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## Fiscal Year 2014-15 Accountability Report

### SUBMISSION FORM

**AGENCY MISSION**

“To enrich lives by educating children, informing and connecting citizens, celebrating our culture, and instilling the joy of learning. ETV’s values are to support South Carolina’s uniqueness and diversity, integrity, public-private collaboration, educational success, innovative and engaging work, and accountability.”

Please identify your agency’s preferred contacts for this year’s accountability report.

|                           | <u>Name</u>   | <u>Phone</u> | <u>Email</u>      |
|---------------------------|---------------|--------------|-------------------|
| <b>PRIMARY CONTACT:</b>   | Kim Parris    | 803-737-3379 | kparris@scetv.org |
| <b>SECONDARY CONTACT:</b> | Bobbi Kennedy | 803-737-3451 | kennedy@scetv.org |

I have reviewed and approved the enclosed FY 2014-15 Accountability Report, which is complete and accurate to the extent of my knowledge.

|  |   |
|--|---|
| <b>AGENCY DIRECTOR</b><br>(SIGN/DATE): |  |
| <b>(TYPE/PRINT NAME):</b>              | Linda O'Bryon   |

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| <b>BOARD/CMSN CHAIR</b><br>(SIGN/DATE): |  |
| <b>(TYPE/PRINT NAME):</b>               | Dr. Brent Nelsen  |

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## AGENCY'S DISCUSSION AND ANALYSIS

ETV champions South Carolinians' quality of life by improving their education and thus the appreciation of the world around them. SCETV's vision is to be recognized as a center of excellence for our region and the nation, providing indispensable information and education to the communities we serve. To reach key strategic initiatives, a three-part strategic framework has been developed—EVOLUTION (pursue more indigenous content, produce more content for PBS/NPR, engage audiences across all media platforms); BUSINESSLIKE (identify current and future revenue sources, balance mission activity with revenue generation, assess staff and funding needs every three years); and LEGACY (be the purveyor of arts/history/culture/STEM, harness technology for education advancement, protect and inform South Carolinians).

SCETV celebrates 57 years of service to South Carolina in September 2015. Our priorities of education, emergency communications, public safety training and transparency remain the backbone of our state-sourced funding. The statewide television and radio network provides easy access to education services through ETV's infrastructure, training, production and aggregation of education content. Our affiliation with PBS and other national producers enables us to bring together the nation's most highly regarded educational content for children. ETV also provides public safety and security training for emergency telecommunications. A national WARN grant allows the use of ETV's spectrum in case of a national or regional emergency. ETV serves as the Media of Record for the state and provides daily coverage of the House and Senate sessions, as well as live web streaming from House and Senate hearing rooms and the SC Supreme Court. The network produces local content that fosters economic development, celebrates the culture and rich diversity of our state and is a national program producer and presenter for television and radio programs and series.

This report reflects the agency's work in FY2014-FY2015. It is focused on accomplishments from last year while directing the agency toward FY2016. The Strategic Planning Chart for this report includes last year's objectives with descriptors for the upcoming year. We structured this report to reflect the shared objectives of the education community and our funders.

ETV has changed its culture in the last four years to be more customer-focused and more entrepreneurial. The agency receives proviso funds through the State to support emergency preparedness, public safety training and transparency, and EIA funding for educational services. It receives monies specifically to pay for these services and the infrastructure. State sourced funding is essential to maintaining ETV's primary mission: to enrich South Carolinians' lives and education. These funds support many of the services described in this report. ETV also receives funding from ETV Endowment contributors and sponsors to support acquisition of programming, and lease payments for use of its spectrum and tower space. Like other public media organizations, the network receives critical funding from CPB, the Corporation for Public Broadcasting. It also seeks grants for certain projects.

The ETV Endowment represents the viewers, listeners and users who financially support ETV's television and radio programming schedules. The Endowment raised nearly \$4.8 million in membership revenues in FY2015. ETV has continued to concentrate efforts on growing underwriting.

