



2023-  
2027

# Strategic Priorities

**2 THE TOP**

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## Iowa PBS Mission

Iowa PBS educates, informs, enriches and inspires Iowans.

## Iowa PBS Vision

Enrich Lives.

## Strategic Assessment

The 2023-2027 Strategic Priorities were drafted and developed by the Iowa PBS executive director and general manager with the leadership team and assistance from consultant Cassandra Halls of 2 The Top. The process consisted of three phases: research, data collection and SWOT analysis; staff committee work to align strategies and establish goals across the network and foundation teams; followed by critical review and revisions by leadership and final approval by the Public Broadcasting Board.

The research phase identified critical issues and opportunities through electronic surveys to Iowa PBS and Friends of Iowa PBS Foundation\* employees and members of the Public Broadcasting Board and Iowa PBS Foundation Board, as well as focus groups and one-on-one conversations with key stakeholders, including Board officers; federal, state and community partners; major funders; and Friends' members.

Four staff driven strategy committees analyzed the aggregated survey and SWOT results, engaged in facilitated conversations to provide input and draft aligned priorities and establish ambitious but achievable goals. Each committee included representation across network and foundation teams to best identify Iowa PBS's competitive advantages, challenges, and the trends that may impact the network or foundation's future success.

The leadership team assessed the staff committee recommendations and began drafting, revising and refining Iowa PBS's strategic priorities, impact areas and success measures. These priorities were formally presented to the Public Broadcasting Board on 4.12.2023.

\*The Friends of Iowa PBS Foundation is a separate 501(c)3 not for profit organization with the sole mission of raising funds to support the content production and programming of Iowa PBS. The Foundation has its own president and CEO, its own Board of Directors and its own strategic/fundraising plan. While wholly separate entities, the statewide network and the Foundation work closely together to assure their brand; their external communications, promotions and marketing; and, goals and objectives are all aligned.

## Strategic Priorities

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### WHO WE ARE

**Cultivate a thriving work culture with an empowered, engaged team.**

We will create and maintain collaborative opportunities within the organization to foster bonds between staff, leadership and teams. It is important to be mindful of others and promote a stronger sense of belonging, while also offering a robust learning environment that encourages the exchange of generational and institutional knowledge.



### WHAT WE DO

**Be the best, comprehensive, statewide educational media organization serving Iowa, offering enrichment and entertainment opportunities for everyone.** Iowa PBS will elevate the use of formal research, technology tools and other resources to better understand trends impacting media choices, changing demographics and the priorities of the many diverse communities we serve. This forward-thinking and responsive approach will identify emerging needs, service expectations and increase engagement with viewers, donors, partners and collaborators.

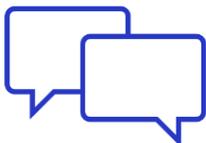
### HOW WE DO IT



**Innovate and expand the Iowa PBS multiplatform media and services enterprise.**

Iowa PBS must actively engage our audiences in the manner that best aligns with their preferences and exceeds their expectations. This requires a proactive and adaptive approach that embraces the variety of platforms and formats available today, along with providing great care and updates to our infrastructure for long-term success.

### WHY WE MATTER



**Raise awareness of the educational, historical and cultural value of Iowa PBS content.**

Iowa PBS will not only broaden our audience by showcasing the full spectrum of our programming and services through new marketing and promotion, but will also cultivate lasting relationships with the people we serve through continued cultural, public affairs and community engagement. By emphasizing the richness and versatility of our offerings and going beyond what some of our current viewers may have yet explored, we will further establish ourselves as an invaluable resource and trusted partner.



## Strategic Priority: WHO WE ARE

**Cultivate a thriving work culture with an empowered, engaged team.**

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Iowa PBS values every person and their unique contributions to our work. The incredible level of commitment and passion for the work is inspiring, however at times outpaces available wage or career advancement opportunity. We will create and maintain collaborative opportunities within the organization to foster bonds between staff, leadership and teams. It is important to be mindful of others and promote a stronger sense of belonging, while also offering a robust learning environment that encourages the exchange of generational and institutional knowledge.

### Strategic Impact Areas:

**The Iowa PBS Experience:** Iowa PBS work culture matters. Intentional effort will be placed on updating policies, practices, procedures and communication efforts impacting employee engagement, recruitment and retention. Special attention will be given to building positive team dynamics while balancing a hybrid workplace. Staff will be encouraged to participate in Iowa PBS activities that allow them to be present with the communities and audiences we serve in capacities beyond their traditional roles.

**Professional Development & Learning:** Encourage team members to pursue professional development opportunities through a variety of mechanisms: traditional learning, mentoring, reverse mentoring, job shadows, etc.

**Collaboration & Coordination:** Efficiencies can be gained by eliminating duplication of work efforts, modernizing processes and setting expectations for team collaborations. Time should be spent clarifying roles and responsibilities, and considering new approaches to project work to optimize resources and ensure staff are able to utilize their time and skills effectively.

**Welcoming & Accessible:** Iowa PBS understands the necessity of being welcoming and accessible to all the Iowans we serve. Developing a professional team who understands and is responsive to our many audiences, partners and donors will further enhance those relationships and improve our ability to achieve our full potential as a statewide television network.

