

STRATEGIC PLAN 2020 –2025

Houston Public Media

A SERVICE OF THE UNIVERSITY OF HOUSTON



Unleashing Potential



VISION

Transforming ourselves, our community and our world

MISSION

To inform and inspire
for the love of Houston



A Promise to Our Community

Houston Public Media believes that a city as powerful and dynamic as Houston deserves a media source that sheds light on topics near and far from home, emphasizes reason and individualism, and challenges the way we think. In a world where information and programs are available anywhere and anytime, **our job is to go deeper and to connect people** to what matters to them at every moment in their lives.

Through PBS and NPR, we provide the media channels for conversations that propel our region forward. Through our locally-owned broadcast and digital technologies and programming, we enrich lives, inform the public, and explore the world around us in ways that are engaging and relevant to a modern audience. As a service of the University of Houston, we seek collaborative projects meant to inspire and enlighten through a diversity in thought and opinion. As the area's only non-commercial, community-owned



media organization, we serve at the will of the more than six million people who call the greater Houston area home. It is only through the community's generosity that Houston Public Media exists. **Our responsibility is to find, frame, and deliver local and national stories with objectivity and insight;** stories that are meant to be shared and explored further with friends, family, and colleagues. We are the trusted voice of our community, and promise to remain worthy of that trust.

Services

Television



KUHT 8 PBS Primary
KUHT 8.2 Create
KUHT 8.3 PBS Kids 24/7
KUHT 8.4 World
KUHT 8.5 Sight Into Sound

Radio



KUHF 88.7 News
KUHF 88.7 HD2 Classical
KUHF 88.7 HD3 Mixtape

Online

houstonpublicmedia.org

Facebook & YouTube
[@houstonpublicmedia](#)

Twitter & Instagram
[@houstonpubmedia](#)

YouTube TV

Values

As we look to the future, we will deliver on our values and our promise to our neighbors through:

Truth and Transparency

We provide fair-minded, fact-driven, well-told stories so our audience has the information they need to form their own opinions and participate in important conversations. Our journalistic integrity is the bedrock of all we do.

Innovation

Innovation in programming, in technology, in fundraising and in community engagement will guide us forward. In this new digital age, we must continually rethink, refresh and evolve how to best operate in the public interest.

Knowledge and Learning

As an all-access community classroom, we will continue to build on our legacy of educational programming, bolstered by unwavering community support. Life-long learning is our greatest gift, offered to everyone on every platform.

Diversity and Inclusion

It is the diversity of cultures and perspectives that make Houston truly unique. To that end, our staff must be as diverse as the city we serve. Our programming will reach beyond the city limits and reflect the entire region.





Building On a Legacy to Unleash Potential

For nearly 70 years, Houston Public Media has been an integral part of the Gulf Coast region, providing news, education, and arts content, as well as serving as a critical partner in public safety. Building on that legacy in the digital world demands a constant view into the future and a strategic plan to get there.

This 2020- 2025 strategic plan is the foundation for our evolution as Houston's sustainable, non-profit trusted media source. As a roadmap to where we are headed, it will define our future, establish our priorities, and keep us focused on what it takes to be one of the region's most important community assets. Our strategic plan keeps us accountable to those we ultimately answer to – the people we serve.

Building off the organization's 2017- 2020 plan, Houston Public Media embarked on a journey of discovery in the fall of 2018 to review strategic benchmarks, and to better understand perceptions of Houston Public Media within the cultural landscape of the city. We also studied how today's proliferation of media sources has changed the way area residents receive their news and programs.



Facilitated sessions with Houston Public Media leadership and staff, University of Houston executives, Houston Public Media Foundation Board of Directors, and Houston Public Media Young Leaders Council were conducted to see how the station can improve the way we collect, produce, and offer content. Additionally, in-depth interviews with a diverse group of stakeholders and community members helped define the organization's strengths, weaknesses, and opportunities in moving forward in the new digital landscape.

The building blocks for transformational change are built on this organization's considerable accomplishments over the past few years. This strong foundation allows us to unleash the vast potential of Houston Public Media in the coming years. With the continuing support of those we reach across a 19-county area, we are confident that our future is secure.

As we undergo a renaissance of thinking about what we can provide our audiences, we are more passionate than ever about delivering on our full potential: transforming ourselves, our community and our world.

Welcome to the new Houston Public Media.