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Primarily local in nature, on-air sponsorship in public broadcasting is different from commercial broadcasting, due to the FCC limitations of messaging for sponsors for noncommercial media. Sales were almost even for Underwriting in FY2015 to the prior year. Underwriting's goal for FY2016 is to increase 4%.

Another revenue production source is ETV's television/web revenue projects. ETV production units sell services, and that number has increased to \$556,201 this year. The majority of that revenue was generated by external clients, state agencies, rental of facilities, and ETV's Rapid Response Studio (live shots for national news organizations, i.e., CNN, MSNBC, Fox News, Bloomberg, NBC, ABC, CBS). Approximately 200 live shots are produced annually from the Rapid Response Studio in Columbia and the regional studios in Spartanburg and Rock Hill.

ETV continues to work toward transitioning from DVD sales to digital offerings to accommodate the changing landscape for on-demand content. ETV has plans for a new video-on-demand portal for ETV Endowment members in the coming year.

While digital delivery is becoming more important, traditional means of transmitting content remains the public's first choice of access. From September 2013 to September 2014, 77% of all kids in the nation ages two to eight watched programs on PBS television stations (Nielsen NPower). ETV remains South Carolina's only statewide broadcasting service for both TV and radio. ETV's signals reach rural areas in the state where viewers and listeners often do not have access to or can't afford cable or Internet services. ETV, as one of the few remaining free, over-the-air options, is in many cases the primary source of educational and cultural content for these areas.

In order to fulfill its mission, ETV must continue to maintain a complex infrastructure to support television and radio while at the same time increasing web services and streaming services. Measures used by the agency often apply to multiple areas. This reflects that ETV must, as all media entities, re-purpose content, produce for many platforms, and maximize use of product across customer groups in order to be efficient and productive. The measures in this report reflect stable movement toward digital delivery while generating revenue for digital and broadcast efforts.

ETV's infrastructure is critical to the agency's ability to meet our mission. ETV creates local content specific to South Carolina. The reliability of broadcast in the event of an emergency is a core service for citizens of the state. ETV is also responsible for towers, infrastructure, and maintenance. Capital funds are needed to maintain the Network's diverse infrastructure and expand our digital services. The pursuit of capital funding (non-recurring) is part of our request for FY2016.

Employee development measures include performance management and turnover statistics. The focus has been on recovering from the downsizings since 2008 with a focus on stabilizing the workforce and focusing on managerial communication. These measures reflect that effort.

ETV Radio is in its 43<sup>rd</sup> year of broadcasting in South Carolina. ETV Radio's weekly audience is 335,900 listeners (yearly average, Nielsen 2014-2015). This measure is taken from Nielsen and generally is provided in January and September, so it runs a little behind the fiscal year reporting approach. Radio

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listenership continues strong and is increasing through streaming and ancillary apps such as TuneIn, Public Radio Player, NPR News and Music, NPR One, and iTunes radio. Local programming has grown in the last year from 1012 hours to 1094 hours. This number should increase in FY2016 as Radio continues to expand local content to include statewide news and weather coverage, funded with help from the Legislature. Currently, ETV Radio produces national music series *Song Travels with Michael Feinstein*, *Chamber Music from the Spoleto Festival USA* and *World of Opera* (with WDAV). In addition, *Marian McPartland's Piano Jazz* continues in nationwide distribution as an archival series. Local programs such as *Walter Edgar's Journal*, *Carolina Live*, *State House Week*, *SC Focus*, *Spoleto Today*, and *Classical Music from the ETV Radio Studios* are productions that bring excellent programs to South Carolina and the United States.

On the television side, during FY2014—FY2015, total ETV viewing households was 443,200 (yearly average, Nielsen 2014-2015). ETV produced 22 episodes of new *Palmetto Scene* programs on topical issues of importance and 301 hours of Legislative coverage. ETV streamed meetings for the Budget and Control Board and important legislative committees. In the coming year, ETV will add more committee hours and at least 120 hours of Supreme Court coverage. Streaming growth will continue. Cove, a PBS media player that measures web use, reflects that ETV is growing in online distribution of content. Users have grown in the most recent measurements and some fluctuation in numbers is the result of adjustments to the method of gathering data.

