AGENDA
THE SOCIETY OF PROFESSIONAL JOURNALISTS
EXECUTIVE COMMITTEE
WASHINGTON D.C.

1. Call to Order – Albarado

2. Roll Call – Neuts
   a. Albarado       c. Neuts
   b. Cuillier       d. Ralston
   e. Eckert
   f. McCloskey
   g. Ensslin

3. Approve Executive Committee Meeting Minutes
   b. April 9, 2013 – (Page 19)

4. Report of the SPJ President – Albarado

5. Report of the SDX Foundation President – Leger

6. Staff Report – Skeel

7. Discussion Items
   a. Investment policy/proposal – Skeel (Page 21)
   b. Chapter update – Puckey (Page 29)
   c. Member/Chapter affiliations – Skeel/Puckey
   d. SPJ Communications/branding – Albarado
   e. Nominees for national board – Albarado
   f. Education Committee request – Albarado (Page 33)
   g. Obama/PIO letter – Albarado (Page 35)

8. Old/New Business
   a. Social Media guidelines – Albarado (Page 38)

9. Awards
   a. D.L. Eshelman Outstanding Campus Adviser
   b. Distinguished Teaching in Journalism
   c. Ethics in Journalism
   d. Fellows of the Society
   e. First Amendment
   f. Historic Site in Journalism
   g. Howard S. Dubin Outstanding Pro Members
   h. Julie Galvan Outstanding Graduate in Journalism
   i. Regional Director of the Year
   j. Sunshine
   k. Wells Memorial Key – officers only

10. Adjournment
The Society of Professional Journalists

Executive Committee Meeting

Date: June 22, 2013
Time: 9 a.m. – 5 p.m.
Location: Westin Washington D.C. City Center
Room: Woodlawn (Ballroom Level)

Improving and Protecting Journalism

The Society of Professional Journalists works to improve and protect journalism. The organization is the nation’s largest and most broad-based journalism organization, dedicated to encouraging the free practice of journalism and stimulating high standards of ethical behavior.

Founded in 1909 as Sigma Delta Chi, SPJ promotes the free flow of information vital to a well-informed citizenry, works to inspire and educate the next generation of journalists, and protects First Amendment guarantees of freedom of speech and press.
MEETING CALLED TO ORDER
With President Sonny Albarado presiding, the meeting of the executive committee of the Society of Professional Journalists was called to order at 9 a.m. on Saturday, Jan. 19, 2013, at the Marriott in Anaheim, Calif.

ROLL CALL
In addition to Albarado, the following were present: President-Elect Dave Cuillier; Secretary-Treasurer Dana Neuts; Vice President for Campus Chapter Affairs Neil Ralston; Immediate Past President John Ensslin; Director at-Large Bill McCloskey; Region 2 Director Brian Eckert. Staff members in attendance were Executive Director Joe Skeel and Associate Executive Director Chris Vachon. Lauren Bartlett from the L.A. Pro Chapter was also present.

MEETING MINUTES APPROVED
Upon proper motion and seconded by McCloskey and Ralston, respectively, the committee approved the minutes from the following executive committee meetings:
- December 19, 2012, Conference Call
- November 20, 2012, Conference Call
- July 21, 2012, Washington, D.C. with the following correct:
  - Page 12, in reference to Zayed University's chapter in Abu Dhabi, change the last sentence to read "As a result, SPJ plans on sending representatives..." The reason for the change is that the trip to the Abu Dhabi conference was canceled.

Upon proper motion and seconded by McCloskey and Neuts, respectively, the committee approved the minutes from the following delegate meetings:
- September 20, 2012, Ft Lauderdale, Opening Business Session
- September 22, 2012, Ft Lauderdale, Closing Business Session with the following correct:
  - Under Resolution 7, correct Mark Pitch to Pitsch

PRESIDENT’S REPORT
President Sonny Albarado reported that much of his time has been spent on journalists' arrests related to Occupy movements. In several situations, the national organization partnered with local chapters on this issue. In a letter that went out to many law enforcement agencies, suggestions were made about better training for police officers. Only one law enforcement agency responded stating that as long as there is an active case, they can't talk to SPJ. On the other hand, SPJ saw success with a student photographer situation at Occupy Atlanta. It took a year, but the charges against the student have been dropped.

Albarado indicated that he has also been spending time on an openness proposal from Dave Cuillier and social media guidelines developed by an SPJ task force.
Albarado informed the group that his trip to Abu Dabai was canceled because the journalism conference scheduled at Zayed University was canceled.

SDX FOUNDATION REPORT
Associate Executive Director Vachon reported a successful end-of-year giving campaign with an eight percent return rate of just under $3,000. In 2012, the Foundation raised $60,000.

EXECUTIVE DIRECTOR REPORT
Executive Director Joe Skeel reports that the database upgrade is enhancing our operations, but it is not without its share of hiccups and glitches during this initial stage of implementation. In addition, Skeel suggested that SPJ consider moving away from our outdated (and current) tape drive back-up system and move to a cloud system. He will be researching the costs associated with such an upgrade.

Skeel informed the group that since the board meeting at convention, two new business partners have been added. RTDNA has hired SPJ for its bookkeeping and payroll services and NAHJ has hired SPJ for its payroll services (in addition to the membership and bookkeeping services SPJ has been supplying to NAHJ for the past year). Additionally, NAHJ is partnering with SPJ and RTDNA for the annual conference.

Skeel touched on the staff restructuring process that began a year ago. He feels positive progress has been made and that the staffing decisions he made in 2012 were the right decisions. Skeel notes that we are still in a transition phase and that we are heading in the right direction.

COMMITTEE GRANT REQUESTS
The committee considered grant requests to endorse before they are considered by the Sigma Delta Chi Foundation.

Professional Development Committee: The committee submitted a proposal to expand the SPJ Journalism Training Program by funding the training of college newsroom staffs. The request suggested three training programs for a total of $3,000.

The Executive Committee suggested that priority be given to Collegiate Institutional member schools, that the audience for the programs be students (with faculty invited) and that we encourage more than one college to participate in each program.

Upon proper motion and seconded by Eckert and Ensslin, respectively, the committee voted to support the grant request.

Ethics Committee: The committee is proposing an ethical response/evaluation program. The concept consists of a member(s) of the ethics committee traveling to a city where a significant news event occurred involving victims of disasters and/or tragedies. In 2012 there was the Sandy Hook shooting, Super Storm Sandy and the Aurora Colo. theater shooting. Victims would be interviewed in person, at an appropriate amount of time after the event, to ascertain their
assessment of the media related to their event. The committee is requesting $3,000 for costs related to conducting a program about the Aurora shooting.

The Executive Committee suggested that the DART Center be approached about partnering on this project and that the project work closely with local chapters, when applicable, to reduce costs.