Working in Tandem with Our Partners

Our Community

The most significant partners in the success of Houston Public Media are the listeners, viewers, donors, subscribers, followers and advocates for our content and mission. With their trust, engagement and financial commitment we look confidently to tomorrow.



PBS and NPR

Houston Public Media is a regional leader for both of our major programming partners. Our entire community realizes the benefit of these world-class media organizations as well as the impact of Houston Public Media's digital and broadcast content.



PBS and its member stations are America's largest classroom and the nation's largest space for learning, creative thinking, and the arts. Through PBS LearningMedia, PBS offers more than 120,000 digital resources to educators and connects more than 1 million teachers across the country.



NPR is one of the nation's most trusted news organizations and a leading innovator in storytelling and objective journalism. Houston Public Media is elevating the role of local journalism through The Texas Newsroom and national newsroom collaborations, such as 1A Across America. NPR considers The Texas Newsroom a prototype for the way stations throughout the country can share resources and produce more of the journalism their communities need.

University of Houston

As a service of the University of Houston, Houston Public Media collaborates with University of Houston's Board of Regents, Board of Visitors, College of Medicine, Jack J. Valenti School of Communications, C.T. Bauer College of Business, Cullen College of Engineering, Law Center, and Athletics and more.



Public Safety Partner

Houston Public Media serves as the region's primary Emergency Alert System and shares frequent, real-time updates with its audiences when disaster strikes. Local officials turn to Houston Public Media for its datacasting technology and broadcast communication emergency services. As a public safety partner, the station provides reliable communications assets to first responders and emergency personnel on-demand. Through this technology, officials can securely stream encrypted video and data using a dedicated portion of KUHT's broadcast spectrum, keeping our communities safe.





Innovation Will Drive Our Growth

Houston Public Media is well on its journey of transformation into a 21st century public media organization through disruptive innovation. We are convening the community as we rethink all aspects of our operations, products and services. While education remains fundamental to our purpose and is at the core of all we do, innovation will drive us over the next five years to reach specific goals that are aligned with strategic priorities.



GOAL 1
Financial Strength



GOAL 2
Houston Public Media
Brand Awareness



GOAL 3
Commitment to Culture



GOAL 1 Financial Strength

Our existing Innovation Fund allows us to be technologically current, expand our reach, and enable digital and broadcast distribution. Houston Public Media is making necessary infrastructure upgrades and planning for future broadcast and digital standards. This requires significant funds beyond annual operating needs.

2025 Strategic Priorities

- **Exceed** Fundraising Goals
- **Secure** \$5 Million to Build Reserves
- **Develop** New Revenue Channels
- **Dedicate** Planned Giving Resources for the Purpose of Building Endowment Reserves



Strategic plan staff workshop

GOAL 2

Brand Awareness

In 2014, we unified our organization under one name: Houston Public Media. Research indicates there's opportunity to increase understanding of the power and value we deliver every day on every device. It's time to tell our story in new and relevant ways to a growing population and to raise awareness that we are accessible to all, convenient and current. The end goal is to continue to increase viewership, listenership, and membership as well as to enhance the programs and services offered to the community. The new media landscape requires robust distribution and discoverability. Brand power has never been more important.

2025 Strategic Priorities

- **Make** HPM a Household Name as Measured by Continued Audience Growth and Awareness
- **Build** Deeper Community Relationships by Fostering the Essential Connection to the Community

GOAL 3

Commitment to Culture

We live in the most diverse city in America. Houston Public Media is committed to making sure that the diversity of our region is reflected in all we do. We're also working to ensure that our staff reflects Houston.

We're expanding professional development and continued learning opportunities. Through our shared vision and values, Houston Public Media will create a culture that attracts the top talent needed to serve our audience and to be accountable in measurable ways.

