

WTTW COMMUNITY ADVISORY BOARD

REPORT OF RECOMMENDATIONS FOR WTTW'S STRATEGIC PLAN

September 4, 2018

Executive Summary

Meeting with the CAB in June 2018, Sharon Cordova Micek, the new President and CEO of WTTW's parent company, informed the CAB of her intention to undertake a company-wide strategic planning process to be completed by the end of 2018. She indicated that the CAB's views toward a strategic plan would be welcome. It is the duty of the CAB (quoting its By-Laws) is "to assist WTTW Television" "by representing diverse constituencies within the Chicago metropolitan area, monitoring and evaluating programs, giving voice to underserved segments of the community, serving as a sounding board for ideas presented by WTTW staff and bringing issues of community concern to the attention of the WTTW station management." In response to that mandate and to Ms. Micek's invitation, the CAB offers its views now, while the company's strategic planning is under way, rather than reserving them for presentation in its annual report at the year's end.

The CAB encourages WTTW's leaders and staff to keep in mind three key principles which ought to guide the work of the station:

- That WTTW be anchored firmly in Chicagoland.
- That WTTW strive to distinguish itself as a public medium by careful attention to the quality of programming and by serving communities who are underserved by commercial television.
- That WTTW emphasize its franchise as a quality local news organization, reporting news objectively and in depth, and offering fair and balanced news analysis and commentary from diverse viewpoints.

With those principles in mind, the CAB offers recommendations in five areas for consideration in strategic planning:

- Commit to a WTTW Chicago Violence Initiative, not only reporting on the incidence of violence, its causes, its cures, and debates about it, but also providing channels for community participation in such conversations and remedial efforts.
- Take a leadership role among public media in developing practices and devising technologies that protect individual privacy and enhance cyber security.
- Increase its programming on all creative and performing arts, spotlighting the Chicagoland community, covering arts events, creating new programs, and considering television itself as an art form.
- Reach younger audiences (especially those between ages 6 and 25), by showcasing the positive achievements of young people in Chicagoland, by involving young people more extensively in broadcast and other programs, and by creating a pilot program of useful programming targeted to young audiences, such as online tutorials and test reviews using local talent and taking into account local educational needs.
- Adopt a "Dare to be Great ... Across the Board" vision, drawing on public television's unique strengths, emphasizing quality local journalism; expanded programming about local history, institutions, and communities; transparent decision-making about program content; inclusive membership policies; and creative use of underutilized infrastructure.

Introduction

On June 19, 2018, the WTTW Community Advisory Board met in a public session with Sandra Cordova Micek, the new President and CEO of WWCI (WTTW's parent company). In the course of a wide-ranging conversation with the CAB, Ms. Micek disclosed that she intended to launch a strategic planning process for WWCI that she hoped to complete within six months (that is, by the end of calendar year 2018) and that she expected to result in a plan to guide the company for the next three years.

A favorable reception was given by all CAB members in attendance to the intention to conduct the strategic review over a period of time that is sufficient for its purposes but not so long as to be inconclusive or to get in the way of ordinary operations. CAB members also commended the further intention to use the plan to guide company activity for a meaningful period of time, rather than as an exercise that, once completed, would simply become one more report on an already groaning shelf of forgotten plans and reports.

Later during the CAB meeting, after Ms. Micek excused herself, CAB members discussed their conversation with the new WWCI President among themselves and concluded that we welcomed Ms. Micek's announcement regarding strategic planning, and that the CAB itself should rise to the occasion and seize the opportunity presented by Ms. Micek's invitation to contribute suggestions for incorporation into the WWCI strategic plan.

The CAB does not exercise any management responsibility over the operations of WTTW, but it is charged with advising the station's management and the company's Board of Trustees regarding the educational and cultural needs of the community that WTTW serves and as to whether or not the station's policies meet these communities needs. The CAB's advice on such points may

be quite narrowly tailored or be very broad in scope, and in the ordinary course is likely to be conveyed in an annual report prepared and transmitted to management and the trustees at the end of the calendar year. Because Ms. Micek hopes to complete her strategic planning process by the end of the current calendar year, a CAB report tendered to her in December would arrive at the end, rather than near the beginning, of that work.

