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Letter from the President & CEO

This plan represents dedication, commitment and vision from the team that helped create it and embodies the voices of those who provided input, feedback and critique to sharpen and focus the work.

I believe strongly that SCETV and SC Public Radio make a difference to the people of South Carolina. Successfully implementing this strategic plan will help deepen our understanding of the work we do and why we do it. Further, this plan will allow those we serve to see the greater impact of our resources and services, and will help expand opportunities beyond what the organization has thought possible.

This process has helped to strengthen our team and facilitated a more thorough understanding of SCETV and SC Public Radio, our abilities and the evolving needs of the world around us. We will use this work to create a path forward, placing emphasis on our ability to be flexible, agile and responsive. At the same time, we will proactively create new opportunities for the agency. SCETV and SC Public Radio are for everyone in South Carolina. Everyone should know who we are and understand how our products and services benefit them.

We amplify South Carolina voices, provide educational experiences and strengthen our communities as we work toward creating a stronger, more connected and informed South Carolina.

Anthony Padgett
SCETV President & CEO
1950s

1957
South Carolina’s General Assembly passes a concurrent resolution calling for a study of the use of television in public schools. This created an opportunity for South Carolina’s public broadcasting, storytelling, and education network to be born.

1958
The first telecast by the newly founded South Carolina Educational Television agency is transmitted via closed-circuit from a newly built studio at Dreher High School in Columbia. Project director R. Lynwood Simms and technical director Henry J. Cauthen are selected to be a part of the big event. §
Introduction

This process began for SCETV in 2021 and was assisted by Malcolm Brett, former General Manager Wisconsin Public Media, and long-time public media leader. Planning was also led by a team of SCETV leaders, compiling feedback from all across the agency, which was used to inform the priorities, goals and objectives.

Much of the work done to complete this plan transpired as we navigated the effects of a worldwide pandemic, many of which are still being realized during a time when our society reached tipping points and reckoned with racial and social injustices and when international stresses have been at their highest points in years.

Not only was this plan created and influenced by a time that has pressed us all as individuals and organizations, much of the work has been formulated as additional drivers impact our industry as never before. These drivers have shifted many aspects of our business and hold the potential to have a profound impact on the products and services we as a non-commercial broadcaster and state resource create, the reasons for which we create them and how our audience engages with us and us with them. This work was conducted during a time of transition for our agency and the world around us, which was an opportune time to embark upon this endeavor.

In doing so, some very real, and sometimes obvious, truths have emerged. One of these is the importance of our staff in fulfilling our mission. Another is the value of our local focus and reach, and our ability to remain relevant and easily accessible. We also continue to stress the importance of communicating the impact of SCETV in our communities. All of this is strengthened by our ability to operate efficiently and effectively, being good stewards of our resources, communicating our value and impact and maintaining a focus on forward direction.
OUR MISSION

AMPLIFY - EDUCATE - STRENGTHEN

SCETV amplifies South Carolina voices, provides educational experiences and strengthens communities.

OUR VISION

STRONG - CONNECTED - INFORMED

A stronger, more connected and informed South Carolina.
OUR CORE VALUES

DIVERSITY

Our content and workforce must represent the communities of our state and effectively amplify South Carolina voices.

We value people and the differences they bring.

INTEGRITY

To foster trust, we operate ethically and with transparency and provide authentic perspectives.

We act with integrity.

DEDICATION

We are committed to each other as a team, and we are committed to making a difference in South Carolina.

We are here to serve.

INNOVATION

We are responsive to evolving needs and opportunities to ensure continued relevance.

We embrace and lead change.
SCETV is a state agency in South Carolina that operates a statewide network of 11 non-commercial and educational television and 8 radio broadcast licenses. SCETV also provides other services related to content, education, public safety and the support of governmental agencies. We are governed by the SCETV Commission, work collaboratively with the ETV Endowment of South Carolina and must comply with state and federal regulations and other requirements.

Our work is driven by the people we serve and supported by a diversified funding structure that includes state, federal and donor support as well as other revenue-generating activities. Given the connection between our support and our audience, it is imperative that our services are accessible and their value is understood.

