

# KCCCK Five-Year Strategic Plan

## Major Initiatives

### Technology/Facility Expansion

- Complete conversion to HD Radio by end of 2005 (Grant and matching funds already in place)-**Completed 8/2005**
- Implement second-channel audio made possible by HD technology when it becomes available, and if programming needs warrant.
- Extend service into other Iowa markets (largely dependent on IPR frequency needs)
- Have audio-streaming hardware, software, and backups in place to support increased listening and reliance on this service (see below).
- **Purchase equipment and acquire connectivity to do remote broadcasts from KCCCK events, concerts and other venues.**

### Audience Expansion

- Advertise in other markets (Beginning with Des Moines, Davenport and Cedar Falls) to encourage online listening. Use positioner “Iowa’s Jazz Station.”
- Extend on-air service into these markets if possible (**largely dependent on IPR frequency needs**).
- Increase Cedar Rapids-Iowa City audience by 25% to 18,000 weekly cume.

### Education and Outreach

- Continue Jazz Under The Stars. Expansion/enhancements might include:
  - Involve more student players, either with headliners or as supporting acts.
  - Use the concerts more effectively for fund development, make paid patron activities (meals, preferred parking) available.
- Expand Jazz at the ‘Brary into Iowa City **completed 2/2006**.
- Grow Schoolhouse Jazz by:
  - Increasing elementary/middle schools served to at least 20.
  - ~~Implementing Student Artist of the Month honor for HS programs.~~
  - **Implement Summer Jazz Band Camp for Middle school students, held on Kirkwood campus**
  - **Implement “School of Jazz” High School CD & Concert project**
  - Implementing Student concert series, working with coffee shops or other appropriate venues.
- Serve KCCCK need for a second news reporter/anchor position by creating a paid, year-long internship for a KCC student, which also will include class credit. This person would be a de-facto full-time KCCCK staffer, covering outside news events, writing and producing newscasts and participating in other staff activities, to receive a top-notch field experience.
- **Increase student part-time DJ staff to six per semester.**

### **Return maximum value to KCC in return for continued investment in KCCK.**

- Continue and create promotional opportunities for KCC that will have a minimum value of \$250,000 annually. These will include:
  - Airing a weekly “Kirkwood Focus” program, highlighting campus events, programs, faculty and staff.
  - Promotion of Kirkwood and its programs, and support of KCC initiatives.
    - Recognize KCC as KCCK’s “home” and licensee 3-4 times each hour.
    - Promote KCC programs, both credit and non-credit, through an underwriting contract valued at minimum \$10,000 annually.
    - Highlight KCCK concerts and Fine Arts events and programs.
    - Recognize KCC as a supporting sponsor at all KCCK events and at events jointly sponsored by KCCK and other organizations whenever possible (current level: 31 events each year).
  - Utilize KCC faculty and other experts in news and feature programming whenever possible.
  - Give news coverage to KCC events and programs, and track that coverage.

### **Fund and Resource Development**

- Increase annual campaign fund raising through membership drives and annual gifts to \$225,000 annually.
  - Minimum of 10 donors at Ellington Circle level (\$2500+).
  - Minimum of 25 donors at Blue Note Society level (\$1000)
  - Minimum of 15 planned gifts.
- Increase corporate underwriting to \$100,000
- Implement a special event, or series of special events that raise at least \$50,000.

## **Capacity**

In order to fulfill these goals, KCCK will need to increase capacity in the following areas:

- Technology/Facilities
  - Invest in enhancements made possible by HD radio conversion as they are developed.
  - Purchase/lease new frequencies if they become available.
  - Beef up Internet audio server, work out system to track streaming users.
- Staffing
  - Create position of Education Director (possible shared with new or existing KCC position)
  - Create Full-time News Reporter/Intern position, with credit for qualifying KCC students.
  - Create Underwriting Sales Position—might be contract/commission.
  - Work with Marketing/Public Information to recruit a host for “Kirkwood Focus” program.