Accordingly, the CAB resolved to prepare a special report to President Micek setting forth thoughts, concerns, and suggestions — some substantive and some procedural — that might help her shape the scope and content of WWCI’s forthcoming strategic plan. Station management has never before invited the CAB to contribute its insights and suggestions to a strategic planning process, and the CAB, in its representative capacity as the voice of the highly diverse community that WTTW serves, is pleased to have that opportunity now.¹

The discussions and recommendations that follow are not themselves a strategic plan, nor are they a manual for the creation of a strategic plan. Rather, they are contributions of ideas and of information that the CAB believes may usefully inform the work of President Micek and her strategic planning team as they carry out their project. They address a variety of topics, and come at them in a variety of ways. Some have been set forth previously in CAB annual and other reports;

¹ To that end, the CAB promptly established a Special Committee on to discuss contributions to the WTTW portion the WWCI Strategic Plan, chaired by CAB Member Susan Ivers and co-chaired by CAB Members Joe Bosco and Herbert Sohn, M.D., J.D. It included CAB Chair Joseph A. Morris, CAB Vice Chair Kimberly Frost, CAB Secretary Rita Tandaric, and CAB Members Maryilene Blondell, Simuel Hampton, D.V.M., Eugene Koprowski, Peter Kraus, and Mary Lou Mockus. The Special Committee met at the WTTW Studios on July 17, 2018, and then continued discussions, drawing in the entire membership of the CAB, by electronic means. The Special Committee prepared a draft report for review by the entire CAB and for debate, amendment, and, if deemed appropriate by the CAB, adoption at the CAB’s plenary, public meeting on August 21, 2018. The CAB received the report of the Special Committee at that meeting and discussed and debate the report. The CAB then unanimously adopted this report.

others are entirely new. They all speak, however, to these core views that the CAB believes ought to guide all of the work of WTTW:

(1) Despite evolving technology and the platforms that now, and ever after, will give WTTW a global reach, it is imperative that WTTW be anchored firmly in, and devote its gaze principally to, the people, places, institutions, events, problems, and glories of Chicagoland. WTTW is a medium of, by, and for the Chicagoland community. No other public media have that mission.

(2) The programming, community engagement, and other work of WTTW should always recur to the strengths that come of being a public media station, short of the resources, but also freed of constraints, that usually characterize commercial media.

(3) An important contribution that WTTW makes to the community is that is in part, but in important part, a news organization, in general, and a public news organization, in particular. Public news organizations can and should offer news programs that are superior by qualitative measures, such as strength of analysis, maturity and ripeness of thought, and devotion of attention to subject-matters and populations that, although significant, do not necessarily register as important by the quantitative measures by which commercial broadcasters define the viewerships they seek to attract. In doing so public media serve the public in ways above and beyond the service rendered by commercial media. In addition, through attention to the quality of programming and to serving communities (whether defined by interests, by demographics, by economics, by geography, or otherwise) who are not particularly attractive to, or attracted by, commercial television, public media effectively competes with all other content-providers.

This report was adopted by the WTTW Community Advisory Board on August 21, 2018. It is herewith transmitted to Sandra Cordova Micek, the President of WWCI, with the hope that she will find it useful as she and the management and trustees of WWCI prepare their strategic plan.

Five Recommended Areas for WTTW Strategic Planning Consideration

Summary

The WTTW Community Advisory Board suggests the following five areas for consideration as strategic issues related to, as stated in the 2017 WWCI Annual Report's *Imaging More* campaign, its strategic goals to "harness the power of public media to *strengthen our community and enrich the lives of our audience members*"[*emphasis added*].

(1). *Commit to A WTTW Violence Initiative*

The number one ongoing issue for CAB members in recent years has been greater attention on the part of WTTW to address the increasing level and impact of violence upon our entire Chicagoland community. We want WTTW to focus greater attention on how it can aid in solving the problem of Chicago violence. Specifically, to build on and go beyond *Chicago Tonight* segments to create a multi-part, multi-platform Violence Initiative. We wish to see WTTW act as a *convener* in bringing together people with specific solutions designed to solve specific problems. We respectfully request that WTTW commit to a Violence Initiative as a top priority across its platforms.

(2). *Take a Leadership Role in Developing New Technologies for Public Media*

Specifically in reference to individual privacy and cyber security, we encourage WTTW to become a ‘conspicuous pioneer’ in developing ethics & standards and ground rules that govern this field by making this part of its strategic considerations for the next three year period.

