

WTJU STRATEGIC PLAN

March 2020 – June 2021

Revised June 2020

WTJU is a community media organization serving the University of Virginia, Charlottesville, and Central Virginia. More than 300 volunteer programmers (supported by a small paid staff) create exceptional music and cultural programming to share on-air, online, and in-person. Broadcasting since 1957, WTJU 91.1 FM is the second-oldest FM radio station in Charlottesville and the third-oldest non-commercial station in Virginia.

In the beginning, WTJU aired predominantly classical music, adding several other music genres and public affairs programming over subsequent decades. Generations of Charlottesville listeners turned to WTJU for its eclectic, intelligent, and expansive music selections, presented by passionate and knowledgeable hosts. And generations of student and community DJs were shaped by their experiences at WTJU.

As the media landscape evolved in recent decades, WTJU responded with a period of expansion and piloting new initiatives. Amidst the growth of algorithms and media consolidation, WTJU has doubled down on localism and human connection:

- In late 2013, WTJU built an all student-staffed webstreaming radio station – WXTJ – which began broadcasting at 100.1 FM in 2016.
- In 2014, WTJU began hosting youth radio camps each summer.
- In 2015, WTJU organized its first installment of the annual Freetail Music & Art Festival.
- In 2017, WTJU launched its podcast network that became the Virginia Audio Collective.
- In 2019, WTJU moved into new studios on Ivy Road, featuring a live performance stage
- In early 2020, WTJU taught its first for-credit class at UVA and piloted new educational programs in audio production skills

Today, WTJU stands on the foundation of the past as it continues to evolve as a robust community media organization. This 16-month plan maps out a program that is intended to build on the successes achieved and lessons learned over the course of our 2019 relocation and the implementation of our previous strategic plan.

This short-term plan calls for iterative processes amidst a global pandemic to improve our capacity and reach medium-term goals in content, engagement, revenue, and organizational culture. This plan is intended as a bridge toward a more foundational strategic plan in 2021 that will address larger scale questions and mission review.



MISSION

WTJU enriches the culture of Virginia and extends the educational mission of UVA by bringing together diverse individuals and communities through exceptional music and conversation.

ASPIRATION

WTJU strives to be an indispensable part of our community fabric. WTJU serves the social and cultural needs of people, helping them lead flourishing and meaningful lives. We will be a model for what a non-commercial, community-based media organization can be.

GOALS FOR ACTION PLAN

1. Keep doing and continue improving the things that have been working, adapting them for the COVID-19 pandemic:

- Broadcasting creative, excellent on-air programming on WTJU and WXTJ
- Hosting live music, educational activities, and community events remotely until the WTJU Stage can reopen
- Where possible, adapting elements of the Freefall series of inclusive music festival events
- Supporting a variety of community initiatives that nourish our local music ecosystem
- Cultivating a creative community of audio producers & podcasters
- Remotely hosting summer interns and three weeks of summer youth radio camps
- Developing revenue from a balanced mix of sources.

2. Content: Rekindle WTJU Classical programming in the face of market changes

- Objective: Remodel *Classical Sunrise* as a flagship classical music morning show
- Objective: Promote WTJU Classical through community partnerships and marketing

3. Content: Improve interstitial on-air programming elements

- Objective: Audit promos, PSAs, and underwriting; and revise interstitials policy
- Objective: Clarify and develop clear branding language; use it consistently

4. Engagement: Expand engagement & educational programs

- Objective: Pilot “Community Voices” production training program
- Objective: Pilot adult educational programming in partnership with UVA Lifetime Learning
- Objective: Pilot initiative centered around local music/culture reporting
- Objective: Assess educational needs in our community and models from other communities / public media organizations to inform FY21 initiatives

5. Revenue: Financial sustainability

- Objective: Assess FY20 business underwriting support; develop plan for sustaining in FY21
- Objective: Develop plan for cultivating mid-level and major donor support

6. Capacity & organizational culture: improving an inclusive culture of respect at WTJU

- Objective: Hold a series of respectful workplace trainings for all staff & volunteers
- Objective: Develop a clear station policy for handling interpersonal issues