Following the Charleston shootings in June, ETV produced 50 stories, interviews and Internet posts, as well as several long-form live remotes of memorial services and the lowering of the Confederate flag from the State House grounds. The flag-lowering coverage was picked up with ETV's logo by the *New York Times*, *The Washington Post*, BBC, NBC, and many cable stations. Many news outlets also carried sections of the live coverage of the debate on the flag from the General Assembly.

The implementation of the Digital Asset Management System provided a process to tag and catalog digital assets with the successful inventory of 104,787 assets under the American Archive grant. Approximately 3000 hours were preserved and digitized. These digitized assets reside on servers at ETV and at WGBH/Library of Congress.

ETV launched an education series *Carolina Classrooms*. New *SC Hall of Fame* short documentaries were released on [www.sctv.org](http://www.sctv.org) featuring famous and well-known South Carolinians. *Making It Grow*, ETV's very popular gardening show, celebrated its 21<sup>st</sup> anniversary. In FY2013-FY2014, there were 486 hours of local television programming including encore broadcasts; in FY2014-FY2015 there were 478 hours. When legislative coverage, committee hearings, and Supreme Court streaming are included, the total local programming hours on all three channels exceed 1500 (includes encore broadcasts). Much of this programming is news and public affairs. The focus on local programming is crucial to public broadcasting stations as media distribution widens and stations seek to maintain their unique local nature. Television remains a primary media choice by Americans. *Palmetto Scene* has been in heavy production. Much of its content is repurposed or produced for the web. Each media leverages the attributes of the other to create interest. A broad range of content, including streaming of ETV video productions, is offered through ETV's website [www.sctv.org](http://www.sctv.org). Page views, users and sessions are up; future micro measurements may provide a better understanding of how this content drives users to

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[www.sctv.org](http://www.sctv.org). Any kind of assessment, however, includes the value of streaming content in moving users to the web.

National Programming's SCETV Presents included *A Chef's Life*, *Expeditions with Patrick McMillan*, *180 Days: Hartsville*, *The Education of Harvey Gantt*, *For Your Home with Vicki Payne*, and *Bringing the Fallen Home*. In FY2014-FY2015 ETV's weekly series *A Chef's Life* won a national Emmy Award and reached 97% of the US market. The PBS national broadcast of *180 Days: Hartsville* reached 98% of the US market. Southeast Emmy Award- winning *Expeditions with Patrick McMillan* reached 65% of the US market.

ETV maximizes its education outreach and media resources for pre K-12 users. Growth continues on TV and is expanding exponentially to the web. ETV educational broadcasting is anchored in programming for children, of which PBS Kids is an important partner. This venerable product is a staple of children's upbringing in South Carolina. While adults have many choices for content, children have few hours of television content that is appropriate. ETV's educational programming is on-air for children everywhere to watch. Children's programming includes over 4300 hours annually. We have expanded this programming so families have something to watch later in the evening.

School age children use ETV extensively. The evolution of media has moved our content to the web. Measuring reach requires a different approach. ETV uses the curriculum based content of Learn360 and ETV's education productions to provide teachers SC based media for classroom use through StreamlineSC. Learn360 began in FY2014-FY2015, and replaces a ten-year partnership with Discovery Education. Learn360 is compatible with the Discovery service and is less expensive. During the transition year, use by teachers and students was reduced as users adapted to the new delivery system. The new analytics for StreamlineSC continue to measure this service in schools. All SC school districts are using the service, as well as many private schools, home schools, and higher education institutions. ETV, through our PBS affiliation, also offers an award-winning media-on-demand service, PBS Learning Media. Teachers have access to thousands of free, innovative standards-aligned and curriculum-targeted digital resources from America's #1 educational media brand. ETV's own Knowitall.org has been in existence for 12 years and technology has dramatically changed during that timeframe, but nevertheless usage remains active with over 3.2 million views. As a result of technology changes, Knowitall.org is not mobile friendly and was built with now outdated software. ETV has begun an extensive overhaul of the service that begins during the FY2015-FY2016 school year. The transition service is called Knowitall.org Media (<http://media.knowitall.org/>) and offers new mobile friendly videos and a sleek efficient design.