(3). *Increase Arts Programming Spotlighting the Chicagoland Community*

We hope WTTW will prioritize thinking in terms of three categories to increase programming in this overlooked category: (1) renewed coverage of Chicago arts events and the Chicago arts scene, (2) creation of new programs such as television adaptations of original Chicago based theatrical plays, and (3) consideration of television as an art form, establishing a media artist-in-residence project that would create new and innovative works of televisual art (the later two program areas for both local airing and offering to the public television system nationally).

(4). *Broaden General Viewership to Reach Younger Audiences (Under 40)*

WTTW should adopt a goal of showcasing the positive achievements of young people in Chicagoland. We also urge WTTW to create on-demand tutoring videos, beginning with a pilot test review project created specifically for the 8th grade Illinois Constitution exam, which could be made available through the WTTW website and also the source to which young people currently go most—YouTube.

(5). *Dare to Be Great ... Across the Board*

Do what no one else can or will do ... through aggressive journalism, by highlighting business history and contemporary activity, through open and accessible program content decision-

making, through a more inclusive membership policy, by seeking new production funding and program underwriting ... and even through creative uses of underutilized infrastructure (such as the former master control space).

1. VIOLENCE INITIATIVE

The number one ongoing issue for CAB members in recent years has been a desire for greater attention on the part of WTTW to address the increasing level and impact of violence upon our entire Chicagoland community. We commend WTTW and *Chicago Tonight* for turning its attention to conveying community members' thoughts on comprehensive solutions to this systemic problem, as recently seen in an interview segment, "Searching for Solutions," produced by Nicole Cardos and moderated by Carol Marin, which aired on August 8, 2018. It showed that the community itself is capable of offering ideas beyond hardy perennials such as more and better policing and government jobs programs and included thoughts on how mental healthcare, broad economic development, and a culture of individual responsibility and family cohesion be parts of serious solutions to the plague of violence. (The full segment can be viewed at https://chicagotonight.wttw.com/2018/08/08/city-adds-cops-communities-call-more-comprehensive-solution-violence?utm_source=WTTW%2FWFMT+Subscribers&utm_campaign=f7a7de5a24-Daily_Briefing_Thursday_10_20_16_COPY_01&utm_medium=email&utm_term=0_5bc493c2d1-f7a7de5a24-91982373). We recommend that WTTW give even greater attention on how it can aid in solving the problem of Chicago violence, focusing on how WTTW can act as a *convener* in bringing together people with specific solutions designed to solve problems. Being both non-partisan and highly trusted, WTTW can bring people together better than any other broadcaster in the city, and focus everyone's attention on solutions.

We suggest a town hall format(s) with a moderator who can bring all parties to the table. Reach out to people in the community, identify problem-solvers and constructive thinkers, and invite proponents of various solutions to participate. Each would be asked to submit a paper on violence and how to end it. With their ideas received beforehand, three or four contributors would be highlighted in each of a series of several townhall meetings. Meanwhile, all the papers would be made available to the public through links on a dedicated page of the WTTW website.

Suggested invitees could include leaders of local government, law enforcement, schools and school districts, colleges and universities, religious institutions, business groups (including the U.S. Chamber of Commerce, which has a local professional staff presence based in Chicago and has been active in the field), labor unions, civic groups, community organizations, and similar eminences; psychiatrists, psychologists, epidemiologists, and other health care providers who have studied individual and public health aspects of violence; editors, editorial writers, columnists, and other opinion journalists from sundry Chicago-area media who have catalogued concerns and offered fresh perspectives on them; economists who have studied both the motivations and consequences of violence as well as factors that incentivize both violence and restraint; and other stakeholders and experts drawn from as broad an array of relevant knowledge and thinking as possible. Victims of violence and, to the extent practicable, perpetrators of it – including current and past gang leaders, drawn from all demographic groupings – should also be included in the discussions.

We underscore that mental health factors are at the forefront of this issue and so representatives from the Illinois and Chicago Medical Societies and the Illinois Psychiatric Society should not be overlooked, nor should practitioners ranging from Illinois Department of Public Health Director Nirav D. Shah, M.D., J.D., to Dr. Christine Rice of the Lake County Mental Health Psychology Clinic in Waukegan.

Be sure not to overlook young people with specific plans or who have displayed capacities to persuade others to embrace constructive courses or, indeed, to learn and to change their own minds. Some candidates for participation in such townhalls are already known to WTTW, such as activists Trevon Bosley and Rie'Onna Holmo, who were interviewed on July 5, 2018, on *Chicago Tonight* as part of coverage of this summer's Dan Ryan Expressway Shut Down anti-violence demonstration.