<table>
<thead>
<tr>
<th>Our Relevance</th>
<th>Our Affiliations</th>
<th>Our Ability</th>
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<tr>
<td>Our relevance is dependent upon providing a meaningful user experience, understanding consumer trends and embracing technological advancements in our industry. Keeping pace in these areas allows us to expand SCETV’s role in the daily lives of those we serve.</td>
<td>Our affiliation with national broadcast networks and programs allows us to provide a broader content selection, while focusing on our local content creation. Our affiliation with the State of South Carolina provides avenues for various partnerships that can lead to additional services and content creation.</td>
<td>Our work is driven by the people we serve and supported by a diversified funding structure that includes state, federal and donor support as well as other revenue-generating activities. Given the connection between our support and our audience, it is imperative that our services are accessible and their value is understood.</td>
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Where We Are

SCETV is a statewide network that operates 11 television and 8 radio licenses. In addition, we provide additional benefits to South Carolina through Digital, Education and Emergency Management support services. SCETV’s 150 employees operate throughout the state with headquarters located in Columbia and Regional Studios operating in Beaufort, Sumter, Spartanburg and Rock Hill, SC.

SCETV’s FY21 operating budget was approximately $31 M and made up of proceeds from state and federal support, donor support and various additional revenue sources. A significant portion of the annual budget is used to support our vast infrastructure and to generate localized content for the state. In addition, SCETV has been using a significant portion of funds received from the Federal Communications Commission (FCC) Spectrum Auction to address deferred maintenance and replace aging infrastructure. Additional resources are expected to be needed for ongoing maintenance and replacements after these funds are expended.

Recent transitions in leadership and management have led to a realignment of our organizational structure to capitalize on skills and abilities. In recent years we have experienced progressive cultural shifts and repositioned our reputation with various stakeholders.

We have expanded our ability to be agile and adjust our content and services to shifting needs. Spurred by the COVID-19 pandemic, we have also been able to create new and innovative uses for our products.

SCETV is well known and respected for our local content, educational services and support of state services. With the ongoing shift in audience habits and expectations in today’s connected world, adjustments and investments will need to be made to our approach to content, distribution and the user experience.
SCETV by the Numbers *(FY2021)*

**Broadcast Television & Radio**

Average Cume Households
- Television: 499,031 weekly
- Radio: 315,000 weekly

**Education**

Conferences and Events
- Attendees: 6,037

Professional Development
- Workshop Attendees: 2,500
- PD at Home Completions: 238
- SLED PD Course Completions: 2,108
- ETV Learn Enrollments: 1,153

Kids Club Members: 2,127

**Technology**

- Datacasting Partners: 11
- Hot Spots Distributed: 287

**Newsletters**

- Newsletter Subscribers: 68,149
- New Newsletter Subscribers: 3,931

**Websites**

Average Website Impressions Per Month
- scetv.org: 5,282,081
- scpublicradio.org: 384,614

**Streaming Television & Radio**

Online and On-Demand Streams
- SCETV Streams: 1,675,173
- PBS Kids Streams: 2,279,312
- Streaming Radio Broadcast Sessions: 3,485,985
- Podcast Downloads: 1,255,922
- General Assembly Podcast Downloads: 1,457

Impressions
- Knowitall.org Player: 405,412
- Public Service Commission Stream: 352,994
- YouTube: 18,553,997

Videos Published
- Knowitall.org: 162
- Public Service Commission Stream: 156
- YouTube: 426

**Social Media Platforms**

- Facebook Fans: 31,898
- Twitter Followers: 14,783
- Instagram Followers: 6,051
- YouTube Subscribers: 32,400
Where We Want To Be

Guided by the mission and vision, SCETV will plan, update and implement strategies that push the agency forward.

More Efficient

More Focused

More Relevant

More Recognized

More Connected
How We Get There

Strategic Priorities identify key goals and objectives to guide implementation.

Departments will develop Annual Operating Plans based on these Strategic Priorities to guide the agency’s work.

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<td>Goals</td>
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<td>Commitment</td>
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<td>Active Listening</td>
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<td>Flexibility</td>
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<td>Responsiveness</td>
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Strategic Priorities
Strategic Priorities

Strategic priorities are the objectives we hope to achieve over a designated time period. These are the values or initiatives we will work to achieve first out of a larger list of tasks.

This is Who We Are:
People and Culture
It’s the people at SCETV that makes us who we are. One of the most critical factors to our future success is our ability to recruit, retain, and empower a diverse and talented staff.

This is What We Do:
Services
It is imperative for us to understand how our work amplifies the voices of South Carolina locally and nationally.

This is Who We Serve:
Diverse and Engaged Communities
Our ability to stay connected to our communities and understand the needs of the state directly impacts the relevancy of our services. We must interact with our communities in meaningful ways, listen and respond.

This is What Makes it Happen:
Sustainable Operations
Services we deliver to the state depend on the successful implementation of sound business practices, maintaining strong relationships, and advancing our infrastructure.