According to Transform SC, one-third of all SC schools have transitioned to personalized learning. To assist this transformation, ETV conducts hands-on training on how to effectively use ETV web content and technology in the classroom and hosts several online teacher recertification services. ETV's hands-on training provided over 8400 public, private, and home school teachers quality professional development. ETV online courses include PBS TeacherLine Southeast (SC, NC, and Georgia) that provide graduate level courses and professional development for teachers. ETV Education also offers teacher recertification online without graduate credit. These courses are self-based and approved by the SC Department of Education. The service is self-supporting through tuition and fees.

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In addition to the PBS TeacherLine Southeast hosted by ETV, South Carolina Educational Communications, Inc., the ETV Endowment's production affiliate, offers a total of 14 graduate level courses and seven professional development courses for teachers seeking license renewal, career and salary advancement, and professional development. Eight additional courses focusing on technology in the classroom will be offered during FY2016. There were 2800 enrollments for all three online teacher course services which resulted in 77,992 instructional hours to meet required accredited recertification. ETV has proposed a three-year plan to build a cloud-based, secure site that would create a learning platform housing learning modules to support teacher practices and accountability needs. The modules are being created by ETV and qualified partners, including SDE and local district personnel. The site will be searchable by SC curriculum standards, taxonomies, and grade levels and will include various media, lesson plans, project activities, and assessments.

ETV provides an annual teacher survey that shows the use and effectiveness of ETV resources in the classroom. The link is <https://www.surveymonkey.com/results/SM-TXZ9VFHV/>

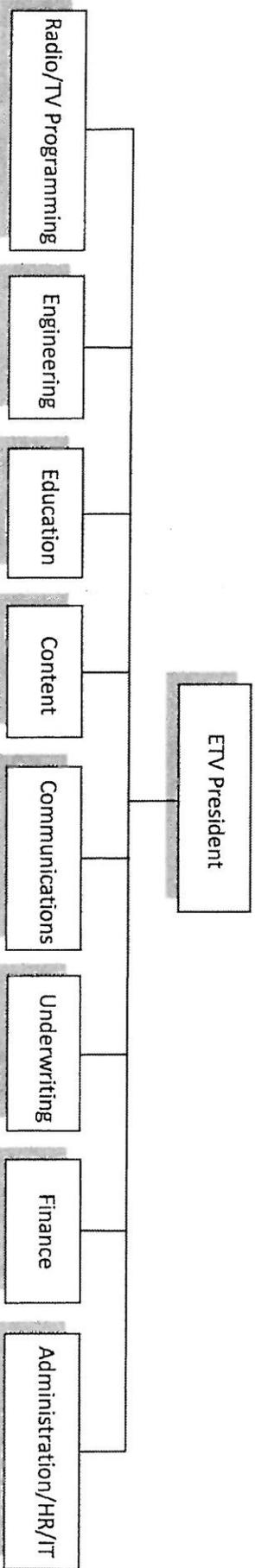
As of March 2015, the Criminal Justice Academy began phasing out the use of ETV's course delivery system to provide their training. ETV's online course management system is upgrading and repurposing the system to deliver required training to SLED constables and is also repackaging other public safety content. That change impacts the law enforcement's certifications issued this year. Since its inception, more than 80,619 certificates in eight courses have been issued.

ETV is critical to public safety in the state. ETV works with the Governor's Office and the Emergency Management Division to communicate important information to citizens (inclement weather alerts, state office closings, voluntary/mandatory evacuations). ETV serves as the state's media of record for TV and Radio. The network maintains 650 towers, including 47 tall towers (200 feet or higher) and the microwave backbone for emergency and public safety communications. ETV also houses critical communications infrastructure for SLED, DNR, EMD, Forestry, DOD, DHS, Civil Air Patrol, and 14 NOAA Weather Radio Service Transmitters. ETV maintains and manages the SCHEART (South Carolina Healthcare Emergency Amateur Radio Team) infrastructure, which consists of a statewide 50- radio repeater network. The network reaches all 63 participating hospitals in the state and allows the flow of information on incoming patients, evacuations and coordination among facilities during emergencies and weekly communications exercises.

