



2020/2021 Cohort

CCI Syllabus

Updated 9/14/2020

This syllabus provides a framework for how the Community Counts Initiative (CCI) will be organized throughout 2020-2021. The schedule is subject to change as NFCB is committed to customizing the program to meet the needs of participating stations. Unless otherwise noted, webinars and meetings will be conducted via the Zoom online platform.

Program Description

CCI is an intensive program offering tools to strengthen service sustainability for community-based radio stations serving rural and under-represented communities. This cohort-based initiative brings together 10 stations for a combination of in-depth training by community media experts and peer-based learning. The program is open to stations who are members of the National Federation of Community Broadcasters that meet CCI eligibility criteria and successfully compete in the 2020 application process.

CCI is predicated on NFCB's deeply held convictions that, as a nation, we need resilient local communities—healthy, socially connected, and equitable—that have the ability to address and manage a range of situations and opportunities. Small-market public media is a critical resource for preserving, uplifting, and enhancing the wellbeing of local communities. At the same time, community radio is impacted by shrinking resources, evolving technology and changing listening trends. Broadband technology, media consolidation, and the disruption of local journalism have all challenged community stations. Exploring sustainable paths will be the focus of CCI with an eye towards sharing case studies with other NFCB stations and the larger public media system.

Contact Information

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Overview

- September 2020 - Cohort Selected and Notified
- October 30, 2020 - Signed Participation Agreement and Fee Due
- October – November 2020 - Baseline Surveys compiled
- December 16, 2020 – Full Group Meeting - Welcome
- January 21, 22, 27 & 28, 2021 – Orientation – 2.5 Days online
- February – September 2021 – Full Group, Small Group and Individual Station Meetings
- April 2, 2021 – Interim Report Due
- April - September 2021 – Station Deep Dives – 1.5 Days online or in-person
- June 5, 2021 – Actions Plans Due
- June 2021 – Evaluation Focus Groups
- October 17-20, 2021 -- Closing Seminar – 2.5 Days online or in-person
- November 12, 2021 – Final Report, Stipend Tracking Log and Ending Survey Due

Program Design

The Community Counts Initiative is committed to a rich blend of learning approaches to support participating stations. A Curriculum Advisory Team (CAT) with expertise in the four areas of the Circle Engagement model and adult education, have been engaged to guide the development of a shared learning experience. Elements will include:

1. Training with knowledge experts in the areas of organizational capacity, engagement, content, and revenue
2. Customized instruction and technical assistance based on cohort group needs with an emphasis on peer-to-peer exchange
3. Activity-based learning such as applying strategic frameworks and implementing action plans
4. Station deep dives with the NFCB team, station staff, board members and community stakeholders to provide tailored support for CCI projects and to help energize buy-in
5. Coaching and Mentorship based on individual participant needs
6. Relationship and network building with one another, the NFCB team, cohort trainers and public media colleagues
7. Organized “time away” to use for reflection, renewal and inspiration
8. Reporting of cohort station case studies and promising practices learned
9. Online Portal with all curriculum components and other important resources
10. Platform to facilitate communication within the cohort, NFCB staff and trainers

Learning Outcomes

The program is built around the NFCB’s Circle of Engagement model for leading change. The model suggests that engagement, content, and revenue are interconnected and that solid organizational capacity is the glue that sustains these efforts over time. All of the learning outcomes revolve around deepening understanding of this model.

Cohort participants will be able to:

1. Articulate connections between the areas of the Circle of Engagement and use it as a framework for strategic decision making.
2. Demonstrate strategic use of the Circle of Engagement in the development and implementation of an Action Plan.
3. Develop strong peer relationships with other cohort participants and actively participate in NFCB peer-network activities.
4. Pursue professional development opportunities for station leadership, staff, board, volunteers, and community partners on an ongoing basis
5. Identify and implement 3-5 metrics to track station performance that are routinely reported to the board.
6. Assess and respond to the needs of a targeted, named, new community segment.