Similarly, others with useful views, such as the mix of academics and neighborhood leaders who populated the August 8, 2018, Chicago Tonight panel to which we have already referred — Tamar Manasseh, founder and president of Mothers Against Senseless Killing; Lance Williams, professor of urban studies at Northeastern Illinois University and its Center for Inner City Studies; and Dwayne Bryant, author of *The Stop: Improving Police and Community Relations* — are already known to WTTW and are additional examples of candidates for participation.

The Partnership for Safe and Peaceful Communities, a coalition of more than 30 Chicago funders and foundations, including MacArthur, Joyce, Polk Bros. and McCormick, might be helpful in supplying both informational resources and potential funding. Successful fundraising efforts might also be directed to those in industries particularly impacted by violence, starting with such stakeholders as the Chicago-based National Retail Association, McDonald's, and the Chicagoland Chamber of Commerce (whose President and CEO is Jack Lavin).

The aim should be to multiply the voices being heard and to increase the substantive diversity of the thinking that is being brought to bear on the issue.

2. TAKE LEADERSHIP ROLE IN DEVELOPING NEW TECHNOLOGIES FOR PUBLIC MEDIA

The CAB is aware that the state of the art in information technology and communications engineering is fluid, and new technologies emerge rapidly; what may seem on the cutting edge today might not be seen as cost effective in one, two, or three years time. However, we are all viewers and users of public media platforms, and as our utilization of internet websites increases, so too do our concerns about maintaining individual privacy in cyberspace. So in reference to individual privacy and cyber security, we encourage WTTW to become a ‘conspicuous pioneer’ in developing ethics, standards, and ground rules that govern this field by making this part of its strategic considerations for the next three year period.

Specifically, we are aware that PBS and WTTW prioritize a seamless interface between the station’s websites and others designated within the PBS system. The CAB believes this interface comes with a responsibility. The ease with which it is easy to jump from WTTW to other websites — potentially including those created by an independent entity — means the user may be unaware of some websites’ individual privacy policies. If your starting point is the WTTW website, shouldn’t WTTW alert you that you are leaving its website, especially if WTTW does not have control over or knowledge of the privacy policies of all integrated websites? WTTW could be a ‘conspicuous pioneer’ in developing ethics & standards and ground rules that govern this field by making this part of its strategic considerations for the next three year period.

CAB members suggest WTTW might partner with Matter., a venture capital firm supporting media entrepreneurs in “building a more informed, connected, and empowered society” through its “start-up accelerators” in San Francisco and New York City. It is headed up by a former Frontline producer, and KQED is already an organizational partner and is represented on the advisory board. Perhaps WTTW could become Matter.’s “third coast” outlet. Matter. describes itself as “a diverse

and dynamic network of mission-aligned entrepreneurs, media partners, design thinkers, technologists, investors, and innovators — all dedicated to changing media for good.”

A commitment to develop new technologies for public media by WTTW—such as this issue of “fair hand off,” transitioning from one website to another while insuring interactive protections—if begun here could make WTTW a flagship steward of future projects for the system at large.

CAB members also perceive that media is in a transformative state and that television is being reinvented, quite possibly into a convergence of multi-media: video/audio/blog/podcast. The Public Radio Exchange (PRX) may soon be creating video projects; televising stations may be creating podcasts. The CAB urges WTTW to take a leading role and get ahead on these issues.

CAB members suggest, further, that WTTW pursue a strategy to develop interactive viewing — new opportunities to collect viewer feedback — wherever possible, creating arrangements that would allow viewers in near real time to interact with the station. This could be with polling while the program is running or shortly after the program has concluded. The capability can be used to secure input from viewers on various topics, or on the program itself. In a global market place interactive video will become commonplace.

3. INCREASE ARTS PROGRAMMING SPOTLIGHTING THE CHICAGOLAND COMMUNITY

We urges WTTW to prioritize thinking in terms of three categories to increase programming in this overlooked category: (1) renewed coverage of Chicago arts events and the Chicago arts scene, (2) creation of new programs such as television adaptations of original Chicago based theatrical plays, and (3) consideration of television as an art form in itself, establishing a media

artist-in-residency project that would create new and innovative works of television art (the later two program areas for both local airing and offering to the public television system nationally).

