



2022-2025 Strategic Plan



We planned differently.

WYSO's 2022-2025 strategic plan is based on the premise that team members are passionate about and will naturally do work that supports the organization's mission, vision, and values. This plan spells out the outcomes we expect to see in the next three years and the strategies we believe will get us there. But it leaves the tactical planning to each team member, who will propose in their individual annual work plans the steps they want to take to reach those outcomes. And instead of attaching a measurement to each tactic in their work plans, we will use a small set of overall measurements for the entire organization, assessed annually, to ensure we are reaching our outcomes.

This less-prescriptive plan is about respecting our team members' ability to make decisions that are in the best interest of the station, the community, and each other.

Why this bold departure from a "typical" strategic plan format, with dozens of tactics? Because the ways our team works best are iteratively, organically, from the "bottom up" and through the building of authentic, mutually beneficial relationships. Relationship building takes time, and as relationships evolve, the tactics that flow from them evolve.

This gives us the flexibility to continually update our tactics in response to the ever-changing landscape in which we operate, and in a way that always asserts that our individual team members are the ones who know best how to do their jobs. We have an incredible team, and I trust that their passion and ingenuity will deliver on the promises made in this plan. My role is to support them in this work and provide the resources they need to be successful.

We kicked off the process of creating this plan by refreshing our previous mission, vision and values language. The old language was inspiring but somewhat passive: our old mission asserted that WYSO exists to "give voice to our community, our nation and our world with independent news, music and storytelling." Not bad, but it failed to capture our belief that WYSO can make a meaningful and measurable impact on the lives of people in southwest Ohio, that our work can improve lives, build community, and show our willingness to undertake the work of being an anti-racist organization. This is an exciting new articulation of our purpose. So please, read on, and I hope you will feel, as our team does, the twin sense of possibility and urgency that now animates our work.

If you are reading this you must be invested in our work, too. We are going to need your help to achieve this plan. Stay engaged with us. This is good work to be doing.

Luke Dennis

A handwritten signature in dark ink, reading "Luke Dennis". The signature is fluid and cursive, with the first letters of "Luke" and "Dennis" being capitalized and prominent.

General Manager

Mission

To serve the Miami Valley and beyond with **information and inspiration** that improves lives and builds community

Vision

For our programs, staff, boards and volunteers to be **fully reflective of the communities** we serve and strive to serve

Relationships are WYSO's superpower. We achieve our mission by building authentic relationships across this community and across the country. It is through relationships that we create content, share music, and amplify voices that have historically been excluded from mainstream media; maintain our organization, as we add staff, volunteers and board members; and position WYSO as a thought leader within our industry.

Equity. WYSO has a role to play in undoing centuries of inequality in all its forms. Our news, music and storytelling further conversations about inequality and highlight solutions emerging to tackle it.

Independence. WYSO is independent and belongs to this community. Independent also describes the ways we approach journalism and the music we share. Our staff, boards and hosts/producers will not be unduly influenced by corporate interests or wealthy individuals.