Upon proper motion and seconded by McCloskey and Ensslin, respectively, the committee voted to support the concept of the grant request.

LEGAL DEFENSE FUND
Albarado, on behalf of Legal Defense Fund chair Hagit Limor, communicated that the LDF committee would like to ask that the committee's maximum amount for LDF grants be raised from $1,000 to $5,000.

The Executive Committee indicated they would support recommending, to the SPJ Board of Directors at the April 2013 meeting, an increase in the maximum amount that the Legal Defense Fund committee has to the ability to give.

SPRING CONFERENCES
Executive Committee assigned officers to attend the SPJ regional conferences.

CONVENTION UPDATES
2013: Vachon reported that working with NAHJ for the conference is going well.
2014: The hotel contract has been signed with the Opryland Hotel in Nashville for Sept 4-6.
2015: Staff is reviewing proposals and has narrowed the city to Orlando.

THE WORKING PRESS
Skeel discussed the future role of The Working Press, the student interns who report on the convention and produce a convention newspaper.

Based on the conference partnership with RTDNA and their student intern program; the challenges that accompany producing three daily print products and the future of journalism, Skeel suggested merging the RTDNA student intern program with the SPJ Working Press to eliminate the printed paper and instead utilize social media and produce a robust website full of convention coverage.

The Executive Committee gave Skeel the authority to alter the program, but asked that he keep the Board of Directors informed of the progress at the April meeting.

DATABASE UPGRADE/NEW BILLING PROCEDURES
Skeel discussed the fact that monthly auto dues billing is still on the radar. The database upgrade had to be implemented before work on the billing could occur. However, the upgrade glitches have to be rectified before the billing can be a workable project. Once work can begin on the auto dues billing, new SPJ bookkeeper Sarah Beck will take the lead on that project. There is no
way to anticipate at this point what steps are involved and the amount of time this will take for implementation.

SUMMER EXECUTIVE COMMITTEE MEETING
The summer Executive Committee will take place in conjunction with the SDX Awards Banquet scheduled for Friday, June 21, 2013 at the National Press Club in Washington, D.C. In addition, an SPJ JournCamp may be scheduled for the following day, Saturday, June 22, Washington, D.C. during the Executive Committee meeting.

FREELANCE DIGITAL RESOURCE GUIDE
Secretary-Treasurer Dana Neuts updated the committee on a guide that was developed by the freelance committee. It was free to anyone for the first week on the website and then it was put behind the firewall so that it became a member benefit. The committee has filed for copyright of the guide. There have been 346 downloads of the guide thus far.

WESTPOINT FINANCIAL GROUP/SPJ SOLUTIONS
SPJ has partnered with Westpoint Financial Group to offer insurance and financial planning to members. According to Neuts, the offering/program is being called SPJ Solutions and in the 45 days since its announcement, Westpoint has received 40 requests for quotes with five signed contracts and 14 quotes in progress. The partnership gives members the opportunity to enroll in individual life, health, disability, long-term care, personal liability, property liability and errors & omissions insurance programs.

CONTEST ADVISORY GROUP
Neuts reported on the work of this group. They are helping to pair up chapters/regions for judging purposes; they serve in an advisory capacity to contest coordinators; they conducted a webinar for contest coordinators; they have compiled a list of awards platform options and they help to hold judges accountable.

Upon proper motion and seconded by Eckert and Ensslin, respectively, the committee voted to go into executive session to discuss the L.A. Pro Chapter’s finances. They agreed executive session was warranted because of the potential for future litigation.

Upon proper motion and seconded by Eckert and Ensslin, respectively, the committee voted end the executive session.

Upon proper motion and seconded by Ensslin and Cuillier, respectively, the committee voted to recommend to the SPJ Board of Directors to extend to the Los Angeles Pro Chapter a line of credit up to the amount of $5,000 to deal with its legal fees.

SPJ TRANSPARENCY
At the request of President Albarado, President-elect Dave Cuillier put together a proposal regarding SPJ's commitment to openness and accountability at a local, regional and national level.
The proposal is attached to these minutes as Appendix A.

The proposal deals with chapter finances and the posting of information in the spirit of open communication.

Specifically, the Executive Committee suggested that chapters post their meeting minutes with five days of their approval and that chapters respond to media inquiries in less than 24 hours. Overall, the Executive Committee liked the general concept and spirit of the ideas outlined.

Upon proper motion and seconded by Ensslin and Neuts, respectively, the committee voted to recommend to the SPJ Board of Directors the following suggestion from the proposal: Adopt and distribute a voluntary Openness and Accountability Best Practices resource guide (draft included with the proposal, Appendix A) for chapters and regional directors that provides specific tips and model policies that can be adopted by chapters to foster trust, credibility and theft prevention. The guide could be posted online, published in Quill and provided to current and future leaders, along with the "Finances" Best Practices" guide already disseminated.

FINANCIAL BEST PRACTICES
One of the bullet points in Cuillier's proposal was the topic of chapter and regional bank statements and should they be collected and reviewed. It was decided this topic would be discussed separately from the rest of the proposal.

Within the last year, the organization has had two separate situations in which chapter treasurers' stole thousands of dollars from his/her chapter (and in one case even from a regional fund) accounts. Prior to the recent situations, there have been other past problems with chapter finances. The Executive Committee wants to help and the development of financial best practices was the first step. However, the question arises, should there be something in place that is not voluntary, but required, such as the openness of chapter bank statements.

Upon proper motion and seconded by Ensslin and McCloskey, respectively, the committee voted to require pro chapters to submit 12 months of chapter statements for all chapter bank accounts with their annual reports.

SOCIAL MEDIA GUIDELINES
Albarado appointed a task force to develop digital communication guidelines for SPJ leaders and to address a number of specific questions stemming from previous discussions and disputes. The task force was headed by member Brandon Ballenger.

Ballenger's memo is attached as Appendix B.

Overall the Executive Committee liked the general concept and spirit of the ideas outlined. The committee suggested that the content guidelines section be reviewed by counsel. They suggested that after some editing, the guidelines be presented to the SPJ Board of Directors.

FELLOWS OF THE SOCIETY
Ensslin reminded the committee about how he managed the nominations process for the Fellows in 2012. The committee put together a list of prospective nominees and then the committee ranked them. The staff then invited the first person on the list to come to accept his/her recognition at the convention and in turn, also extended an invitation to speak. If the first person declined, staff moved onto the second name and the process continued until there was confirmation of attendance from the nominee. Ensslin wanted to initiate the process again for 2013 and it was decided that Albarado would send to the committee the list of names from 2012 and ask the committee to rank their choices so that the invitation can be extended soon.

