

Public Broadcasting Management Association Strategic Plan Draft – January, 2007

Vision

PBMA shall be a key partner for achieving public broadcasting business success

Mission

PBMA provides public broadcasting with valued business leadership, professional development, and fosters the exchange of information and knowledge.

Values

Ethical Open-mindedness Transparent Passion Inclusive Integrity
Knowledge Respectful

Strategic Initiatives

Education and Professional Developmental

- A. Annual Conference
 - 1) Planning
 - 2) Continue CPE
 - 3) PowerPoint for Conference

- B. Continuing Education
 - 1) Interactive Online
 - 2) Telephone Toolkits
 - a. Toolkit Presentations
 - 3) Continue CPE
 - 4) Employee Exchange – Advance Networking
 - 5) Pursuing CLE Credits and credits for HR

- C. Leadership Academy – Big Idea
 - 1) PB MBA
 - 2) Mentoring Program

Restructuring PBMA

- A. Structure
 - 1) Terms of office – Board Officers
 - 2) Terms of office – Board Members
 - 3) Ex-officio Officers
 - 4) Past chairs committee

- B. Board Recruitment
 - 1) Board positions
 - 2) Non-board positions

- C. Develop Job Descriptions

Business Knowledge Initiative

- A. Create an information gathering, analysis and reporting center
 - 1) Identify best practices
 - 2) Analysis and reporting of data
 - 3) Knowledge transfer
 - 4) Trending
 - 5) Develop training for other affinity groups

- B. Partnership with national organizations
 - 1) Internal to public broadcasting
 - 2) External to public broadcasting

- C. Partner with others
 - 1) DEI to create synergy
 - 2) SHRM

Sustainability of PBMA

- A. Revenue
 - 1. Develop new revenue streams
 - 2. Optimize existing revenue
 - a) Analyse dues structure

- B. Relevancy to the system

- C. Marketing
 - Build and retain members -
 - Identify benefits of membership

- D. Leading edge technologies

Strategic Initiatives - Work Plans

Education and Professional Development

Purpose

To meet the needs of continuing educational and professional development opportunities for the public broadcasting community.

		Action Steps	Timeline	Responsibility	Resources	Barriers
A1	ANNUAL CONFERENCE-Planning	Look at industry calendar to consider moving the date for future conferences, talk with past committee members & board chairs to help plan sessions and bring to higher level	2008 or 2009 conference depending on other organizations	Board chair, conference chair, executive direction and ultimately the full board	Board evaluation of changing dates, system calendar, survey of other conferences to see which will best suit PBMA's needs	Other conferences scheduled, attendees like historical date, other organizations, lose PBMA's identity
A2	ANNUAL CONFERENCE-Continue CPE	Executive Director continues active roll	Ongoing	Executive Director	Existing documentation	None
A3	ANNUAL CONFERENCE-Power Point materials	Producers follow up with presenters from sessions to get power point information, look at the contents of sessions, time availability, rates to "sit in" on sessions	Producers need to get materials one week after conference and on website by end of June	Producers, presenters, webmaster	Power point materials from presenters	Presenters not providing material soon enough
B1	CONTINUING EDUCATION-Interactive Online	Long term goal-can't plan until we see where technology is going	2008-2009	Board	Future of technology	Technology
B2	CONTINUING EDUCATION-Telephone	Look at material that the system is	Ongoing-set through June 2007	Professional Development	Presenters, dates, times,	Session material to interest system,

	Toolkits	interested in and confirm presenters, dates, times		Chair, board	handouts	presenters
B3	CONTINUING EDUCATION-Continue CPE	Executive Director continues active roll	Ongoing	Executive Director	Existing documentation	None
B4	CONTINUING EDUCATION-Employee Exchange	Information collection	2007 Conference	Board, Executive Director	Conference attendance list	Financial restraints
B5	CONTINUING EDUCATION-CLE Credits & HR Credits	Find out appropriate steps to receive credit	2007 or 2008 Conference	Executive Director	Existing documentation	Too much manpower time to pursue
C1	LEADERSHIP ACADEMY-PB MBA	Long term goal-look at PBMA's abilities and finances and acceptance of industry	3-5 years	Executive Committee, Board, PBMA's active General Managers	Industry	Too much of an undertaking for board and Executive Director
C2	LEADERSHIP ACADEMY-Mentoring Program	Assign newcomers to PBMA board member/active member/past board member	2007 Conference	Conference chair, board, past board, active members	New member list	Resistance from new members/ PBMA members

Restructuring PBMA

Purpose

To create structures to better serve the general PBMA membership and public broadcasting industry at large.