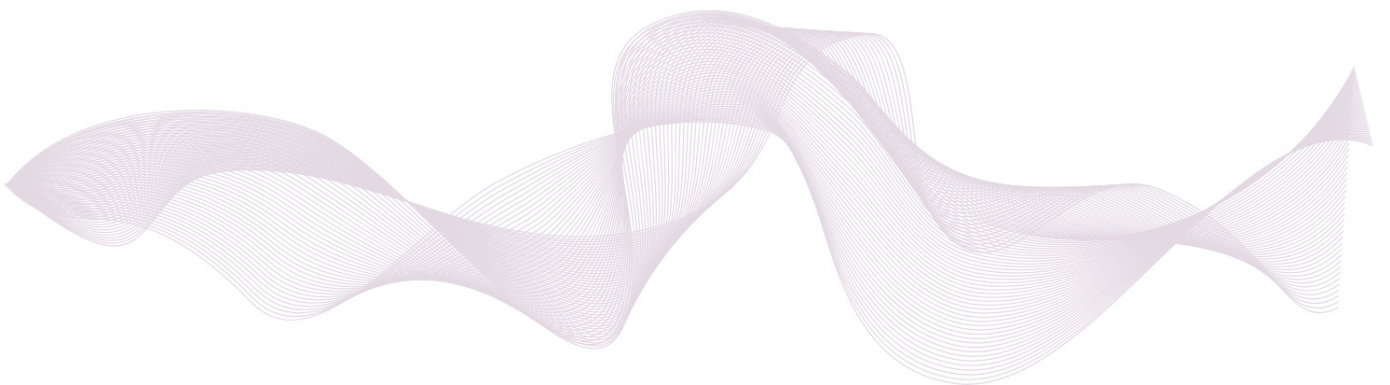
Values

Trustworthy journalism that is fact-based, researched, transparent, intellectually curious, pushes beyond the obvious answers, local, fair, and, when it's called for, embraces the search for solutions. We believe an educated citizenry is essential to the functioning of our democracy.

Education and lifelong learning. Our programming allows our listeners to learn and discover new things every day. And through our Center for Community Voices, we provide hands-on learning opportunities for local citizens in the art of audio storytelling. And the WYSO Archives inspires and teaches the collection and preservation of significant broadcast, digital, and other material.

Preservation of the records of conversations, cultural events, news, and decisions that shape our station, our community, and sometimes the world is a form of public service. The WYSO Archives ensures that people in the region we serve and beyond have access to these primary sources.

Outcomes & **Strategies**



Outcome 1

WYSO reflects the diversity of and is useful to its current and future members, listeners, and business partners. Equity in all we do and create is a top priority.

Strategy

Build authentic and mutually beneficial relationships with the people we serve and the people we want to serve, whether or not they fit the “typical” public media or NPR listener mold.

Outcome 2

WYSO has a culture in which every team member feels valued, has the resources to do their best work, and regularly collaborates across all areas of the organization.

Strategy

Align all decisions and practices with WYSO’s mission, vision, values.

Outcome 3

WYSO is relevant to the ways that people consume and use media.

Strategy

Develop and appeal to existing and potential listeners through channels they are using and with messaging that resonates with them.

Outcome 4

WYSO is a premiere community gathering space and educational resource/hub.

Strategy

Develop ongoing and robust learning, collaboration, and connection opportunities at the new WYSO headquarters and at key community events hosted by partner organizations.

Measurements



What are we paying attention to? What set of metrics, at a glance, let us know whether we are successful?

1.

Local Listenership

Success, to us, means continually expanding the community of local folks who love WYSO and get value from our programming. Listenership must continue to grow, and in strategic ways

- in neighborhoods underrepresented on WYSO; and
- among demographics—including age, income, and race—underrepresented on WYSO.

2.

Local Stories Told and People Featured

We will continue to measure our output of local stories, with an eye toward always creating more; but we do not value quantity over quality. Rather, we will continually devise measurements that assess the impact of our storytelling: Did it prompt a rich conversation? Was it shared out by other media, reaching a larger audience? Did it aid someone in need? Did it meet a collective moment of joy, mourning, or contemplation?

3.

Local People Trained

The Eichelberger Center for Community Voices at WYSO will continue to train local citizens in audio storytelling and music. We will continue to prioritize our work with high school students, veterans, the formerly incarcerated and immigrants; further, we will always keep an eye toward expanding the groups we serve. We will never be satisfied with “That’s how we’ve always done this in the past.” We will be responsive to current needs in our community by identifying those needs, engaging those affected and sharing our platform in ways that amplify their voices.

4.

Local Revenue

They say “No money, no mission,” because it’s true. We will continue to increase our revenue each year by continually experimenting with the ways we do philanthropy. We will continue to expand and diversify our rosters of members and local businesses that support what we do. We will continue to build new relationships with foundations, both locally and nationally, who want to invest in our vision for what public radio can do in its local community.