2025 Strategic Priorities

- **Excellence** is Our Standard as Measured by Local, Regional and National Recognition
- **Nurture** an Unwavering Commitment to Inclusivity and Safety
- **Invest** in Training, Coaching and Career Advancement

Houston Public Media Leadership

Jim McShan, *Senior Vice Chancellor and Senior Vice President, Division of Administration and Finance, University of Houston*

Executive Committee

Lisa Trapani Shumate, *Associate Vice President & General Manager*

Josh Adams, *Station Manager*

Courtney Lamm, *Chief Development Officer*

Devi Bala, *Assistant Vice President of Business Services, University of Houston*

Mark Putnam, *Assistant Vice President for Development, University of Houston*

Department Leaders

Frank Castro, *Director of Engineering Operations*

Vicky Charleston, *Director of HPM Brand Strategy*

Dave Fehling, *Director of News & Public Affairs*

Millie Adan-Garza, *Director of Sales, Underwriting and Corporate Sponsorships*

Don Geraci, *Director of Content*

Almarie Hopkins, *Assistant Director of Business Operations*

Mary Ann Marucci, *Senior Director of Advancement*

Phillip McMillan, *Executive Director of Marketing*

Jim Pivero, *Director of Radio Operations*

William Shifflet, *Chief Engineer*

Brian Wood, *Director of Information Technology*

Houston Public Media Foundation Board Fiscal Year 2020

Executive Committee

Barrett Sides, Chair

Leslie Flynne, President

Sharon Birkman, Secretary/Treasurer

Aggie Foster, Nominating and Governance Committee Chair

Stephen Schwarz, Past Chair

Directors

Angela Bishop

Janet Clark

Kelley Lang

Lynn Mathre

Kathy Sanders

Kim Sterling

University of Houston-Houston Public Media Advisory Council

Jim McShan, Council Chair

Devi Bala

Raymond Bartlett

Eloise Dunn Brice

Dona Cornell

Dennis Fouty

Lisa Holdeman

Anne McClellan

Temple Northup

Paul Pavlou

Gaston Reinoso

Lisa Trapani Shumate

Jason Smith

Dusya Vera

Young Leaders Council

Dr. Meredith Austin

Dr. Matthew Berg

Upasana Bhatia

John Boerstler

Joe Brettell

Madyson Chavez

Lara Cottingham

Dr. Lee Edwards

Elizabeth Fletcher

AmyJo Foreman

César Giralt

Dr. Hamed Hamedifar

Brittany Hyman

Chelsea Jones

Dr. Kiran Kaur

Kevin King

Ji Xian Loh

Dr. David McClendon

Kathryn McLaurin

Chelbi Mims

Max Moll

Arcy Muñoz

Dr. Yolanda Norman

Melanie Pang

Aaron Perez

Michael Quirke

Whitney Radley

Jeff Reichman

Grace Rodriguez

Mercedes Sanchez

Chelsea Sanford

Hareem Shahzad

Cara Striegold

Patricia Vela

Jeffrey Whitley

Brian Wood

**“One of the greatest dignities of humankind
is that each successive generation is invested in the welfare
of each new generation.”**

- Fred Rogers, Mister Rogers’ Neighborhood

Visionary Leaders

Penelope Ashton	George Connelly, Jr.	Ann Harder	Barrett Sides
Melza and Ted Barr	Sharon Birkman and Richard Fink	Yildiz Lee	Debbie Wernet
Angela Bishop	Aggie Foster	Ronald Pasadyn	Lynn Wyatt and Oscar Wyatt, Jr.
Andrea and Bruce Bryant	Vince and Margaret Foster	Demi and Ron Rand	
Janet Clark	Kerry Galvin	Kathy Sanders and Dag Sandbakken	
Marian and Paul Cones			

Visionary Foundations

The Brown Foundation, Inc.	Houston Endowment, Inc.
Conely Foundation	Lang Family Foundation
Michael and Rebecca Cemo Foundation	Ed and Jean Mathews Foundation
The Cullen Foundation	John P. McGovern Foundation
The Elkins Foundation	The W. T. and Louise J. Moran Foundation
The Hamill Foundation	The Peter and Nancy Thompson Fund
Jacob and Terese Hershey Foundation	The Wortham Foundation
Albert and Ethel Herzstein Charitable Foundation	

