



## **2020/2021 Cohort**

### **CCI Syllabus**

**Updated 2/15/2021**

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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 17, 2020 – Full Group Meeting - Welcome
- January 21, 22, 27 & 28, 2021 – Orientation – 2.5 Days online
- February – Baseline Evaluation Group Interviews
- February – September 2021 – Full Group, Small Group and Individual Station Meetings
- April 2, 2021 – Interim Report Due
- August - October 2021 – Station Deep Dives/Visits – 1.5 Days
- June 4, 2021 – Project Plans Due
- June 2021 – Evaluation Focus Groups
- 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 project plans
4. Station deep dives/visits 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 a Project 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 project 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 Project 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 9/28 - 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.

**12/17/20 - Full Group Meeting - CCI Kick Off**

**90 minutes (LO 3)**

Welcome - Syllabus clarifications

Station Introductions

3 10-minutes breakout groups

PRE-WORK:

1. Login to the CCI portal, download and review the Syllabus, Participant List and Station Profiles
2. Station Team: Be prepared to briefly introduce yourselves during the Zoom meeting (2-3 minutes per station). Based on your review of the Station Profiles mention two different stations - one that you share a challenge with and another with a strength/initiative/program that you would like to learn more about.

**1/13/21 - Full Group Meeting - Orientation Meet & Greet**

**90 minutes (LO 3)**

Get to know one another and share station experience

2 10-minutes breakout groups

Individuals sharing and explaining their images

PRE-WORK:

1. Each participant: Choose an image that symbolizes something you admire about your station.
2. Email that image to Sally Hardy by 1/11 and be prepared to share why you chose it during the Zoom meeting.

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

**Baseline Survey Summary, The Circle of Engagement Model, Theory of Change**

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

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

**Nina Simon's OF/BY/FOR All Model, WTIP Case Study**

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

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

Print out, review and be ready to discuss:

1. Baseline Survey Summary (1/21)
2. The Circle of Engagement and Theory of Change Handout (1/21)
3. WTIP Wavelengths Case Study (Project Plan and Final Story) (1/22)

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

**Community Mapping Exercise, WERU Case Study**

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

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

**Curriculum Advisory Team Introductions/Mixer, 100-Word Description Examples**

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

PRE-WORK for 1/27 and 1/28:

Print, review and be ready to discuss:

1. OF/BY/FOR ALL Self-Assessment Results email (1/27)
  - a. Complete self-assessment at <https://www.ofbyforall.org/resources> to have results emailed
2. WERU Share the Air Case Study (1/27)
3. 2018-2019 CCI Project Summary (1/28)
4. 2018-2019 Cohort 100-Word Description Examples (1/28)

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

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

Strategic decision-making, Change Management basics

**2/23 and 2/24 - Small Group Meetings - Organizational Capacity**

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

Leadership Styles, Challenges and Opportunities with Change Management

PRE-WORK

1. Print and fill out the Social Styles Survey
2. Score yourself and be ready to discuss your leadership/management style.

**Early March – Baseline Evaluation Interviews**

**30-60 minutes (LO 1,3,5)**

Small group discussions led by Sharon Rodning Bash

**March – Small Group Underwriting Workshops – Optional**

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

Workshops lead by Beverly James, Curriculum Advisory Team member

**3/17 - Full Group Meeting - Engagement**

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

Engagement case studies presented by 2018-2019 Cohort members, Kerry Semrad, KZUM, Lincoln, Nebraska and Jessie Dick, WXPB, Rhinelander, Wisconsin

PRE-WORK: TBD

**Week of 3/22 - Small Group Meetings – 100 Word Descriptions**

**60 minutes (LO 1,2,3,5, 6)**

Review 100-Word Descriptions, discuss and get feedback from other cohort stations.

PRE-WORK:

1. Review the SMARTIE Goal handout. More information can be found at:  
<https://www.managementcenter.org/resources/smartie-goals-worksheet/>
2. Station teams write a 100-Word description of your CCI project (one per station) using SMARTIE goals and be ready to read and discuss.

**4/2 - Interim Report Due**

**4/14 - Full Group Meeting - Content Innovation**

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

Content Innovation and Case Study with Mike Henry

PRE-WORK: TBD

**Week of 4/19 - Individual Station Meetings - Deep Dive/Visits 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.

**August 2021 – October 2021 - Station Deep Dives/Visits**

**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 - Project Plans**

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

Station teams walk through Project 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 - Project Plans**

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

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

**6/5 - Project Plans Due**

**6/16 - Full Group Meeting - Project Plans**

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

2019 Project Plan Example, Station Project 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 - Project 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.

**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, November 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