Expectations of Participants

- Attendance of each team member
- Participation in conversations, sharing perspectives and experiences
- Create an action plan to address one or a combination of the unprecedented issues of this time - the global pandemic, race relations/equity crisis, and climate change.
- Timely completion of assignments and required reporting including the Signed Participation Agreement and Fee, Interim Narrative Report, Final Action Plan, Final Narrative Report, Stipend Tracking Log and Baseline and Ending Surveys.

Cohort Meetings, Trainings and Deliverables

Week of 9/14 - Stations Notified of Selection

Weeks of 9/21 - Individual Station Meetings – Welcome 30 minutes (LO 3)

Review and answer questions about the Participant Agreement, Fee, and Baseline Survey
Assess connectivity, and any concerns/barriers to full participation

10/30 - Participant Agreement and Fee due

10/1/20 – 11/13/20 - Baseline Survey - NFCB Project Manager works with Participants to compile 4 hours (LO 1,2,5)

1. Email to NFCB Project Manager, Sally Hardy:
 - a. Station Bylaws
 - b. Mission Statement
 - c. Station Strategic Plan, if exists
 - d. Coverage Map, if exists
 - e. Current fiscal year budget spreadsheet

2. Review the financial profile created for your station. Make corrections or add detail as needed.
3. Fill out the Baseline Survey online via Survey Monkey, or in a Word document.
4. Meet with NFCB CEO, Sally Kane and CCI Project Manager, Sally Hardy to share additional information, and /or any confidential information.

12/16/20 - Full Group Meeting - CCI Kick Off

90 minutes (LO 3)

Icebreaker/Intros, Station Videos

Syllabus, practice Zoom breakout groups, review learning tools/plugin-ins

PRE-WORK:

1. Station Team: Create a video tour of your station in 2 minutes or less and be ready to share with cohort members
2. Individual: Login to the CCI portal and download and review the Syllabus and Participant List

HOMEWORK

1. Create a one-page personal introduction with text and pictures

1/13/21 - Small Group Meetings - Orientation Meet & Greet

60 minutes with rotating break groups (LO 3)

Get to know one another and share station experience

PRE-WORK:

1. Review Participant Introductions
2. Review Station Profiles

1/21/21 - Full Group Meeting - Orientation Session 1

The Circle of Engagement Model

3-4 hours, afternoon-evening (LO 1,3)

1/22/21 - Full Group Meeting - Orientation Session 2

Cohort Learning and the CCI Initiative

3-4 hours, morning-midday (LO 2,3)

PRE-WORK for 1/21 and 1/22:

1. Use the Station Profiles to prepare two questions per station as conversation starters. Be ready to discuss common themes and unique circumstances.
2. Read the History of CCI summary and be prepared to discuss
3. Read the Theory of Change and be prepared to discuss

1/27/21 - Full Group Meeting - Orientation Session 3

Case Studies, Evaluating Progress

3-4 hours, morning-midday (LO 1,2,4)

1/28/21 - Full Group Meeting - Orientation Session 4

Action Plan Template Workshop, Board/Curriculum Advisory Team Mixer

3-4 hours, afternoon - evening (LO 1,3,5,6)

PRE-WORK:

1. Familiarize yourself with the OF/BY/FOR model at <https://www.ofbyforall.org/>
2. Watch the 37-minute video on the website - <https://vimeo.com/276300637>
3. Fill out the 3-page worksheet and be ready to discuss
4. Review your financial profile and be ready to discuss your opportunities and challenges

2/17/21 - Full Group Meeting - Organizational Capacity

90 minutes (LO 1,2,3,4,5,6)

Strategic decision-making basics, Change Management basics

PRE-WORK:

1. Station Team: Write a 100-word description of your action plan (one per station) using SMARTIE goals and be ready to present and discuss
2. Individual: Review the Kotter 8 Steps for Change Management PowerPoint and be ready to discuss

2/24 - Small Group Meetings - Organizational Capacity

60 minutes (LO 1,2,3)

Challenges and Opportunities with Change Management, Approaches to Board Relationships, Management and Leadership Styles.