		Action Steps	Timeline	Responsibility	Resources	Barriers
A1.	Structure - Terms of Office – Board Officers	A. Change term for the board officers to two years. Chair-elect will be appointed in the 2 nd year of the chair. The past chair will serve for one year. The executive board will consist of four members. (Year 1 – past-chair, chair, secretary & treasurer. Year 2 – chair, chair-elect, secretary & treasurer.	2007 Q1	Restructuring PBMA Group Georgeann Smith, Pauline Howland, Larry Danker, Steve Mandell & Espy Flurry		

A2	Structure - Terms of Office – Board Members	B. Review terms of office for board members.	2007 Q4	Board		Requires By-Law change
A3	Structure - Ex-Officio Officers	A. Change by-laws to allow for three ex-officio board members with the option of a fourth to be appointed as desired by a vote of the board. This fourth ex-officio would represent an industry organization providing obvious connections and advantages to the work of PBMA.	2007 Q2	Restructuring PBMA Group		Requires By-Law change
A4	Past Chairs' Committee	Establish a committee comprised of past PBMA Chairs to serve in an advisory capacity for industry feedback. Immediate Past Chair will serve committee chairman. Committee will consist of a minimum of four members plus the chair.	Prior to 2007 Conference	Executive Board with help of John King	List of Past Chairs	Lack of interest,
B1	Board Recruitment – Board positions	A. Board member recruitment - Initiate board recruitment plan.	June 2007	Executive Board, Nominating Committee, Executive Director	Environmental Scan & Membership List	Membership apathy
B2	Board Recruitment – Non-Board positions	B. Solicit members for committee work - Identify potential members for board committee work. Solicit members for committee work at PBMA vendor booth at 2007 conference. Promote in Bottom-line.	June 2007	Executive Board, Nominating Committee, Executive Director	Environmental Scan & Membership List	Membership apathy
C1	Develop Job Descriptions	Develop job descriptions for Board Members, Committee Chairs, Executive Director, & Ex-officio officers	June 2007	Board orientation & development committee	Committee Group & existing documentation	None

Business Knowledge Initiative

Purpose

To create an information gathering, analysis and reporting center that will assist the public broadcasting system with the following:

- 1.) Identifying best practices
- 2.) Analysis and reporting of data
- 3.) Knowledge transfer
- 4.) Trending
- 5.) Developing training for affinity groups

I. Business Knowledge Generator (BKG):

Collects, analyzes and reports on system trends and best practices utilizing SABS and other industry data. Designed to generate content for the Business Knowledge Center (BKC).

Task	Action Steps	Timeline	Responsible Party	Resources	Barriers
1	Develop Business Plan	By the end of Q3 2007	Executive Director	1) Board 2) Members 3) Staff	
	-Operations Plan				
	-Product Plan				
	-Marketing Plan				
2	Develop Proposal to CPB	By the end of Q4 2007	Executive Director	1) Staff 2) Board 3) Members	
3	Deliver properly to CPB Authorization	By the end of Q1 2008	Board	1) Board 2) Staff 3) Members	
4	Soft Launch/Announce	By the end of Q2 2008	PBMA Board	1) Staff 2) Members 3) Board	
5	Build Capabilities, Partnerships	By the end of Q3	Executive	1) Staff	

		2008	Director	2) Board 3) Members	
6	Hard Launch	By the end of Q4 2008	Staff	1) Staff	

II. Business Knowledge Center (BKC)

Tool to organize and report industry information.

Task	Action	Time	Responsible Party	Resources	Barriers
1	Inventory	Q1 2007	Executive Director	1.) Staff	
2	Develop Project Plan	Q3 2007	Executive Director	1.) Staff 2.) Board 3.) Members	
3	Content Acquisition	Q3 & Q4 2007	Board	1.) Board 2.) Staff 3.) Members	
3	Build the BKC	Q4 2007 & Q1 2008	Executive Director	1.) Staff	
4	Market	Q1 & Q2 2008 (Conference)	Board	1.) Board 2.) Staff 3.) Members	

PBMA Sustainability

Purpose

To insure PBMA's financial and operational viability and service to the system.

		Action Steps	Timeline	Responsibility	Resources	Barriers
1.	Revenue A. Develop new revenues B. Optimize existing revenue C. Find fundraisers	1. Establish a revenue workgroup 2. Create a process and an opportunity evaluation template 3. Create quarterly goals	2007 Q1, 2007 Q3, 2007 Q4	Executive Director, Treasurer	Board	Becoming proactive versus reactive, lack of a full-time Executive Director
2.	Relevancy	Enhance relationships with national organizations, defining benefits of interaction	Ongoing	Executive Committee and ex-officio board members	Board	Lack of credibility, risk nations will disengage from PBMA
3.	Marketing A. Build and retain membership B. Define benefits of membership	1. Enhance awareness of PBMA 2. Board/EC set priorities from strategic plan to develop a marketing plan 3. Branding/logo/tag line	Ongoing, with logo ready for conference promotion in February	Marketing Committee		Timeframe, money, staff resources
4.	Leading Edge Technologies	1. Create a member based committee 2. Identify a board member to drive committee	Recruit at conference, promote beforehand in Bottom Line	Individual to be identified Q3	Full membership	Resources, staff time