learn about. They also represent ten concepts that simply didn't exist a decade ago.

In early 2012, WQED began strategic planning with serious concerns about the speed of change in the media industry and the urgent assumption that the end of broadcasting as the dominant form of media consumption was imminent and needed to be considered within the next five years. Along the way, the data revealed a longer timeline, but no less compelling trends in human behavior around media creation and consumption.

The single screen or speaker has been replaced by a concept and behavior dubbed **Screenularity** – the consumers' expectation that all content is deeper, richer and simultaneously available on multiple screens and platforms. Even more telling, audiences now interact with content on multiple devices at once – or sometimes sequentially, sharing in real-time or time-shifting – much as they please. And the online behaviors are connected with traditional "offline" in-person experiences as well.

Above all, while embracing **transmedia** behaviors, defined as accessing and participating in pieces of a story that are linked together across multiple platforms and formats, the public continues to value **content as primary** to their experience. In this dynamic and volatile environment, WQED Multimedia will act on long-held values while discovering new relevance and new applications for its mission of creating and sharing outstanding public media that educates, entertains and inspires.

Technology and human behavior have intersected in ways that were unknown 60 years ago when WQED made history as the first community-owned television station in the United States and the first to telecast courses directly into classrooms and homes. Today, in the public interest, WQED has developed and expanded into a community-centered multimedia enterprise which, from its base in Pittsburgh, serves southwestern Pennsylvania through original and acquired educational public media distributed across multiple free platforms: television and radio broadcast; interactive; social media; in-person experiences – and accessible to the world through online and mobile formats.

Public Broadcasting Act of 1967

"It is in the public interest to encourage the growth and development of public radio and television broadcasting, including the use of such media for **instructional, educational, and cultural** purposes; it is in the public interest to encourage the growth and development of **non-broadcast telecommunications technologies for the delivery of public telecommunications services**; ...expansion and development of public telecommunications and of diversity of its programming depend on **freedom, imagination, and initiative on both local and national levels**; ...it furthers the general welfare to encourage public telecommunications services which will be responsive to the interests of people both in particular localities and throughout the United States, which will constitute **an expression of diversity and excellence**, and which will constitute a source of **alternative telecommunications services for all the citizens of the Nation**; it is in the public interest to encourage the development of programming that involves creative risks and that addresses the needs of unserved and underserved audiences, particularly children and minorities..."

What follows is a high-level, comprehensive Strategic Plan to guide WQED through the next five years of the media revolution. The plan was crafted from a 15-month process steeped in discovery, financial analysis, public engagement, existential examination, environmental scanning, original market research, and with gratitude for dozens of listening sessions with the community, WQED's Boards and employees, and our partners.

Looking ahead, of special note is the plan's call to establish the WQED Center for Innovation and Entrepreneurship in Public Media, a new venture geared to the fast-emerging opportunities brought about by the highly disrupted and expanded public media environment. The Center's hubs will support a start-up, social investor culture for research and business planning with producer partners to test ideas, create and market content across all platforms, and share best practices – first for the benefit of WQED and the Pittsburgh region, and then as thought leaders for all of public media and its eco-systems. Pittsburgh's centuries-long culture of innovation is poised to make headlines around the world yet again.

With thanks for the support of the Benter Foundation, WQED is pleased to present its 2013 – 2018 Strategic Plan to the community.

Changing lives together,



Deborah L. Acklin
President & CEO



Debra L. Caplan
Board Chair

MISSION

WQED changes lives by creating and sharing outstanding public media that educates, entertains and inspires.

VISION

Harness the power of public media and partnerships for the digital age.

Looking to the future, WQED builds upon the lasting values expressed in the Public Broadcasting Act, passed by Congress in 1967, which declares the “expansion and development of public telecommunications and of diversity of its programming depend on freedom, imagination, and initiative on both local and national levels.”

To benefit the millions served in southwestern Pennsylvania and beyond, WQED will anchor and re-imagine educational children’s programming, engage and enlighten adults of all ages, advance civic dialogue, reflect the quirks and treasures of southwestern Pennsylvania, and be national exemplars of innovation, entrepreneurship and fiscal sustainability.

Harnessing the power of partnerships for the digital age means public media will simply be more public: local community media-makers, investors and inventors will create outstanding new content while PBS will continue to win its status as most trusted media source and the nation’s largest stage. Today’s audiences will be well-served and tomorrow’s revenue streams will be developed. All of which will constitute, in the words of Congress, “an expression of diversity and excellence,” as befits America’s first public media innovator and WQED Multimedia’s home, the Greater Pittsburgh Region.

VALUES

- Quality Media for Children and Adults
- Universally Accessible
- Trusted Community Catalyst, Convener and Partner
- Diversity and Inclusion
- Creativity and Innovation
- Fiscal Responsibility
- Excellence

GOALS

- Inspire children everywhere to learn and excel in a media-rich world by deepening the educational value and impact of public media.
- Be PBS Pittsburgh, reaching nearly one million people each month with trusted non-commercial programming for people of all ages.
- Lead in civic dialogue and reflect the unique cultural vitality of the Greater Pittsburgh region through local television, radio and interactive programming with global reach.
- Create the WQED Center for Innovation and Entrepreneurship in Public Media to advance ideas, business models and breakthroughs for local benefit and national impact.
- Build the sustainable nonprofit public media company of the future to secure WQED’s service to the community.

Goals, Objectives and Action Steps

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