3/17 - Full Group Meeting - Engagement

90 minutes (LO 1,2,3,6)

Engagement Basics with industry expert, Case Studies presented by Stations

PRE-WORK: TBD

Week of 3/22 - Small Group Meetings - Adult Learning

60 minutes (LO 1,2,3,4)

What are people learning about themselves and their relationship with this work? What changes are being experienced. Focused on Internal Capacity.

4/2 - Interim Report Due

4/14 - Full Group Meeting - Content Innovation

60 minutes (LO: 1,2,,4,5,6)

Content Innovation with industry expert, Case Studies presented by Stations

PRE-WORK: TBD

Week of 4/19 - Individual Station Meetings - Deep Dive Planning

60 minutes with Sally Kane and Sally Hardy (LO: 1,2,4,5,6)

Working toward an agenda for the 1.5 days of meetings, gatherings and/or events.

May 2021 – September 2021 - Station Deep Dives

1.5 days (LO:1,2,4,5,6)

Customized approaches in areas of need, sessions with cohort participants, staff, board and community stakeholders to formalize buy-in and drive action

Week of 5/3 - Individual Station Meetings - Action Plans

60 minutes with Sally Kane and Sally Hardy (LO: 1,2,4,5,6)

Station teams walk through Action Plans, Opportunity to review challenges and brainstorm next steps

5/19 - Full Group Meeting - Revenue

60 minutes (LO: 1,2,3,4,5,6)

Revenue Realities with industry expert, Case Study: cohort financial data analysis

PRE-WORK: TBD

Week of 5/24 - Small Group Meetings - Action Plans

60 minutes (LO:1,2,3,4,5,6)

Vetting Action Plans, Identifying Community Assets. Measurement. Focused on External Capacity.

6/5 - Action Plans Due

6/16 - Full Group Meeting - Action Plans

90 minutes (LO: 1,2,3,4,5,6)

2019 Action Plan Example, Station Action Plans Presented

PRE-WORK: TBD

Week of 6/21 - Evaluation Focus Groups with Sharon Rodning Bash and Sarah Lutman

90 minutes (LO 2, 5,6)

Feedback session with CCI Evaluators

7/14 - Full Group Meeting - Capacity Development

60 minutes presented by industry expert (LO: 1,2,3,4,5,6)

Strategies for building capacity when under resourced

PRE-WORK: TBD

8/18 - Full Group Meeting - Audience Research

60 minutes presented by industry expert (1,2,5,6)

Understanding Public Media's Audience, Case study: NFCB's Data project

PRE-WORK: TBD

Week of 9/6 – Small Group Meetings - Action Plan Learnings

60 minutes (LO: 1,2,3,4,5,6)

How have your project plans evolved? Do results suggest new or different directions? Please reflect on the process. Focused on Measuring Impact, External Capacity.

10/17-10/20 - Full Group Meetings - Closing Seminar

Estimated 2.5 days (LO: 1,2,3,4,5,6)

Advanced Change management: sustaining the effort, The Basics of Mentoring, Distilling Lessons and Mapping the trajectory forward

PRE-WORK: TBD

11/12 - Final Deliverables Due

1. Narrative Report
2. Stipend Tracking Log
3. Ending Survey

Coaching/Mentoring Meetings as Needed

- NFCB staff can work with each station on board governance and leadership development as requested.
- Mentorship will be available with subject matter experts as opportunities arise or as circumstances require.
- Targeted training and assistance is available once specific needs have been identified.
- NFCB staff will lead pop up sessions on topics of interest that arise as the cohort progresses through the curriculum.

2018/2019 Cohort Follow Up

- Full Group meetings with NFCB Project Manager and CEO (July, October, December 2020; March, June, September 2021)
- Project Evaluator follow up with small group meetings August-September 2020
- Engage cohort members as mentors and trainers where appropriate