Community Partners

Alley Theatre	The Grand 1894 Opera House	S&P Global Platts
Asia Society Texas Center	Houston Ballet	Salesforce
Austin College	Houston Baptist University	School of The Woods
Baird	Houston First	Sierra Nevada Brewing Co.
Ballard Exploration Company, Inc.	Houston Grand Opera	Society for the Performing Arts
Bankston & Associates	Houston Symphony	Spring Branch District
Bistro Menil	Infuse Energy	Tanglewood Legacy Advisors
Bob’s Red Mill	Interfaith Ministries for Greater Houston	Ted’s Brain Science Products
Briggs & Veselka Co.	Invisible Fence of Greater Houston	Texas A&M University
Buckner International	The John Cooper School	Texas Children’s Hospital
Carbonite	The Jones Graduate School of Business at Rice University	Texas Comptroller of Public Accounts
Carr, Riggs & Ingram CPAs and Advisors	JSC Federal Credit Union	Texas ENT Specialists
CenterPoint Energy	Karbach Brewing Co.	Texas Mutual Insurance Company
Central Market	Live Nation	Texas Oncology
Chariot Energy	MD Anderson Proton Therapy Center	Texas Woman’s University
Chevron	The Meadows Mental Health Policy Institute	Theatre Under The Stars
CHI St. Luke’s Health	The Meninger Clinic	T-Mobile
Comcast Business	METRO	Trinity University
Da Camera of Houston	The Museum of Fine Arts, Houston	United Way of Greater Houston
Danish Inspirations Modern Furniture	Our Lady of the Lake University	University of Houston
Elephant Insurance	PS Lightwave	The University of Texas MD Anderson Cancer Center
ENGIE	Rand Group	UT Austin McCombs School of Business
Eversheds Sutherland	Reveal Energy Services	UTMB Health
First Community Credit Union		Your Part-Time Controller
Galveston Historical Foundation		

*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019

*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019



Affinity Council Members

Sandra and Terry Anderson
 Dunaway Anderson
 Dr. Carol Baker
 Dr. Patricia Eifel and James Belli
 Kathleen and Gregory Bethke
 Dr. Sudha Bidani and Ajay Bidani
 Lyn G. Binder
 Marc W. Boots
 Dr. Tamsen Valoir and Ferdinand Boudreau III
 Judy and Dr. James Bozeman

John Bradshaw, Jr.
 Helene Harding and Dr. Patrick Briggs
 Robin Bruce
 Lenore Burke and William Burke, Jr.
 Kathy Butler
 Kathleen and Dr. Robert Byrd
 Les Cave
 Lydia and James Chao
 Jessica and Eric Christenson
 Virginia Clark
 Pamela Parks and Teresa Coleman
 Virginia and Michael Conway
 Judith and Mark Cook
 David Paul Cotten, Jr.
 Katharine and Michael Crowley
 Dixie Daves
 Carolyn Davis and Platt Davis III
 Mary Denson and Curtis Denson, Jr.
 Barbara Derrick
 Linda Dodge
 Diane and Lynn Dundee
 Daryl and John Dunn
 Karen and Jimmy Dunne
 Karen and Douglas Eisele
 Sheila and Jose Enriquez
 William Fagan
 Richard Fant

Marcia and Tom Faschingbauer
 Leslie Flynne
 Dr. Karin Fox
 Jean Freeman and Daniel Freeman, Jr.
 Donna and George Froming
 Charles Gates
 Amanda and Morris Gelb
 Jacqueline Addington-Glover and Jerry Glover
 Maria and Rex Grey
 Janet McNeill and Frank Griffin
 Erica and Charles Harris
 Melinda Hildebrand
 Cynthia Holliday
 Ronald Holten
 Lori Gallagher and Curtis Huff
 Matthew Hurliman
 Susan and Bahman Jahanian
 Christine and Robert Jefferis
 Sis and Hasty Johnson
 Dr. Karen Johnson
 Laura and Steven Jones
 Gloria and Francis Kalman
 Marilyn Plett and Brian Kashiwagi
 Evan Katz
 Gwen and Dan Kellogg
 Blinda and Michael Kelly
 Barbara and Winston Kile



*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019

*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019



Jane and Stanley Krauhs
 Beverly McPhail and Kevin Kulish
 Dr. Anne and Dr. Vivek Kushwaha
 Neice and Kenneth Lang
 Graham Lawton
 Carrie and Richard Leader
 Sangita Shah and Dr. Mike Liang
 Susan and Collin Loewen
 Michelle and Richard Lovering
 Don Lycette
 Virginia and Dennis Malloy
 James Maloney
 Marlene Marker
 Elena and Kenneth Marks
 Patsy and Woods Martin
 Lynn and Marcel Mason
 Mark McCrummen
 Patricia Hunt and Joseph Milton
 Peggy and Robert Miser
 Renee Morris
 Ellen and Jeffrey Mordas
 Paige and David Morse
 Jane Johnson-Murray and Daniel Murray
 Linda and Lee Norris
 Lynn Mathre and Stewart O'Dell
 Sophia and Dr. Richard Ou
 Catherine Overall