The majority of annual measurements have monthly data points, useful for more immediate management decisions. The future of measurement for ETV is in web analytics and other methods of obtaining broadcast ratings.

Based on performance measures adopted in FY2014-FY2015, ETV has been able to meet the agency goals—to work toward creating a more entrepreneurial agency, produce and distribute education programs, provide quality media programs and transparency services, and produce, aggregate, and present broadcast TV, radio and web programming.

# ETV Overview



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| Item | Performance Measure                           | Last Value  | Current Value | Target Value | Time Applicable  | Data Source and Availability | Reporting Freq.     | Calculation Method                | Performance Measurement Template Associated Objective(s) |
|------|---|-------------|---------------|--------------|------------------|------------------------------|---------------------|-----------------------------------|--|
| 1    | Endowment donors                              | 32,215      | 34,102        | 34,500       | Fiscal Year      | ETV Endowment                | Annual              | -                                 | 1.1.2  |
| 2    | Endowment revenues                            | \$4,389,184 | \$4,792,146   | \$4,715,250  | Fiscal Year      | ETV Endowment                | Annual              | -                                 | 1.1.1  |
| 3    | Underwriting revenues                         | \$878,084   | \$864,918     | \$900,000    | Fiscal Year      | ETV Scheduling/Endowment     | Annual              | Billings and Collections          | 1.1.3  |
| 4    | Teacher Workshop Participants                 | 5,842       | 8,404         | 0            | Fiscal Year      | ETV Registrations            | Annual              | Count of participants             | 2.1.1  |
| 5    | Face to Face Teacher Training                 | 0           | 8,404         | 6,000        | Fiscal Year      | ETV registrations            | Annual              | Count of participants             | 2.1.1  |
| 6    | Legislative Streaming (session/comm) hours    | 467         | 485           | 485          | Fiscal Year      | LAS video archives data      | Annual              | -                                 | 3.1.1  |
| 7    | Employee performance reviews                  | 87.30%      | 88.10%        | 95%          | August 1-July 30 | SCSIS                        | Annual              | Search and total                  | 1.3.1  |
| 8    | Employee turnover                             | 5%          | 5%            | 5%           | Fiscal Year      | SCSIS                        | Annual              | Separations divided by employees  | 1.3.2  |
| 9    | Marketing program sales (DVD/Tape)            | \$134,241   | \$90,042      | \$83,739     | Fiscal Year      | Billings                     | Annual              | Protrak database/invoicing system | 1.5.2  |
| 10   | Marketing program units (DVD/Tape)            | 5,790       | 3,658         | 3,401        | Fiscal Year      | Billings                     | Annual              | Protrak database/invoicing system | 1.5.1  |
| 11   | Teacherline Instruction Hours                 | 16,479      | 12,061        | 0            | Fiscal Year      | PBS Teacherline database     | Annual              | -                                 | 2.1.1  |
| 12   | Pre-K-12 Educator on-line Recertification hrs | 0           | 78,992        | 80,000       | Fiscal Year      | Teacherline/Moodle/Endowment | Annual              | -                                 | 2.1.1  |
| 13   | StreamlineSC sessions (homepage login)        | 444,787     | 179,811       | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 2.2.2, 2.4.1   |
| 14   | StreamlineSC users (homepage login)           | 136,996     | 72,281        | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 2.2.2, 2.4.1   |