**MEETING ADJOURNED**
The meeting was adjourned at 4:15 p.m. on Saturday, Jan. 19, 2013.
DATE: Jan. 14, 2012
FROM: David Cuillier, President-Elect
SUBJ: SPJ Commitment to Openness and Accountability proposal
FOR: Executive Committee

Overview
This memorandum outlines proposals that could be recommended to the full SPJ board for fostering openness at the chapter, regional and national levels, discouraging theft and increasing confidence and trust in SPJ among members and the public. Recommendations could, for example, include creating an Openness and Accountability Best Practices guide, requiring chapters to provide bank statements with annual reports, posting SPJ budgets and other records on the main website, and fostering member discussion online and at the national convention.

Clearly, as a non-profit entity, SPJ has no legal obligation to provide anything to anyone, except for IRS 990 forms. But given that the code of ethics calls for accountability of journalists, and that they “Abide by the same high standards to which they hold others,” there is a strong feeling in the organization that we should be as open as possible without overburdening volunteer leaders and compromising proprietary information that could hurt the organization (e.g., bank account numbers that could lead to theft).

Ultimately, it all comes down to building trust among members and the public, as well as protecting the funds, integrity and credibility of SPJ by thwarting human temptation through openness and accountability. As former U.S. Supreme Court Justice Louis Brandeis said, “Sunlight is said to be the best of disinfectants; electric light the most efficient policeman.”

Background
Following the Oklahoma chapter theft uncovered in 2012, and other chapter-level and regional-level financial issues, a resolution was proposed at the fall convention in Fort Lauderdale to increase chapter financial transparency, spurring robust debate. While the resolution failed, the discussion prompted action this year among some chapters, who have since adopted practices and policies aimed to prevent theft and foster openness.

A task force assigned by former President John Ennslin developed best practices for chapter finance transparency, which seem to have helped expose problems in the Los Angeles chapter, and perhaps will elsewhere, so that chapters can avoid such problems in the future. Various members have been active in this front, including Secretary-Treasurer Dana Neuts, Regional Director Carl Corry and former Regional Director Andy Schotz.

The discussion has expanded beyond chapter financial transparency, however, to include overall accountability and openness of chapters, regional directors and national headquarters. President Sonny Albarado asked that I gather information about the issue, synthesize it, and provide some recommendations to the Executive Board to discuss at the winter meeting for a potential proposal to the full board in April, and perhaps the membership at the fall convention in Anaheim. This memo outlines that information and potential action steps.
Chapters Taking Initiative

The Press Club of Long Island, which proposed the openness resolution last year, adopted a chapter policy for openness in December. They approved the policy with the intention of attracting new members and avoiding perceptions of hypocrisy – that SPJ practices accountability and openness that it preaches to government and others. The policy was posted on the SPJ blog “Garden Center” on Dec. 21 (http://blogs.spjnetwork.org/membership/2012/12/21/guest-blog-transparency-is-good-for-members-and-good-for-spj/) and four people provided feedback in the comments section, all positive. The policy states:

- The Press Club of Long Island board will post notice on the PCLI website of upcoming board meetings by the next business day after they are scheduled by the president or another officer in the president’s absence.
- Members with issues for the board to address should contact the president or another officer in the president’s absence at least one business day before a meeting and the president or another officer in the president’s absence will add the issue to the agenda.
- Board meetings are open to all PCLI members, who will be allowed to attend as observers but will be given the opportunity to address the board during the meeting where appropriate.
- A summary of all votes/actions taken by the board during a meeting will be posted on the website within five business days of the meeting.
- A summary of chapter finances is available for review by PCLI members by appointment.
- The board will respond to media requests for information on PCLI activities or comments on media issues as quickly as possibly but always within two business days.

Other chapters, as well, have begun adopting their own policies following the Oklahoma problem and debate in Fort Lauderdale. Connecticut pro is considering adopting policies that would post minutes on its website, increase financial audits on the treasurer from once a year to twice a year, and setting dollar amounts for multiple approvers of expenses. The New Jersey pro chapter and others also are talking about these issues, and could adopt new practices.

Chapter Leader Comments

On Jan. 3, I sent an email to the 236 chapter presidents, including student chapters, asking for their suggestions and thoughts regarding these openness issues. I received eight replies. Not many, but they did give me a sense of some of the concerns among chapter leaders (if you would like to see all the comments, feel free let me know and I can email them to you). A few commonalities arose:

- Some leaders are wary of national imposing detailed guidelines on local chapters, but are willing to voluntarily adopt their own practices.
- Leaders generally favor openness policies as long as they don’t overburden themselves or their officers. Simple is crucial.
- Chapters generally announce their meeting times/dates but often don’t make minutes easily accessible.
- Most chapters are fine with their meetings being open to the public, as well as most of the recommendations in the best practices. Finding someone to consistently carry out the tasks, however, can be tricky (updating the website with minutes, meeting notices, etc.).
• Leaders are fine with opening their books up to anyone, but they don’t advertise the fact and don’t see a need to do so proactively, only if asked (too busy!).
• It seems many chapters are provided financial reports monthly or every so often. However, they appear to be summaries from a treasurer, not including the actual bank statements. This appears to be a crucial area of vulnerability. It’s easy for treasurers to make up numbers and summaries. Reviewing actual bank statements might help.

Proposed Action Steps
Based on the feedback and recommendations from local and national leaders, we have a variety of steps we can take. Below are just a few ideas, and I am sure the wisdom of the staff, Executive Board and full board will flag problems and generate better ideas. But to get something on the table to work with, I would propose we recommend the following to the full board this month via email, allow online discussion among leaders and members, and then take it up at the full board meeting in April. This SPJ “Commitment to Openness and Accountability” could include:

1. Adopt and distribute a voluntary Openness and Accountability Best Practices resource guide for chapters and regional directors that provides specific tips and model policies that can be adopted by chapters to foster trust, credibility, and theft prevention. The guide could be posted online, published in Quill and provided to current and future leaders, along with the “Finances: Best Practices” guide already disseminated. Below is a draft version of such a best practices guide.

2. Designate national headquarters staff or a committee to provide basic level of chapter web support to help chapters create a website that is easily updated for blog discussion and posting meeting agendas, minutes and other records. Perhaps just create WordPress blog sites for chapters that don’t have them and help chapters get started. It might have the benefit of attracting new members by having a web present for chapters. Also, providing national assistance in creating chapter Facebook pages could be helpful.

3. Require every chapter and regional directors to provide copies of bank statements, with account numbers redacted, in their annual reports, starting this spring. Require chapter presidents to sign that they have looked through the statements and assure the spending is appropriate to the best of their knowledge. Assign staff and a national-level committee to review annual reports to glean great ideas for an annual summary of Great Ideas for Chapter Activities and to flag questions for further inquiry by regional directors (or the secretary-treasurer?). Financial report summaries are insufficient – we have found it’s too easy for people to make things up. When actual bank statements are required to be provided then it is much more difficult to hide shenanigans – or be tempted.