This is How We Tell Our Story:
Promotion and Brand
We must effectively and efficiently communicate the benefit of SCETV to the people of South Carolina.
1 People and Culture

This is Who We Are:

It’s the people at SCETV that makes us who we are. One of the most critical factors to our future success is our ability to recruit, retain, and empower a diverse and talented staff.

GOAL A

Maintain a skilled and talented workforce that can adapt and evolve

i. Ensure that staff skills and agency structure support agency objectives
ii. Ensure that job duties are aligned with employee functions
iii. Provide competitive compensation for staff
iv. Provide opportunities for professional development
v. Deploy comprehensive recruitment strategies

GOAL B

Empower people to solve issues, think big and make our work better

i. Increase flow of information and communication throughout the organization
ii. Acknowledge staff contributions
iii. Design organization structure and practices that are adaptable and support workflows
iv. Improve knowledge of how departments interact

GOAL C

Expand an environment that fosters innovation, sparks creativity and encourages growth

i. Create opportunities for staff to be recognized and rewarded for their work
ii. Redefine measures of success for projects and initiatives based on outcomes
iii. Allocate resources for concept incubation and learning opportunities

GOAL D

Cultivate an environment that reflects and promotes a diverse and equitable workplace

i. Ensure that our staff composition reflects that of our state
ii. Grow staff’s understanding of their role in diversity, equity and inclusion (DEI)
Our work has the ability to touch the lives of individuals, serve the communities of South Carolina and reach the entire state. It is imperative for us to understand how our work amplifies the voices of South Carolina locally and nationally.

Content
We provide high-quality, relevant content that makes an impact.

GOAL A
Increase content that is easily accessible
i. Establish SCETV’s primary content areas and verticals
ii. Research, understand and implement strategies across platforms based on audience trends and content appetite
iii. Identify technical needs to support various platforms
iv. Maximize support and engagement opportunities through cooperation with the ETV Endowment and community partners
v. Further expand the definition of content beyond broadcast

GOAL B
Leverage regional studios for increased localized content and stronger community connections
i. Improve capabilities of regional studios
ii. Strategically integrate regional managers into community on behalf of SCETV
iii. Increase collaboration, support and resource sharing between regional and main studios
iv. Identify regional content areas and verticals

GOAL C
Utilize workflows and technology to maximize resource allocation, content quality and reach
i. Have clear production processes that account for resource allocation and timing
ii. Ensure that equipment and processes support production and project needs
iii. Have clear and identified purpose and success metrics or goals outlined
iv. Ensure content relatability across service areas
Education

We provide resources that benefit teachers, students and parents and serve professional development needs.

GOAL D

Expand recognition and acceptance of Education as core content creator and component
  i. Strengthen the relationship and communication between content producers
  ii. Increase the overlap between Education and Content assets

GOAL E

Be able to understand and communicate impact of products
  i. Identify and understand data points and invite feedback
  ii. Develop dashboard to communicate quantitative and qualitative data and identify growing areas of need or development

GOAL F

Increase partnership and revenue opportunities
  i. Expand collaboration between regional studios, educational organizations and community partners
  ii. Dedicate resources to grant research related to community needs

GOAL G

Expand and promote DEI through the services and products we provide
  i. Ensure that content components reflect diverse perspectives
  ii. Exemplify and model inclusiveness and equity in content

GOAL H

Increase involvement and services with Public Safety and Emergency Management partners
  i. Increase revenue for services such as professional development
  ii. Seek new areas of service
Public Service

We provide multiple services to the state that go beyond traditional broadcast and media resources by applying our unique resources in creative ways.

GOAL I

Increase role and reputation associated with Emergency Management and Public Safety partners

i. Promote and advertise involvement
ii. Assess current and identify emerging needs of the South Carolina Emergency Management Division (SCEMD) and infrastructure needs
iii. Further identify areas of application for SCEIN services

GOAL J

Ensure consistency of transparency and governmental support services

i. Advance technology to improve capabilities and level of service

GOAL K

Explore, understand and communicate emerging technology applications

i. Progress implementation and advancement of datacasting
ii. Work with partner agencies and work to evaluate statewide broadband infrastructure and resources
iii. Understand needs and identify opportunities for instructional design with state agency partners
iv. Determine additional partnerships related to current initiatives in telehealth
3 Diverse and Engaged Communities

This is Who We Serve:

Our ability to stay connected to our communities and understand the needs of the state directly impacts the relevancy of our services. We must interact with our communities in meaningful ways, listen and respond.

Diversity
We will reflect and represent the communities we serve.