| 15   | StreamlineSC views (homepage login)           | 555,085     | 246,514       | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 2.2.2, 2.4.1   |
| 16   | Knowitall.org sessions                        | 786,258     | 772,744       | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 2.2.2, 2.4.2   |
| 17   | Knowitall.org users                           | 636,646     | 606,766       | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 2.2.2, 2.4.2   |
| 18   | Knowitall.org views                           | 3,248,591   | 3,059,058     | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 2.2.2, 2.4.2   |
| 19   | On-Demand Pre-K-12 Sessions/Uses*             | 0           | 1,392,724     | 1,394,000    | Fiscal Year      | Google Analytics/Learn 360   | Annual              | -                                 | 2.2.2, 2.4.1   |
| 20   | Local Television programming hours            | 486         | 478           | 492          | Fiscal Year      | Schedull                     | Annual              | Weekly hours presented            | 4.2.1  |
| 21   | Local Radio programming hours                 | 1012        | 1094          | 1094         | Fiscal Year      | Broadcast schedule           | Annual              | Weekly hours presented            | 4.2.2  |
| 22   | PBS Kids Programming                          | 4,420       | 4,420         | 4,420        | Fiscal Year      | Broadcast schedule           | Annual              | Weekly hours presented            | 4.3.1  |
| 23   | ETV Television viewers (households)           | 464,305     | 443,200       | 450,000      | Six month cycles | Nielsen                      | Bi-annual Jan/Sept. | -                                 | 4.2.1, 4.4.1, 4.3.1                                      |
| 24   | ETV Radio listeners (households)              | 342,700     | 335,900       | 335,900      | Six month cycles | Nielsen                      | Bi-annual Jan/Sept. | -                                 | 4.2.2, 4.5.1   |
| 25   | Law Enforcement certifications issued         | 25,899      | 19,388        | 10,000       | Fiscal Year      | Moodle                       | Annual              | -                                 | 3.2.1  |
| 26   | Production billings                           | \$450,700   | \$556,201     | \$572,887    | Fiscal Year      | Billings records             | Annual              | Total production billings         | 1.4.1  |
| 27   | SCTV online sessions                          | 1,433,363   | 1,206,448     | 1,240,000    | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3, 4.6.1   |
| 28   | www.sctv.org users                            | 851,234     | 714,184       | 735,000      | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3, 4.6.1   |
| 29   | www.sctv.org page views                       | 2,209,275   | 2,105,795     | 0            | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3, 4.6.1   |
| 30   | Cove sessions                                 | 75,333      | 82,743        | 82,817       | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3  |
| 31   | Cove users                                    | 51,393      | 62,392        | 62,504       | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3  |
| 32   | Cove page views                               | 139,965     | 185,120       | 230,474      | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3  |
| 33   | Youtube video views                           | 0           | 270,277       | 297,304      | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3  |
| 34   | Youtube minutes watched                       | 0           | 777,474       | 894,095      | Fiscal Year      | Google Analytics             | Annual              | -                                 | 4.2.3  |
| 35   | ETV Tower Maintenance                         | 650         | 650           | 650          | Fiscal Year      | ETV Engineering              | Annual              | Yearly maintenance                | 3.3.1, 3.3.2   |