CAB members believe WTTW should adopt a goal of encouraging the community to read and to patronize Chicagoland cultural institutions. They recommend that WTTW viewers be encouraged to read books of all kinds (fiction, non-fiction; poetry and prose). To that end, *Chicago Tonight* should schedule regular segments for interviews of authors of new books and should aggressively pursue authors for interviews. So as not to overlook old books, *Chicago Tonight* should periodically invite experts and other interesting people who read to appear on the show to discuss for the benefit of general readers their three or five favorite books in a particular category or on a particular subject. Stress should be placed on imagination, and so categories might be as straightforward as “The Five Best Books to Read on Russian History” or as clever as “The Five Best Books to Read on a Snowy Evening.” The interviewee in a particular case might be an expected expert, such as a professor in the field involved, or it might be an unexpected source, such as a politician, a member of the clergy, a physician, a full-time parent, a high school athlete, an elderly resident of a convalescent home, a rock-and-roll musician, *et al.*, the point being to show that passionate readers come from all walks of life and that reading helped shape them all.

WTTW viewers should be encouraged to patronize local cultural institutions of all kinds; spotlights should shine upon such institutions, large and small, as often as possible. For example, a cultural counterpart to *Check, Please* might be created in which viewer-participants recommend their favorite bookstores, storefront theaters, blues bars, and other offerings, three per episode in an eclectic mix; a camera / interview team visits each venue; and a host moderates a discussion by the viewer-participants of why they recommend the particular sites they chose and how the others reacted to the experience of visiting it.

WTTW viewers should be periodically educated and re-educated on great cultural institutions that have shaped, and continue to influence Chicago. Following in the tradition of Geoffrey Baer's *Ten That Changed America* series, a series of *Ten That Changed Chicago* might be created that focuses on the stories behind, and the current offerings and activities of, museums; schools and colleges; newspapers and magazines; radio and television stations; philanthropic foundations; fraternal organizations; largest houses of worship; historic theaters; and similar groupings of institutions.

CAB members also urge WTTW to see television as an art form in its own right. As a basis for an innovative approach, we cite the 2017 Annual Report statement from the WTTW Board of Trustees Chairman that highlighted that fact that WFMT welcomed its first ever artists-in-residence, the KAIA String Quartet, who "took us — and our children — on a musical video journey through South America.". We note that WTTW could consider, for example, establishing a television artists-in-residence project — perhaps the first of its kind in Chicago or anywhere — allowing the incubation of small, creative video-art production organizations. One avenue for such an effort might involve partnering with an existing organization such as the Chicago-based, internationally acclaimed group Manual Cinema, "a performance collective, design studio, and film/video production company that combines handmade shadow puppetry, cinematic techniques, and innovative sound and music to create immersive visual stories for stage and screen ... [utilizing] vintage overhead projectors, multiple screens, puppets, actors, live feed camera, multi – channel sound design, and live music ensembles." Their video works include some that are Emmy-winning, others that were Peabody-nominated, and a recent 100th anniversary tribute to Gwendolyn Brooks *We Real Cool*, created in association with Crescendo Library and funded by the Poetry Foundation. (Manual Cinema video works can be viewed at <http://manualcinema.com/#work>). The residency

would allow artists to create interstitials (that could be edited into long form programs) which would bring their work to Chicagoland viewers, and that would create opportunities for possible distribution via the public television system nationally.

The foregoing reference to Gwendolyn Brooks, the late Poet Laureate of Illinois, moves us to commend WTTW for its role in bringing to PBS the Lyric Holiday Production of *Gwendolyn Brooks: Full of Pepper and Light* about which more can be learned at <http://lyricholiday.org/production.html>. The CAB encourages creation of more such content.

4. BROADEN GENERAL VIEWERSHIP TO REACH YOUNGER VIEWERS (UNDER 40)

WTTW should adopt a goal of showcasing the positive achievements of young people in Chicagoland. Every day young people in their teens and 20s—both students and those outside of school—are accomplishing amazing things: as writers, debaters, athletes, entrepreneurs, artists, musicians, hospital volunteers, and scholars; in individual activity and in team undertakings; in science fairs, academic competitions, business enterprises, community service, animal care, and countless other ways of making our community better. Representative examples should be identified and showcased.

Such attention to young people will encourage their peers to do likewise; will offset the sometimes gloomy sense that people have about the moral health and future of the community; and will encourage young people to watch Channel 11 and visit the WTTW website — to see themselves and their peers.