GOAL A
Build strong and trusted relationships with historically overlooked or marginalized communities
i. Gain a better understanding of issues faced by various communities, understand their expectations and perception of SCETV and develop conduits for continued communication
ii. Build and promote trust of SCETV brand and services

GOAL B
Allow all members of our community to see themselves represented in our content and services
i. Ensure that content represents the communities we serve
ii. Utilize platforms to broaden conversations and create opportunity for community involvement

GOAL C
Ensure that our staff composition reflects that of the state
i. Ensure there are a variety of thoughts and ideas
ii. Actively seek and welcome diverse perspectives to enhance decision making

GOAL D
Increase internal awareness of DEI
i. Grow staff’s understanding of their role in DEI
ii. Establish DEI statement to define and communicate agency’s commitment

GOAL E
Offer resources to our communities to further DEI work
i. Expand Public Media Diversity Leaders Initiative (PMDLI) program
ii. Capitalize on audience engagement to expand DEI
Engagement
We will have authentic relationships with the communities we serve.

**GOAL F**

**Strengthen relationships with individual communities**
- i. Be seen as an involved community partner
- ii. Identify key community events to engage in
- iii. Leverage Community Advisory Council to generate ideas, feedback and additional community connections
- iv. Identify community touchpoints through collaborative engagement activities with the ETV Endowment

**GOAL G**

**Expand the impact of content through engagement opportunities**
- i. Plan content production with engagement in mind
- ii. Involve communities in broadcast content creation
- iii. Align engagement activities and educational experiences with local and national content

**GOAL H**

**Increase the engagement of regional studios in communities**
- i. Encourage regional managers to participate in community groups
- ii. Create opportunity for SCETV facilities to be used as community spaces
Sustainable Operations

Our ability to provide the services we deliver to the state is dependent upon the successful implementation of sound business practices, maintaining strong relationships, and advancing our infrastructure.

This is How We Do It:

Partnerships

*We must maximize revenue generating opportunities and leverage strategic partnerships in order to create opportunities while extending our community connection and impact.*

**GOAL A**

Create and capitalize on opportunities with the ETV Endowment

i. Refine processes that allow us to more effectively support ETV Endowment and donor functions and align support for content  
ii. Maximize competitive advantages resulting from Endowment partnership  
iii. Advance cross promotional and fundraising strategies

**GOAL B**

Leverage partnerships to develop and promote combined impact with state partners

i. Align with partners to identify and reach shared goals

**GOAL C**

Expand national partnerships and interactions

i. Gain access to resources and thoughts outside of SCETV and promote our products and initiatives

**GOAL D**

Increase pool of potential partners

i. Expand ability to collaborate or generate support around specific ideas

**GOAL E**

Increase revenue amounts and sources

i. Capitalize on vertical assets  
ii. Create new clients through existing or new partnerships  
iii. Provide professional development and resources to support underwriting and other revenue-generating activities  
iv. Work collaboratively with the ETV Endowment to determine marketability of content assets
Stewardship
We must ensure that administrative practices support the best utilization of resources.

GOAL F
Ensure agency compliance with regulatory expectations and practices
i. Deliver all required reports for compliance on time and accurate
ii. Increase positive interaction with financial and other agency procedures and practices
iii. Expand staff knowledge of state and industry practices

GOAL G
Effective and efficient budget process that empowers managers
i. Ensure that organization is operating with accurate financial knowledge
Technology
We advance and maintain technology that supports the agency’s evolving services.

**GOAL H**
Maintain a modern technology infrastructure that supports agency objectives and allows for flexibility

i. Understand the agency’s technology and infrastructure needs

ii. Develop a grasp of various and evolving distribution platforms and associated technical needs

iii. Develop comprehensive refresh plan for data, business, broadcast and production services

**GOAL I**
Ensure reliability of systems

i. Ensure towers and infrastructure are in working order

ii. Eliminate single points of failure or unreliable components in major systems

iii. Expedite notification and response processes

**GOAL J**
Promote understanding and application of technology throughout the organization

i. Train and educate staff on technologies and systems

ii. Increase communication between Technology and other departments

iii. Design workflows and practices that support the use of technologies
We must effectively and efficiently communicate the benefit of SCETV to the people of South Carolina.