\*This combines Knowitall, PBS Learning Media Sessions and StreamlineSC uses

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Program Template  
 Associated Objective(s)

| Program/Title            | Purpose   | FY 2013-14 Expenditures |              |            | TOTAL        | FY 2014-15 Expenditures |              |            | TOTAL        |
|--------------------------|---|-------------------------|--------------|------------|--------------|-------------------------|--------------|------------|--------------|
|                          |   | General                 | Other        | Federal    |              | General                 | Other        | Federal    |              |
| Internal Administration  | Provide agency administrative functions   | \$ -                    | \$ 2,207,258 | \$ -       | \$ 2,207,258 | \$ -                    | \$ 1,990,525 | \$ -       | \$ 1,990,525 |
| Public Education         | Produce and distribute educational programming for K-12 schools   | \$ -                    | \$ 3,498,618 | \$ -       | \$ 3,498,618 | \$ -                    | \$ -         | \$ -       | \$ -         |
| Higher Education         | Produce and distribute educational programming for higher education   | \$ -                    | \$ 261,509   | \$ -       | \$ 261,509   | \$ -                    | \$ -         | \$ -       | \$ -         |
| Agency Services          | Produce and distribute educational programming for state/local government and private sector  | \$ -                    | \$ 923,260   | \$ 475,482 | \$ 1,398,742 | \$ -                    | \$ -         | \$ -       | \$ -         |
| Community Education      | Produce, acquire and broadcast radio and television programming   | \$ -                    | \$ 4,359,239 | \$ -       | \$ 4,359,239 | \$ -                    | \$ -         | \$ -       | \$ -         |
| All other items          | Public Affairs, Cultural and Performing Arts, Employer Contributions, Capital Projects, Debt Service                                      | \$ -                    | \$ 6,868,483 | \$ -       | \$ 6,868,483 | \$ -                    | \$ -         | \$ -       | \$ -         |
| Transmission & Reception | Distribute educational, transparency, and broadcast content. Provide support to agency  | \$ -                    | \$ -         | \$ -       | \$ -         | \$ -                    | \$ 4,102,977 | \$ 189,903 | \$ 4,292,879 |
| Education                | Continue development of digital delivery and expand service to remain competitive. Focus on accountability, literacy and teacher training | \$ -                    | \$ -         | \$ -       | \$ -         | \$ -                    | \$ 2,938,387 | \$ -       | \$ 2,938,387 |
| Radio Content            | Continue to provide radio programming. The State House Report and news coverage   | \$ -                    | \$ -         | \$ -       | \$ -         | \$ -                    | \$ 1,421,296 | \$ -       | \$ 1,421,296 |
| Local & Transparency     | Continue to produce Palmetto Scene, Carolina Stories, news, and education coverage  | \$ -                    | \$ -         | \$ -       | \$ -         | \$ -                    | \$ 3,844,332 | \$ -       | \$ 3,844,332 |
| Enterprise               | Continue Endowment/ETV fundraising initiatives. Reinvigorate planned giving. Restructure underwriting                                     | \$ -                    | \$ -         | \$ -       | \$ -         | \$ -                    | \$ 467,459   | \$ -       | \$ 467,459   |
| Employer Contribution    | Employer Contributions  | \$ -                    | \$ -         | \$ -       | \$ -         | \$ -                    | \$ 2,262,947 | \$ -       | \$ 2,262,947 |

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Strategic Planning Template

| Type | Goal | Item # | Object | Description   |
|------|------|--------|--------|---|
| G    | 1    |        |        | Work toward creating a more entrepreneurial agency through administrative efforts such as revenue generation, state fund development, marketing, develop employees to be successful in this new environment   |
| S    |      | 1.1    |        | Increase giving/underwriting support  |
| O    |      |        | 1.1.1  | Work with ETV Endowment to grow revenue   |
| O    |      |        | 1.1.2  | Work with ETV Endowment to grow members/donors  |
| O    |      |        | 1.1.3  | Increase agency underwriting  |
| S    |      | 1.2    |        | Provide value added services to the State of South Carolina to support proviso funding  |
| O    |      |        | 1.2.1  | Deliver teacher training; acknowledge and support teacher professionalism and training; support equity and access; use innovative technology  |
| O    |      |        | 1.2.2  | Provide transparency services to legislature as requested   |
| O    |      |        | 1.2.3  | Provide emergency preparedness services to the State of South Carolina and training for public services officials   |
| S    |      | 1.3    |        | Employee development  |
| O    |      |        | 1.3.1  | Provide employee performance management to all employees  |
| O    |      |        | 1.3.2  | Keep turnover at 5-8%   |
| S    |      | 1.4    |        | Sale of services  |
| O    |      |        | 1.4.1  | Sell production services to agencies and private sector   |
| S    |      | 1.5    |        | Sell ETV video product to the public  |
| O    |      |        | 1.5.1  | Maximize sales of ETV programs with available product   |
| O    |      |        | 1.5.2  | Maximize revenues from sales with available product   |
| G    | 2    |        |        | Produce and disseminate educational programming for schools and other institutions; innovate through educational content tools using current technology and teaching practices; create modules that can be replicated throughout the state; combine these efforts with teacher training to improve South Carolina education through professional development and credited recertification courses |
| S    |      | 2.1    |        | Improve teacher quality by offering training to include products and services based on districts' needs. Training funds are used to train teachers. Staff and administrators on how to access and utilize all the available resources; facilitate personalized training and provide online course content for professional development and credited recertification                               |
| O    |      |        | 2.1.1  | Provide hand-on training within schools, at regional centers and at ETV. Provide on-line courses for teachers to acquire recertification through SDE  |