We also urge WTTW to further bridge the school age audience gap by creating on-demand tutoring, beginning with a pilot test review project created specifically create for the 8th grade Illinois

Constitution exam, which could be made available through the WTTW website and also via the source to which young people currently go most — YouTube. Such programming could build on the trust parents already have for public television programming, and serve as an inclusive source of tutoring for students whose families can't afford private tutoring. If this tutoring initiative succeeds, larger AP (advanced placement exams in science, technology, etc.) and IB projects could be considered, providing another programming bridge to the 10 to 18 year old potential public television viewer. Teenagers could have a reason to watch PBS if it was related to their studies — so URLs to streaming TV programs on the WTTW site related to history, science, etc. could be provided along with the free online lessons on YouTube.²

² In conceiving and developing this recommendation, the CAB sought and received the guidance of an actual Chicago teenager, Katherine Buckman “Katie” Koprowski, the daughter of a CAB member. A student in international baccalaureate and advanced placement programs in a Chicago public high school, Miss Koprowski met with the CAB’s Special Committee and called the CAB’s attention to the need for video and on-line tutorials targeted specifically to Chicago-area students and curricula. Further, she predicted that if the WTTW website became a significant repository of such materials, school-age people would be drawn to the WTTW site in significant numbers and, introduced via the website, would find reasons to connect broadly with WTTW’s content on manifold platforms. She also advised that a good way to draw young users to the WTTW website would be by posting a significant amount of WTTW-branded content on YouTube, a site that young users are currently far more likely to visit than they are to visit the WTTW site. Becoming acquainted with WTTW content on a YouTube channel, however, would likely furnish a strong inducement to a young viewer to check out more content at the WTTW web address.

5. DARE TO BE GREAT ... ACROSS THE BOARD

WTTW should do what no one else can or will do. Areas in which other media leave vacuums but in which WTTW can excel include aggressive, but fair and balanced local journalism that strives for objectivity and insight; highlighting business history and contemporary activity; involving the community of viewers as well as independent producers in content decision-making through processes that are as transparent as possible. The station can more securely support its media programs through a more inclusive membership policy, by seeking new production funding and program underwriting, and even through creative uses of underutilized infrastructure (such as the former master control space).

Local journalism is a niche that WTTW has pioneered and a field in which it shines among public television stations across the country. There is a great need in the Chicagoland community for quality, objective, and insightful news reporting and fair and balanced news commentary. WTTW should take long and large views of major news topics. It should exploit the luxury of not having to cover all news in all categories, including daily flows of trivial information, but, instead, select news topics for in-depth reporting and analysis. Newsmakers and commentators should be encouraged in WTTW interviews and on WTTW panels to avoid “seven-second soundbites” but, instead, to convey, and respond to, complete and even complex thoughts. WTTW reporters can be aggressive in seeking answers to questions that others might rather avoid. WTTW journalists should also cover topics that other media, including commercial television and the blogosphere, do not cover, whether because they are too controversial for some or because, in other instances, covering them requires knowledge and expertise that it takes time and attention to homework to develop. Examples of such topics include issues ranging from medical ethics, autism and vaccination

controversies, and the roles that private and social institutions (such as intact families, neighborhoods, and houses of worship) can play in addressing the root causes of urban violence.

Similarly, WTTW should highlight and examine business history and contemporary business activity, daring to create programming no one else can or will do. Attention should be paid in a systematic way to the business enterprises that provide jobs for Chicagoans and make possible the cultural and educational life of the community. Whether on *Chicago Tonight* or in separate programming for television or the website, viewers should learn about such things as Chicago's futures markets, what they do, how they work, and their history; the astonishing number of nationally and globally important businesses that call Chicago home, in various industries, including candy companies, pharmaceutical companies, aerospace firms, game designers and manufacturers, and high-tech companies; and how Chicago was once, and remains, home to major industries such as meat-packing, steel-making, insurance, and railroading, with considerable vestigial or profound presences of such industries still in the area. A spotlight should also be shone on business incubation, and viewers should see, from time to time, what is involved in the start-up and launch of small businesses, whether of the neighborhood variety or on a more ambitious scale. Put short, WTTW should develop a "business beat" that offers more in-depth information than simply daily market reports, landings of big contracts, and high-profile personnel changes.

WTTW should also make a number of strategic commitments aimed at strengthening and sustaining its content creation and dissemination business and the financial structure that supports it.