4. Survey chapter leaders via SurveyMonkey to ask them their thoughts and feedback for a) what they already do regarding these practices, b) whether they would implement any of these particular practices, and c) their feelings about the openness plan elements. Could include some other questions for them as well, relevant to the organization.

5. Schedule a session at the national convention in Anaheim to allow chapter leaders to discuss the best practices, share their experiences, and provide recommendations and suggestions. Would need to do that in the next few weeks while the programming committee is at work. Perhaps leave a spot that could be used for that or another topic as a backup.
6. Institute practices at the national level to demonstrate to members and the public that the organization is committed to openness. In addition to bylaws and meeting minutes, at the main SPJ website post the following documents: articles of incorporation, IRS Form 990, audited financial reports, each year’s budget as a spreadsheet, conflict-of-interest policy, whistleblower policy (this wouldn’t be ground-breaking – for example, all of these documents are posted for members and the public at IRE’s website, http://www.ire.org/about/legal-documents/).

7. Draft a resolution for the national convention in Anaheim regarding transparency, reinforcing our commitment to holding our government and ourselves accountable for the good of society.

Conclusion

Again, all of these are just ideas. There are no doubt problems and issues that need further discussion, and perhaps we are already doing some of these things, but it’s something to serve as a base starting position. I look forward to the discussion April 20!

Supplement:

Openness and Accountability Best Practices Guide (draft)

The Society of Professional Journalists and its professional and student chapters are not government entities, but members believe in the strongest principles of transparency — the business of the people should be done before the people, inviting the people to participate. The following guidelines provide tips and recommendations for fostering openness and accountability at the local, regional and national levels of the society.

MEETINGS

SPJ meetings at the local and national level should follow the spirit of state sunshine laws (for a good description of open meeting law elements, see www.rcfp.org/ogg). Leaders should:

- Post meeting time, date, and place information in advance for members, prospective members, and the public, on a website, Facebook page, email or other accessible venues.
- Include agenda items in meeting agendas to increase meeting attendance and attract potential new members. Members should contact the president at least two days in advance of the meeting if they would like to request a topic for the agenda.
- Allow anyone from the membership or public to observe the meeting. Provide an open comment period to let people chime in.
- Post meeting minutes at a chapter website promptly, preferably within five business days of the meeting, so members can keep abreast of chapter activities. Include any decisions or votes.
- Make meetings accessible, both physically and electronically. Meetings should be held where people are welcome to attend and can easily access. Consider
GoToMeeting or other electronic means of broadcasting meetings and allowing participation for those cannot get to the meeting, but are interested in what happens.

- Account for circumstances where private discussion among leaders is necessary, similar to state open meeting laws. For example, typical exemptions that might allow meeting in “executive session” include considering/debating the qualifications of new leader appointees, rent negotiations for space, pending/potential litigation, etc. If board members do discuss matters in executive session, they should come out and make any decisions and votes publicly.

RECORDS AND COMMUNICATIONS

Society records and communications should be as open as possible to foster understanding, trust and efficiency. In general, just like meetings, apply the gist of state public record laws to SPJ functions, at least in spirit if not in letter.

- Make available online, if possible, and in a publicly available binder, governance documents, including bylaws, policies, annual IRS 990 forms, annual budget summaries, meeting minutes, and reports. This has the added benefit of saving institutional knowledge to be more easily passed along to new members/leaders.
- Follow the “Finances: Best Practices” recommendations at http://www.spj.org/chapter-best-practices.asp to prevent fraud within the organization. Provide a monthly financial report, budget, annual report and other financial information to members and the public. For extra transparency, member trust, and a barrier to malfeasance, post bank statements online as pdfs, with account numbers redacted, monthly, quarterly, or annually. If not feasible, allow members or the public to view chapter financial records by appointment.
- Provide a public forum for members to share information, discuss issues and network, such as a chapter WordPress blog, Facebook page, Twitter, or other social media venue. Use third-party software to annually archive the content of those online resources and save to a computer and binder (e.g., TwInBox, Tweetake, SocialSafe, Cloudpreservation).
- Respond promptly, ideally within two business days, to any request from the media or public regarding the chapter. Provide national headquarters and other relevant leaders a heads up when SPJ might make the news. See SPJ’s Social Media Guidelines for more tips about public communication as an SPJ leader.
- Assume that chapter email communications could be made available publicly, either through leaks, inadvertent “cc’s” or even through state public record requests (some members and leaders are government employees and subject to public record laws, even when using their private emails). If you absolutely don’t want something spread through email, then it’s best to pick up the phone.
- Account for circumstances where society records and communications should be kept secret for legitimate reasons, such as personnel, potential litigation, etc. Redact exempt information if need be, such as bank account numbers and dates of birth.
- Openly disclose any potential, real or perceived conflicts of interest of chapter leaders. Document in publicly accessible documents, such as meeting minutes, to demonstrate that leaders, chapters, and the society are not hiding anything.
MEMORANDUM

DATE: Jan. 7, 2013
FROM: Brandon Ballenger
SUBJ: Digital Communication Task Force
FOR: Sonny Albarado

OVERVIEW
After the Excellence in Journalism 2012 conference, as the newly installed president you called for a small task force to tackle two things: to develop digital communication guidelines for SPJ leaders, and to address a number of specific questions stemming from previous discussions and disputes.

The tacklers included chapter coordinator Tara Puckey, director-at-large Carl Corry, and pro members James Pilcher, Victoria Reitano and myself. SPJ’s director of education Scott Leadingham also offered some guidance and opinions early in the process.

Our recommendations follow, beginning with our responses to the specific questions you raised and moving on to our proposals for communication best practices during fact-finding missions and for SPJ’s use of social media. The group has also collected a number of social media training and informational resources which we intend to share in some form through SPJ’s website. We hope our work proves useful for advancing SPJ’s efforts in the new year.

APPROACHES TO SPJ’S DIGITAL COMMUNICATION Q&A

When should regional directors and committee chairs inform the president about a planned blog post?
It’s a common-sense courtesy to inform the president if the post is about an issue of national relevance, and particularly if it’s critical of the organization in some way.

Likewise, if a president’s blog post is relevant to a region or a particular region or committee’s expertise, it makes sense to notify them. They may wish to comment on their own blogs.

Prior review of posts is unnecessary, and a poor idea; we should trust our leaders to do their jobs until they give us reason not to. Those who wish to be immediately notified of published posts can subscribe to the blogs’ RSS feeds.

Do chapter leaders or national leaders need to place disclaimers on any communication that they don’t speak for all of SPJ?
In most cases, it should be self-evident that views belong to a specific person and are not representative of SPJ. However, in instances where leaders are publishing on SPJ-branded platforms, clarity is worth the extra step. Photos, bios, and even expressly stating that “I speak for myself” all help.