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| 0 | 2.2   | To create education content to support Pre K-12 districts' needs. ETV works with SDE and school districts' staff to create educational content to meet content curriculum and professional development needs. This training provides cost-effective services and offers equity and access to rural and urban schools alike. The production of SC specific content is an important resource in teaching South Carolina social studies, literacy, guidance, and professional development. |
| 0 | 2.2.1 | Create a new platform of Education Pre K-12 Project Modules for teachers to use in the classroom  |
| 0 | 2.2.2 | Continue to provide ETV StreamlineSC content, PBS LearningMedia content, and ETV's KnowItAll.org and Media to students and teachers   |
| 5 | 2.3   | To produce Pre K-12 educational broadcast topics that target parents and local communities. The narrative of the programs will be to inform these viewers of innovation, such as Transform SC, and changes with technology based instruction. To heighten public awareness among parents, teachers and students on effective education programs and initiatives in South Carolina   |
| 0 | 2.3.1 | Provide "Carolina Classrooms" broadcast programs to the public on topics and issues of importance to parents and citizenry  |
| 5 | 2.4   | To aggregate content for easy access to districts throughout the state. ETV aggregates educational content to meet K-12 curriculum and professional development requirements.   |
| 0 | 2.4.1 | Track ETV StreamlineSC and PBS LearningMedia usage to determine impact of providing content   |
| 0 | 2.4.2 | Track KnowItAll.org usage to measure impact of provided web content   |
| 3 | 3.1   | Grow emergency services with quality media and programming. Transparency services to legislature and government provide citizens with an understanding of how their government works  |
| 5 | 3.1.1 | Increase transparency support   |
| 0 | 3.1.1 | Increase session and committee streaming support as requested   |
| 5 | 3.2   | Provide support for law enforcement training  |
| 0 | 3.2.1 | Increase certification of Law Enforcement officials as requested  |
| 5 | 3.3   | Provide emergency operation support   |
| 0 | 3.3.1 | Provide SC HEARTS   |
| 0 | 3.3.2 | Continue to seek tower space leases   |
| 4 | 4     | Produce, acquire and present broadcast, radio, web and mobile programming, become a provider of choice and create effective content   |
| 5 | 4.1   | Maintain and develop South Carolina's image as a quality provider of National radio and television programming for the network's  |
| 0 | 4.1.1 | National program efforts reflect focus on sharing the good news about SCETV's quality, tasteful programming and entertainment   |
| 5 | 4.2   | Local programming and content on both radio and television brings a balanced view of important issues in South Carolina and entertaining and enlightening content about South Carolina, including news and public affairs programming. Web use grows  |
| 0 | 4.2.1 | Produce engaging and enlightening local television programming; ratings reflect that quality  |
| 0 | 4.2.2 | Produce engaging and enlightening local radio programming; ratings reflect that quality   |
| 0 | 4.2.3 | Produce engaging and enlightening local web content; web analytics reflect that quality   |

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| S | 4.3   | Maximize hours of the venerable PBS Kids and other children's programming                      |
| O | 4.3.1 | With PBS Kids anchoring children's shows, provide content to help SC's children grow and learn |
| S | 4.4   | Seek to maximize number of viewers of ETV television   |
| O | 4.4.1 | Maximize TV ratings  |
| S | 4.5   | Seek to maximize number of listeners of ETV Radio  |
| O | 4.5.1 | Maximize ETV Radio ratings   |
| S | 4.6   | Maximize www.stetv.org web use   |
| O | 4.6.1 | Seek to maximize number of ETV web visitors  |