### Success Measures:

- Implement annual culture survey to consistently and regularly measure rates of staff satisfaction and value
- Include professional development participation in performance success measures encouraging staff to undertake new learning/skill building
- Implement additional opportunities for all-staff team building activities
- Increase access to staff engagement events

### IGOV 2024 Priorities Alignment:

#2 - Preparing the Next-Gen Workforce

#4 - Supporting Health and Well-Being

#5 - Holding Government Accountable



## Strategic Priority: WHAT WE DO

**Be the best, comprehensive, statewide, educational media organization offering enrichment and entertainment opportunities for everyone.**

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Iowa PBS will elevate the use of formal research, technology tools, and other resources to better understand trends impacting media choices, changing demographics and the priorities for the many diverse communities we serve. This forward-thinking and responsive approach will identify emerging needs, service expectations and increase engagement with viewers, donors, partners and collaborators.

### Strategic Impact Areas:

**Conduct Regular Market and Audience Research:** Many factors informing the work of Iowa PBS are changing at such a rapid pace. Intentional research and analysis are necessary to ensure we are armed with the best information possible as we strategize and make critical decisions.

**Celebrate Iowa by Offering More Related Content:** Recent research has shown the people of Iowa want to learn more about the people, cultures, history, communities and businesses in Iowa. In order to expand available Iowa content, we will seek opportunities to highlight more local stories and voices.

**Maximize Educational Efforts:** We must bolster our educational efforts, developing deeper connections with early learners, students, teachers, and life-long learners, creating and retaining them as viewers and supporters.

### Success Measures:

- Strategic, relevant subject matter/content - measured by viewer feedback/underwriter support
- Engagement – face to face, social media
- The number of communities we are in/highlight/touch, interaction with digital subscribers
- Consistent processes - improved project management, improved communication/collaboration across teams

### KPIs

Stem Engagement - the number of Iowans reached through STEM engagement activities. STEM engagement is defined as an interaction involving Iowa PBS Education staff or STEM resources within Iowa communities.

PBS LearningMedia - the number of Iowa users on the PBS LearningMedia platform. Iowa users are defined as individuals who auto-localize or manually localize as being from Iowa while on the platform.

### IGOV 2024 Priorities Alignment:

- #1 - Elevating Education for Every Student
- #5 - Holding Government Accountable



## Strategic Priority: HOW WE DO IT

**Innovate and expand the Iowa PBS multiplatform media and services enterprise.**

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Iowa PBS must actively engage our audiences in the manner that best aligns with their preferences and exceeds their expectations. This requires a proactive and adaptive approach that embraces the variety of platforms and formats available today along with providing great care and updates to our infrastructure for long-term success.

### Strategic Impact Areas:

**Integrate Emerging Platforms into Content and Service Delivery:** Continue to meet viewers where they are by evolving with technological advancements while maintaining preferred platforms measured by audience demand. The mode of access to information must meet evolving expectations balanced with traditional preferences.

**Assess and Improve Infrastructure:** Infrastructure maintenance and development should be forward-thinking, looking beyond basic functional needs and incorporating plans for modern system requirements and forecasting future needs.

**Maximize Delivery Opportunities:** The potential for collaboration with a variety of stakeholders can lead to platform growth and expansion, better service to communities we serve, and customized solutions not currently available.

### Success Measures:

- New audience growth, new viewers
- Audience retention
- On-time delivery of quality content to Iowa PBS standards

### KPI

Emerging Media On Demand Streams - the number of on demand video streams. On demand streams are defined as online video streams accessed from anywhere in the world through the PBS Apps, pbs.org and Iowa PBS YouTube channels.

### IGOV 2024 Priorities Alignment:

#5 - Holding Government Accountable



## Strategic Priority: WHY WE MATTER

**Raise awareness of the educational, historical and cultural value of Iowa PBS content.**

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### Strategic Impact Areas:

**Promote Iowa PBS:** Iowa PBS will develop a promotional strategy to raise awareness of the Iowa PBS brand while emphasizing how the network stands apart from its commercial counterparts, providing essential services and value to Iowans.

**Be Present:** Iowa PBS will be present in communities across the state to take advantage of networking and building in-person connections.

**Elevate External Communication Practices:** Effective information sharing is crucial to the success of Iowa PBS. We need to continuously evaluate our methods, identify any gaps, and adapt our strategies to maximize their impact, improving the knowledge and understanding of all we have to offer.

### Success Measures:

- Effective external communications and promotions that engage intended audiences as measured by tracking of broadcast and online viewership, media publications/posts, and online survey measurement and tracking of perceived value to Iowans.
- Increased awareness of and engagement with educational content as measured by annual engagement participation, tracking viewer questions and comments, and measurement of resource download.
- Quality interactions that result in stronger relationships, measured by tracking viewer questions and comments, tracking of in person interactions and ongoing feedback surveys collected at events.
- Sustainable support that can be tracked through the number of individuals supporting Friends of Iowa PBS.

### IGOV 2024 Priorities Alignment:

#1 - Elevating Education for Every Student

#5 - Holding Government Accountable