Where limited space is a concern – as in a Twitter bio – a link to a catch-all disclaimer should suffice. (SPJ could create its own.)
Are committee blogs solely informative or can committee chairs also express opinions?
Opinions create conversations. Committees should be free to express opinions, so long as it’s clear they are – either of the committee, or of its individual members – and are not postured as representing any larger group.

It makes little sense to limit blogs to disseminating information. A blog is an open-ended platform, no different than the pages of a newspaper, which can feature everything from news to analysis to op-eds and the funny pages.

Blogs are used in a variety of ways and have neither the constraints nor expectations of Twitter, Facebook, Tumblr, and other newer, narrower platforms. Their postings are not as ephemeral as some social media – for instance, it’s fairly easy to relocate an old post, and if people know to check they are not likely to miss the message. A blog also allows for discussion not restricted to a group of “friends” or “followers” – it is public and highly visible. It allows for a back-and-forth conversations.

If there is any expectation associated with blogs anymore, it’s probably that their posts are longer than on other social media. That makes blogs a better place for social media, where time for reflection and a more thorough expression of an idea are allowed.

Should the regional directors express opinions about news events or SPJ issues on their SPJ-hosted blogs or only use them to inform and communicate with members in their regions?
Regional directors should be free to comment on reported events, as well as independently gather facts about newsworthy situations in their region and discuss them publicly. They should also be entitled to their opinions, but label them clearly and emphasize facts. Basic journalistic standards still apply – authors should seek comment from and fairly represent all sides of a story.

In situations where original reporting or research is required, directors should:

- Immediately let the public know they are aware of a situation and are on the job.
- Be an ongoing source for reliable information. Provide updates about progress using social media and other tools. Do the reporting that will lead to an official SPJ position, while sharing facts as they become available.
- If asked to investigate such situations, directors should report back before taking an official position.
- State the position as quickly as possible – be thorough, but also timely and relevant.

In a digital age, advocacy efforts can no longer take the form of a private fact-finding mission and a mailed letter kept private until its recipient acknowledges receipt. Journalists are not gatekeepers; they are scouts and heralds. The public, not institutions, drive change.

Are blogs even the best way for RDs to communicate with chapter leaders or others?
They can be, if RDs commit to updating them. Ideally, directors will communicate information in the way readers tend to consume it. But also ideally, users will move beyond their comfort zone and learn to use mediums where the information is most usefully and easily shared.

There’s no one right way to communicate; there are many options and the medium is only relevant given a specific purpose. For one as broad as “communicate information,” it makes little difference whether you email, blog, tweet or Facebook as long as everybody uses that platform and is comfortable with it.

Each region should have its own social media accounts, including a blog. These should be networked together in some fashion for potential cross-pollination. But interaction and a commitment to updating the community is the key.

FACT-FINDING PROPOSAL
If it is to remain a relevant voice in the fight for First Amendment rights, the Society of Professional Journalists needs a modern, standardized approach to the way it conducts fact-finding missions and releases official statements.

As recent history has made clear, SPJ’s lack of a concrete plan for how to attack free speech controversies has left open the opportunity for miscommunication. And it has prevented the organization from communicating efficiently and effectively beyond traditional means.

In some cases, that has resulted in the Society coming out with positions long after a controversy is over. As a result, we lose credence as a go-to source for such matters.

Most recently, this lack of clarity resulted in a public argument between two national officers over how SPJ should have responded to a controversy involving The Red and Black student publication at the University of Georgia, in which editors of the publication walked out to protest censorship.

In August 2012, SPJ President John Ensslin asked Region 3 Director Michael Koretzky to conduct a fact-finding mission on the issue. After Koretzky assigned someone to visit the school, he wrote about his findings and conclusions on the Region 3 blog, Southern Drawl, without talking to Ensslin first.

Ensslin said he felt blind-sided and ordered Koretzky to remove the post. Koretzky did take down the post, but criticized Ensslin’s directive.

Part of the problem was that Ensslin expected Koretzky to report back to him before making any comments on the matter, but did not explicitly say so, leaving room for interpretation on how Koretzky should proceed. Koretzky felt he had the authority to move ahead without Ensslin’s sign-off, and was concerned that the organization would drag out stating its position. He also wanted to make sure SPJ served as a leader on the issue as it progressed.

Following that incident, SPJ President Sonny Albarado tasked this working group to propose guidelines on how to handle similar situations in the future.
To be clear, only the President, or someone designated by the President, can officially speak on behalf of SPJ.

That said, here are our suggestions:

- Before SPJ as an organization can release an official opinion on an event or controversy, it must perform due diligence and gather facts. Journalistic standards should be followed, with all sides in a matter provided an opportunity to tell their stories and respond to accusations. However, SPJ should issue an initial statement acknowledging the issue, its potential implications and state the Society’s planned response and its goals.

- The President will appoint investigators; reasonable travel expenses by investigators should be reimbursed by the Society.

- SPJ officers and national committee members should refrain from issuing unqualified opinions until an official statement is stated by the organization.

- During the investigative process, SPJ should frequently update its members and the public about the investigation’s progress using any means available, including blogs and social platforms. These updates should not express opinions, but provide information and observations. Essentially, investigators must act as objective journalists. What types of things can be shared? News and research from other sources and on-the-record interviews. Investigators may use their own accounts so long as it doesn’t go against their company’s social media policy. They may also use a designated SPJ account.

- SPJ may also provide forums for discussion, asking for the public’s input, fostering conversations and engaging with interested parties.

- A complete report with findings and recommendations must be submitted to the president for review.

- An official SPJ statement is issued via a press release on spj.org and shared in all appropriate platforms, including, but not limited to, email, social media, blogs and taped or live audio and video.

This process may take hours, or it may take days, depending upon the complexity of the situation.

PROPOSED SOCIAL MEDIA POLICY

Scope

This proposal is for members of SPJ’s national board and headquarters staff. This will cover not only the organization’s social media efforts, but how individual members should use social media when discussing SPJ.

This set of guidelines comes after a thorough review of best practices from governmental agencies, non-profit organizations and some of the nation’s largest businesses.

All of those policies can be summed up with two basic words: Common Sense.

So here are the guidelines ...
Disclosure
When discussing SPJ business on social media platforms, SPJ leaders and staffers need to disclose their position with SPJ or have that clearly indicated in their profile description.

The SPJ main web site also needs a page that explains how the organization uses social media, its social media guidelines and what platforms it operates on.

This can branch off into more discussion and instruction on how journalism and social media now go hand in hand, and how chapters and local SPJ leaders can use the medium to leverage social media to spread the word about events, news and the overall mission of the organization.

But there needs to be a place where SPJ’s social media policy is explained for all members to see.

Content
Since SPJ is an advocate of free speech, this section is not going to mandate what can and can’t be said by organization leaders and employees on social media platforms about SPJ. But use common sense, and be sure to state that you are speaking on your own and not on behalf of the organization when discussing SPJ issues. In the case of Twitter, just disclosing this in your profile description should be enough.