**This is How We Tell Our Story:**

**GOAL A**
Convey the value of our services and the case for support to partners and the public  
i. Ensure that partners know the benefit of SCETV  
ii. Work collaboratively with the ETV Endowment to promote agency services to potential supporters

**GOAL B**
Increase staff understanding of products and services  
i. Promote the ability of staff to be able to communicate the value and services of SCETV  
ii. Create opportunities for staff to engage with various products

**GOAL C**
Increase brand awareness and recognition  
i. Ensure that people recognize SCETV and associate products with brand  
ii. Understand the current perceptions of the SCETV brand  
iii. Effectively utilize airtime to promote SCETV brand, content and services

**GOAL D**
Ensure that communication materials and platforms are consistent and in line with promotion objectives  
i. Evaluate current materials and platforms  
ii. Implement standardized branding practices  
iii. Educate staff of the use of branding  
iv. Establish agency communication protocols
Next Steps

**Annual Operating Plans**
Departments will work with their Director to develop Annual Operating Plans, outlining department-specific goals and objectives that relate to the strategic priorities, goals and objectives.

**Implementation**
Following this work and beginning Q4 of 2022, the agency will begin implementing various portions of the departmental Annual Operating Plans in support of the agency goals. It is important to note that the agency has started work to support some of the agency goals and objectives already as a result of some of the observational work done during the planning process. Although, this is a future-focused plan, we expect to periodically assess progress toward identified department-specific goals and objectives throughout the year and evaluate overall progress of the plan and needs for revisions annually.
Glossary

Brand
A brand is the way a product, company, or individual is perceived by those who experience it.

Broadband
The term broadband commonly refers to high-speed Internet access that is always on and faster than the traditional dial-up access.

Community Advisory Council
The SCETV Community Advisory Council is a group of experts and interested citizens drawn from around the state who are willing to offer their expertise and wisdom to SCETV.

Datacasting
Datacasting is a term derived from ‘data’ and ‘broadcasting’. The technology converts a portion of the broadcast signal to offer a one-way transmission of encrypted IP data. Datacasting offers the same coverage as terrestrial signals and utilizes an existing network infrastructure.

Diversity, Equity and Inclusion (DEI)
DEI is a term used to describe policies and programs that promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations.

ETV Endowment of South Carolina
The ETV Endowment of South Carolina is a 501(c)(3) nonprofit founded in 1977 that provides funding for programming broadcast on SCETV, SC Public Radio and other public media stations.

Federal Communications Commission (FCC)
The Federal Communications Commission regulates interstate and international communications by radio, television, wire, satellite and cable in all 50 states, the District of Columbia and U.S. territories.

Goal
A goal is an idea of the future or desired result that we envision, plan and commit to achieve.

Information Technology (IT)
IT is the use of computers to create, process, store, retrieve, and exchange data and information.

Mission
A mission statement is a concise explanation of the organization’s reason for existence. It describes the organization’s purpose and its overall intention.

National Public Radio (NPR)
NPR is an American privately and publicly funded nonprofit media organization headquartered in Washington, D.C., with its NPR West headquarters in Culver City, California.

Objective
An objective is a step taken to achieve a goal.

Public Broadcasting Service (PBS)
PBS is an American public broadcaster and non-commercial, free-to-air television network based in Arlington, Virginia.

Promotion
Promotion is the publicization of a product, organization, or venture so as to increase sales or public awareness.

Public Media Diversity Leaders Initiative (PMDLI)
PMDLI is a program of the Riley Institute at Furman University offered in partnership with SCETV that consists of scenario analyses and other experiential learning tools that support public media leaders in their efforts to apply DEI principles to behaviors, systems and cultures within their organizations.

Regional Studios
Although the main studio is in Columbia, SCETV has four regional studios-- ETV Carolinas in Rock Hill, ETV Upstate in Spartanburg, ETV Lowcountry in Beaufort and ETV Sumter in Sumter.
South Carolina Emergency Information Network (SCEIN)
SCETV and SC Public Radio partners with the Florida Public Radio Emergency Network to manage SCEIN to provide weather emergency content statewide.

South Carolina Emergency Management Division (SCEMD)
SCEMD is the coordinating agency responsible for the statewide emergency management program.

South Carolina ETV (SCETV)
SCETV is the state’s public educational broadcasting network.

SCETV Commission
The SCETV Commission is a nine-member board appointed by the Governor that sets broad policy for SCETV.

Strategic Priorities
Strategic priorities are the objectives we hope to achieve over a designated time period. These are the values or initiatives we will work to achieve first out of a larger list of tasks.

Target
A target is a step taken to achieve an objective.

Telehealth
Telehealth is the distribution of health-related services and information via electronic information and telecommunication technologies.

Vertical Asset
A vertical asset is a structure on which wireless broadband equipment can be mounted and positioned to broadcast a signal over as much terrain as possible.

Vision
A vision statement is an inspirational statement of an idealistic emotional future of a company or group.