Sanat Parikh
 Sue Payne
 Cynthia Higgins Perretti
 Andrea and Carl Peterson
 Linda Peterson
 Peter and Belle Petkas
 Lou Ann Montana and JW Pflugrath
 Gregory Piegari
 Dr. Diane and Dr. Steven Platts
 Mary Ellen and Dr. Donald Podoloff
 Susan and King Pouw
 Renna and Jonathan Rauch
 Mildred Roche
 Beth Robertson
 Lillie Robertson
 Barbara and J. Victor Samuels
 Mary Jane and Walter Scherr
 Michael Naul and Stephen Schwarz
 Shawna and Ronald Scrivner
 A. Laura and Michael Shannon
 Carey Shuart
 Lisa and Chris Shumate
 Virginia and James Siegfried
 Barbara and Louis Sklar
 Rebecca Marvil and Brian Smyth
 Dr. Gayle LeBon & Paul Sonnemann
 Carol and Michael Stelling



*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019

*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019



Anna and Steve Stephens
 Kimberly and David Sterling
 Marilyn and Thomas Sumner
 Jane and Gary Swanson
 Kathleen and Dr. Richard Theriault
 Alice and L. Proctor Thomas III
 Shirley Toomim
 Harve Truskett
 Amanda and Max Van Adrichem
 Stephen Van Dalen
 Francoise Marks and Peter Vanderlofske
 Joan Hessidence and Rick Wall
 Kimberly and John Watson
 Melanie Gray and Mark Wawro
 MaryFaye and Peter Way
 Cindy Weatherly
 Sharon and Curt Webb
 Dr. Terese Rakow and Dr. Carter White
 Mark White
 Gordon Wilkins III
 Ellen and Arthur Williford
 Judith and Gerald Wilson
 Sally Worthington
 Jo Dee and Cliff Wright
 Ellen Yarrell
 Alisha Young
 Kristin L. Young
 Edith and Robert Zinn

Affinity Council Foundations

Anchorage Foundation of Texas
 The Butcher Fund
 The Coneway Family Foundation
 Grant Me The Wisdom Foundation
 Hillcrest Foundation
 Howard W. and Carrie M. Horne Foundation
 Robert and Janice McNair Foundation
 Fred and Mabel R. Parks Foundation
 The Parten Foundation
 Charlotte Proehl Foundation
 Sarofim Foundation
 SK Foundation
 Union Pacific Foundation
 John R. Wright and Eloise Mountain Wright Foundation



*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019

*We are grateful for the generous investment of our greatest supporters that made a contribution in 2019.**

*As of December 31, 2019

Photo Credits: ANTIQUES ROADSHOW: Meredith Nierman for WGBH, (c) WGBH 2019. POLDARK: Mammoth Screen for BBC and Masterpiece. DANIEL TIGER'S NEIGHBORHOOD: ©2019 Fred Rogers Production Company. All rights reserved. NATURE: Joseph Pontecorvo / ©THIRTEEN Productions LLC. THE ORNAMENT OF THE WORLD: Kikim Media. GREAT PERFORMANCES: Brinkhoff/Moegenburg. NATURE: Steve Bloom Images/Alamy Stock Photos. NPR: Election coverage 2016. Stephen Voss/NPR. NOVA: WGBH. SESAME STREET: Zach Hyman. CRAFT IN AMERICA: Denise Kang. PBS NewsHour: Robert Severi. DOWNTOWN HOUSTON MURAL: Visit Houston. GREAT PERFORMANCES: Roger Mastroianni. NPR: Anchor Louise Schiavone adjusts levels, 2018. Allison Shelley/NPR. UH PHOTO: University of Houston. GREET STREET DOWNTOWN: Copyright 2014 Shannon O'Hara, Visit Houston. GEORGE R. BROWN CONVENTION CENTER: Julie Soefer Photography, Visit Houston.

Houston Public Media

A SERVICE OF THE UNIVERSITY OF HOUSTON



Houston Public Media Foundation

4343 Elgin Street
Houston, TX 77204

P.O. Box 3626
Houston, TX 77253-3626

713.748.8888
houstonpublicmedia.org

  @HoustonPublicMedia

  @HoustonPubMedia

Houston Public Media is supported with your gifts to the Houston Public Media Foundation.