Many say in their own profile that their tweets, blogs and Facebook posts are their own and do not represent the position of SPJ. However, these should be on personal accounts: anyone using an official SPJ account or blog (including regional blogs) should follow the guidelines listed below.

Content guidelines
○ Any messages regarding SPJ policy or conveying news about the national organization or a position from the national organization need to come from official SPJ channels (Twitter account, Facebook page, LinkedIn page, etc.) and from the president/executive director FIRST. Anything else makes it appear as a usurping of authority from organization leadership.

■ This is a situation-dependent guideline. If the leader in question is a Regional Director and the situation does not involve national leadership, they would probably be able to review the content themselves. If it involved national leadership or headquarters, however, the content should be reviewed by national staff or the SPJ president. This includes regional and national blogs, regional and national Twitter accounts and Facebook pages, etc.

○ Individual SPJ leaders and staff should use common sense when discussing the organization’s business. Do not disparage SPJ or its members or individuals; do not disclose private or proprietary information; encourage discussion and discourse about SPJ and journalism in general.
Live Events

○ When it comes to live, ongoing events, such as open board meetings, and convention business, all members of SPJ’s board and staff are allowed to “live tweet.” Again, common sense is the key here. A guideline would be to inform followers as to what the news is, instead of imparting an individual opinion.

○ Anyone who attends a meeting during which SPJ business is conducted also is free to fully report on that meeting through word of mouth, social media and other means. The discussions and information distributed at those meetings may flow freely.

Conclusion
This is just a guideline and not a policy. There are no punishments or sanctions involved. And as an organization, SPJ is in a position to ENCOURAGE the use of social media by all members and as a tool for reaching our members.

After all, SPJ is primarily a volunteer-run nonprofit organization that holds the concept of free speech as one of its core tenets.

But we also need to keep the organization’s best interests at heart when discussing SPJ business and any time when SPJ is involved. So use prudence and common sense, and always disclose affiliation and background whenever possible.
MINUTES  
MEETING OF THE EXECUTIVE COMMITTEE  
SOCIETY OF PROFESSIONAL JOURNALISTS  
CONFERENCE CALL  
APRIL 9, 2013

MEETING CALLED TO ORDER
With President Sonny Albarado presiding, the meeting of the executive committee of the Society of Professional Journalists was called to order at 11:08 a.m. on Tuesday, April 9 via conference call.

ROLL CALL
In addition to Albarado, the following were present: President-Elect Dave Cuillier; Secretary-Treasurer Dana Neuts; Vice President for Campus Chapter Affairs Neil Ralston; Immediate Past President John Ensslin; Director at-Large Bill McCloskey; Region 2 Director Brian Eckert. Staff members in attendance were Executive Director Joe Skeel.

SPJ TRANSPARENCY GUIDELINES
Cuillier originally shared the guidelines during the January executive committee in Anaheim. After receiving feedback, Cuillier presented an updated version to the committee.

Although the guidelines aren’t intended to be enforceable upon chapters, it does encourage chapters to operate in the spirit of openness. These guidelines detail examples of how chapters should operate.

Upon proper motion and second by McCloskey and Neuts, respectively, the executive committee voted to recommend that the transparency guidelines be forwarded to the SPJ Board of Directors for adoption.

SOCIAL MEDIA GUIDELINES
Albarado’s ad hoc committee originally presented the guidelines to the Executive Committee in January. After receiving feedback, Albarado presented an updated version to the committee.

The group debated if it was enough, noting it wouldn’t protect SPJ from libel suits. The group also discussed if it could potentially restrict free speech.

The committee requested some edits to the document, which Albarado agreed to do.

Upon proper motion and second by Eckert and McCloskey, respectively, the executive committee voted to pass the proposed social media guidelines – without recommendation for adoption – to the SPJ Board of Directors.
REGIONAL FUND OVERSIGHT
Neuts and Eckert worked to develop guidelines for oversight of the Regional Funds. They did so after talking with regional directors and other SPJ members. The group noted that a few edits were still needed. Neuts agreed to make those edits.

Upon proper motion and second by Eckert and McCloskey, respectively, the executive committee voted to recommend that the SPJ Board of Directors adopt the proposed as policy.

FELLOWS OF THE SOCIETY
Upon proper motion and second by Ensslin and McCloskey, respectively, the committee voted to name John Carroll a Fellow of the Society, contingent upon acceptance of the honor. Should Carroll not accept, the second choice will be offered the Fellows honor.

MEETING ADJOURNED
The committee voted to adjourn at 12:10 p.m. on Tuesday, April 9, 2013.
MEMORANDUM

SUBJECT: SPJ financial management
FROM: Joe Skeel, Executive Director
TO: SPJ Executive Committee
DATE: June 11, 2013

As we discussed during the Finance Committee meeting in April, SPJ has returned to a point where it needs to consider investing. Because of that, it’s also time to revisit the Society’s investment policy – which was adopted in 1996.

Following this memo are three pieces: An updated proposed investment policy; a proposal for investing SPJ’s monies (and accompanying documentation); and a flowchart of SPJ’s cash management.

INVESTMENT POLICY
Much has changed since 1996, including SPJ’s own financial operations and outlook. So much has changed, the old policy is mostly obsolete and/or impossible to adhere to (such as keeping all revenue from convention in a restricted fund).

The new proposal falls more in line with the current state of affairs. Much of it is taken from the Sigma Delta Chi investment policy. However, it remains broad – for good reason. Because SPJ is more “fluid” than the Foundation, it’s important that we have as much flexibility as possible to react to current conditions and trends.

Therefore, the policy spells out mostly philosophies and management actions, with just a few specific investment guidelines thrown in.

INVESTMENT PROPOSAL
Following the policy is an investment proposal, which was put together after consultation with me, SPJ controller Jake Koenig and our investment banker at PNC.

The proposal deals only with SPJ’s current assets and is designed to meet the objectives spelled out in the investment policy. It’s important to note, however, that if the committee doesn’t like the proposed policy, that doesn’t preclude us from moving forward with investing money.

OVERALL FINANCIAL MANAGEMENT
The last piece of this package is a flowchart that details how SPJ’s money will be managed, from the checking account all the way down to future investments.
SOCIETY OF PROFESSIONAL JOURNALISTS
INVESTMENT POLICY

I. GENERAL PROVISIONS

A. Standard of Care
   1) In managing the assets of the Society of Professional Journalists, the board of directors shall use the care, skill, prudence, and diligence under the circumstances as any reasonable person.

B. Asset Management
   1) The board shall have the authority to obtain the services of professional asset managers and to dismiss same as necessary.

C. Diversification
   1) The board shall supervise the diversification of the assets of the funds, plans and program. This will be done to minimize the risk of large losses unless circumstances make it clearly prudent not to diversify.