It should increase the openness and accessibility of and program content decision-making and acquisition. WTTW should be pro-active in deciding, from time to time, some themes it wishes to address in programming, on television and via all other platforms, in coming months, quarters,

or years. It should be transparent in letting the community know in what general directions it hopes that programming will lead, affording the community opportunities to react to WTTW's plans and offer suggestions, additions, endorsements, and constructive criticisms. It will also allow independent content creators to know some broad categories of content WTTW seeks to produce or acquire in the future, so that creators can submit inquiries or proposals that may advance WTTW's goals, including from new and innovative sources that might otherwise have been overlooked. It should revise this content acquisition agenda periodically as circumstances require.

Community engagement challenges and opportunities — how inclusive WTTW is on-air, on-line, and in its viewership — should be addressed by clear statements of strategic goals. One CAB member would like to see a more inclusive membership policy that make full membership in WTTW available to viewers in exchange for volunteer hours, in addition to and along side memberships already available in exchange for cash donations (for example, 6 hours per year as a volunteer *or* \$60). While this might require some additional volunteer coordination on the part of staff, the message this would send, on-air during every pledge break, is that *all viewers* are welcome to be full fledged members of their Chicago public television community. In membership, dare to confer full WTTW membership status to viewers who may volunteer, as well as those viewers who give cash.

As WTTW seeks new production funding and program underwriting, we encourage the station to seek out previously untapped sources of funding and suggest the following mantra: "New ideas attract new sources of funding."

WTTW should even dare to think in bold terms about its physical infrastructure — specifically including the abandoned master control space — that could be repurposed and enlivened. The CAB's amateur brainstorming in short order offered the following suggestions,

among others, for new uses to which to put the abandoned master control room, which today stands as an internal eyesore at the various entrance to the station's offices and studios:

- a special space for fundraising events,
- an open-to-public-view studio space,
- offices and conference space for a technology think tank,
- a public-television-oriented branch of a museum such as Chicago's Museum of Broadcasting Communications, housing an archive and exhibition space on the history of WTTW and of public media, nationally and in Chicago.

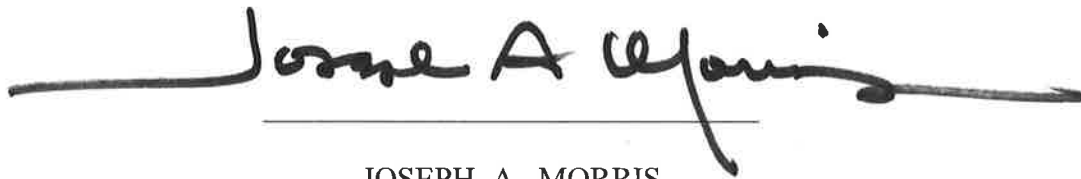
Finally, WTTW should learn from its own history and from the experiences of other public media in Chicago, both past and present. This should include preserving and carefully curating the WTTW archives, and finding ways to make them accessible to scholars, producers (both external and internal), and the public. It should also include noting what other public media, even in our own backyard, do well. For example, a flow of public comments to the CAB suggests that some lifelong devotees of Channel 11 now prefer Lake Shore PTV (Channel 56) to Channel 11, explaining that they find Channel 11 "too segmented" and, in an apparent effort to please every possible niche audience, too laden with "identity programming". It should also take note of what television (commercial as well as public) did well in its own past, and may have abandoned too thoughtlessly in the eternal search for the "new". For example, Turner Classics still televises the Leonard Bernstein Young Peoples Concert of 1968, which presented Bernstein as lecturer and conductor interacting with an audience of children in an educational *tour de force*. It was the type of entertaining, culturally-unifying experience that characterized "educational television" at its best. We note that the Young People's Concerts were originally broadcast on CBS, before the Carnegie Commission coined the term "public broadcasting" and the Corporation for Public Broadcasting was

created and, in turn, funded the transition to a nationally linked public television system. Even so, such successful models of “educational television” should not be overlooked or rejected today merely because they are not novel or because their origins lay in commercial television. Television is a maturing, if not mature, medium, which should be able to embrace both cutting-edge experimentation and reliance upon, and even resurrection of, the tried-and-true.

Adopted in plenary session on August 21, 2018.

Respectfully submitted,

For the COMMUNITY ADVISORY BOARD,

A handwritten signature in black ink that reads "Joseph A. Morris". The signature is written in a cursive style and is positioned above a horizontal line.

JOSEPH A. MORRIS
Chairman

Dated: September 4, 2018.