D. Restrictions
   1) Fixed income securities may be purchased where issued or guaranteed by the United States Treasury, government sponsored enterprises, or corporate bonds rated by Moody’s or Standard and Poor’s. International Securities may also be purchased. Convertible securities will be considered as equity securities. An average Standard and Poor’s credit rating of “AA,” or the equivalent should be maintained. Commercial paper should be rated P-1 by Moody’s Investor Service, Inc., A-1 Standard and Poor’s, or F-1 by Fitch’s and certificates of deposit or banker’s acceptances of the one hundred (100) largest commercial banks in the United States, or deposit or banker’s acceptance (in appropriate amounts) are fully insured by an agency of the Federal Government.

2) No direct investments shall be made in commodities, commodity contracts, futures, future contracts, oil/gas, mineral leases, mineral rights, or royalty contracts.

3) No direct transactions in short sales, options, puts, calls, straddles and/or spreads shall be used. Covered call options strategies on equities can be pursued on a limited basis. Real Estate Investment Trusts (REIT) are permitted on a limited basis.

4) No investment shall knowingly be made in which any officer or director of the SPJ board of directors has a known significant financial interest.
5) SPJ may invest in mutual funds which are quoted by the National Association of Securities Dealers.

6) SPJ retains the right to remove any stock or bond from the portfolio if it feels that the issuing body or company sells products or services not in harmony with the Society’s goals.

II. INVESTMENT OBJECTIVES

Recognizing the need to manage day-to-day operations; fiduciary responsibility to our members; and desire for a prudent guide for the present and future direction of our assets, our investment priorities shall be:

A. Liquidity
   1) To maintain sufficient liquidity to provide for all anticipated withdrawals or transfers and to invest in issues with sufficient marketability to provide for unexpected withdrawals.

B. Stability
   1) To maintain a high level of stability and security in the Society by minimizing risk and volatility insofar as possible within the rate of return objectives.

C. Steady income from interest and dividends
   1) Earned interest and dividends may be re-invested or used for day-to-day operations.

D. Preservation of Capital
   1) To preserve the capital investment of the Society only after ensuring the previous three objectives are being met.

III. INVESTMENT MANAGEMENT POLICY

1) To achieve the Society’s investment objectives, we will place tight parameters on investment decisions and advisors. These would include a low to moderate risk tolerance in every portion of the portfolio. We wish to avoid large swings in portfolio value and will not accept short-term fluctuation to try to achieve a higher return.

2) The Society’s executive director shall review account balances monthly and suggest investment changes to the board of directors when appropriate.

3) The executive director will share investment performance with the board of directors at the time quarterly financials are issued.
SOCIETY OF PROFESSIONAL JOURNALISTS
INVESTMENT POLICY

The Society’s finance director shall review account balances monthly and suggest investment changes when appropriate. The secretary-treasurer will approve those investment decisions. The executive committee will review all investment decisions and evaluate investment performance quarterly.

The Society shall attempt to keep an average daily cash balance of unrestricted funds equal to one month’s operating expenses in government-insured demand deposits, and two months’ expenses in short-term investments to include certificates of deposit, money market mutual funds and U.S. Treasury bills with three-month maturities. A separate current restricted fund shall contain convention revenues.

Another three months’ operating expenses may be held in other short-term investments that may include commercial paper, certificates of deposit, federal agency issues, Treasury securities, and open-end mutual funds investing in money market instruments or high-grad (Aaa to A) bonds. Maturities should be staggered to maintain liquidity.

Invested reserves may be held in the above instruments, plus Treasury notes and bonds, mortgage-backed securities or high-grade corporate bonds.

Stock purchases may be considered if the Society maintains six months’ worth of working capital. Stock investments should be diversified to contain no more than 15 percent of holdings in any single business sector, including media or communications companies.

(April 27, 1996)
SOCIETY OF PROFESSIONAL JOURNALISTS
INVESTMENT PROPOSAL

After consultation with controller Jake Koenig and the Society’s investment banker at PNC, I submit the following proposal for investing SPJ’s monies.

Where we stand today
SPJ has about $600,000 in a low-return (and very safe) money market account at PNC. We also have about $200,000 in our checking account. We have historically used the money market account as a holding tank should the Society’s checking account run low (which it does during the lean months). For the past few years, we haven’t had more than $200,000 in this account. Meaning, we haven’t had much investing power.

That’s no longer the case. And now we should let our money work for us.

It’s important to know that this $600,000 is a mixture of restricted and unrestricted money (mostly unrestricted, however). For example, the LDF fund is included in this total. It is restricted. If we wanted to go on the offensive, and needed to get our hands on all $142,000, it must be fairly “liquid.” This concept drives the recommendations below.

* If you want to know how we went from $200k to $600k, I’ve provided an explanation at the bottom of this report.

Where we should go
The key with our investments is keeping enough money liquid, while still allowing it to generate interest/dividends. On the flip side, we want to ensure stability for the long-term future, and the next rainy day. The proposal below strikes a balance between letting our money work for us, and keeping enough fully protected.

<table>
<thead>
<tr>
<th>Investment</th>
<th>Due</th>
<th>Type</th>
<th>Amount</th>
<th>Yield</th>
<th>Annual Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>PNC money market</td>
<td>Liquid</td>
<td>Money Market</td>
<td>$100,000.00</td>
<td>0.01%</td>
<td>$ 50.00</td>
</tr>
<tr>
<td>*Glacier Bank, Kalispell Montana</td>
<td>11/4/2013</td>
<td>CD</td>
<td>$ 50,000.00</td>
<td>0.15%</td>
<td>$ 38.00</td>
</tr>
<tr>
<td>*Safra National Bank of New York</td>
<td>5/30/2014</td>
<td>CD</td>
<td>$ 50,000.00</td>
<td>0.30%</td>
<td>$ 75.00</td>
</tr>
<tr>
<td>*Ally Bank Midvale Utah</td>
<td>10/24/2014</td>
<td>CD</td>
<td>$ 50,000.00</td>
<td>0.35%</td>
<td>$ 88.00</td>
</tr>
<tr>
<td>*Discover Bank Greenwood Delaware</td>
<td>4/24/2015</td>
<td>CD</td>
<td>$ 50,000.00</td>
<td>0.55%</td>
<td>$ 138.00</td>
</tr>
<tr>
<td>Fidelity Floating Rate</td>
<td>Liquid</td>
<td>Mutual Fund</td>
<td>$300,000.00</td>
<td>3.18%</td>
<td>$ 9,300.00</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td></td>
<td></td>
<td>$ 600,000.00</td>
<td></td>
<td>$ 9,689.00</td>
</tr>
</tbody>
</table>

*For example only. Issuer of CD will change in actual portfolio.

Managing the investments is fairly simple: SPJ’s primary account will be its checking account. As balances rise above $250,000 (which is the FDIC limit), we will transfer monies into our PNC money market account or other investments.
We will limit the money market account balance to $100,000. This should be enough to cover months with heavy bills (convention, etc.). We will routinely move money between our checking and the money market fund as necessary.

Anything beyond $100,000 in the money market will be invested in CDs (which are FDIC insured), the primary mutual fund or other investments that are decided at a later date.

As CDs mature every six months (according to our laddered schedule above), we will re-invest in more laddered CDs, ensuring we always have a protected reserve of at least $200,000. The CDs aren’t meant to make money, only provide a safe nest that returns a bit better than a savings/money market account.

Ideally, under the proposal above, the CDs and primary mutual fund are never needed to manage the day-to-day operations. This would equate to a reserve of about $500,000 – or six months of operations with no cash (or conducting any programs outside of membership and advocacy).

* How did we get from $200,000 to $600,000? This is a combination of many things, but these two play the largest part:
  - Since I became executive director, our grant proposals include money for “soft” costs, such as salaries, benefits, etc., for the people executing the programs. In the past, SPJ only requested direct costs (printing, food, etc.). The end result is that grants help offset the cost of SPJ’s 10 employees. Grants also pay a portion of utilities, office supplies, etc.
  - New revenue streams: Providing services for NAHJ and RTDNA; Leasing the second floor and selling the awards platform have all increased the Society’s unrestricted income. Removing all programs from the equation (Scripps, convention, awards, training, etc.), SPJ now breaks even most months without revenue (or counting expenses) for our major training events and awards. In years when SPJ has good conventions and awards entries, it has added to our reserves.
### Fidelity Floating Rate High Income (USD)

**Performance 03-31-2013**

<table>
<thead>
<tr>
<th>Category Return</th>
<th>1st Qtr</th>
<th>2nd Qtr</th>
<th>3rd Qtr</th>
<th>4th Qtr</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1.47</td>
<td>0.66</td>
<td>2.83</td>
<td>3.13</td>
<td>3.13</td>
</tr>
<tr>
<td>2012</td>
<td>2.57</td>
<td>0.59</td>
<td>2.37</td>
<td>1.12</td>
<td>1.80</td>
</tr>
<tr>
<td>2013</td>
<td>1.51</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>1.51</td>
</tr>
</tbody>
</table>

**Trailing Returns**

<table>
<thead>
<tr>
<th>Period</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yield</td>
<td>5.70</td>
<td>6.08</td>
<td>5.14</td>
<td>4.78</td>
</tr>
</tbody>
</table>

**Std Dev Index**

<table>
<thead>
<tr>
<th>Period</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yield</td>
<td>5.70</td>
<td>5.14</td>
<td>4.78</td>
<td>5.70</td>
</tr>
</tbody>
</table>

**Manager's Analysis**

**Overall Morningstar Rating**

- **Morningstar Analyst Rating**
  - **Bronze**
  - **04-15-2013**
- **Morningstar Risk Rating**
  - 3.75
- **Morningstar Return**
  - 1.51

**Risk and Return Profile**

<table>
<thead>
<tr>
<th>Period</th>
<th>1yr</th>
<th>3yr</th>
<th>5yr</th>
<th>10yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volatility</td>
<td>5.70</td>
<td>6.08</td>
<td>5.14</td>
<td>4.78</td>
</tr>
<tr>
<td>Sharpe Ratio</td>
<td>1.22</td>
<td>0.72</td>
<td>0.54</td>
<td>0.40</td>
</tr>
</tbody>
</table>

**Morningstar Rating**

| 21 | 4* |

**Morningstar Risk**

- Average

**Morningstar Return**

- Average

**Mortg. Analysis 03-31-2013**

<table>
<thead>
<tr>
<th>Asset Allocation</th>
<th>Net %</th>
<th>Long %</th>
<th>Short %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>14.53</td>
<td>14.53</td>
<td>0.00</td>
</tr>
<tr>
<td>US Stocks</td>
<td>0.07</td>
<td>0.07</td>
<td>0.00</td>
</tr>
<tr>
<td>Non-US Stocks</td>
<td>0.13</td>
<td>0.13</td>
<td>0.00</td>
</tr>
<tr>
<td>Bonds</td>
<td>85.27</td>
<td>85.27</td>
<td>0.00</td>
</tr>
<tr>
<td>Other Assets</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>100.00</td>
<td>100.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Portfolio Holdings**

<table>
<thead>
<tr>
<th>Share Class</th>
<th>Shares</th>
<th>Shares Held</th>
<th>% of Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>0.37</td>
<td>0.37</td>
<td>4.73</td>
</tr>
</tbody>
</table>

**Quarterly Holdings**

- **Equity Style**
  - **Portfolio Statistics**
    - Port No. | Port Name | Port Source | Type | Risk Parity | Alpha | Beta | R-Squared |
    - 1 | MSCI EAFE | 4.9 | 4.9 | 1.52 | 5.88 |

**Fixed-Income Style**

- **Portfolio Statistics**
  - Port No. | Port Name | Port Source | Type | Risk Parity | Alpha | Beta | R-Squared |
    - 2 | MSCI EAFE | 4.9 | 4.9 | 1.52 | 5.88 |

**Operational**

<table>
<thead>
<tr>
<th>Category</th>
<th>Fidelity Investments</th>
<th>Eric Mollenkamp</th>
<th>0.00</th>
<th>Corporate Bond - General</th>
<th>USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk</td>
<td>Inception</td>
<td>Total Asst</td>
<td>06-19-2002</td>
<td>MF</td>
<td>$11,940.22 nav</td>
</tr>
</tbody>
</table>

**Compliance**

- **Fidelity Floating Rate High Income**
  - Total Risk Loss: 3.90%
  - Standard Deviation: 4.78%
  - Category Average: 6.16%

**Morningstar Category**

- **Morningstar Category**
  - US-GE Bank Loan
  - US-GE Bank Loan

**Disclosure**

- The Morningstar Rating™ is based on risk-adjusted returns, derived from a weighted average of the Roi, the 5-year. The Morningstar style box is a methodology and should only be used as a supplement to the original risk of the fund.

**Footnote**

- The Morningstar Rating™ is based on risk-adjusted returns, derived from a weighted average of the Risk, the 5-year. The Morningstar style box is a methodology and should only be used as a supplement to the original risk of the fund.

**Appendix**

- The Morningstar Rating™ is based on risk-adjusted returns, derived from a weighted average of the Risk, the 5-year. The Morningstar style box is a methodology and should only be used as a supplement to the original risk of the fund.
SOCIETY OF PROFESSIONAL JOURNALISTS
CASH MANAGEMENT FLOW CHART

Checking Account
(Balance not to exceed FDIC limit of $250,000)

PNC Money Market
(Balance not to exceed $100,000)

If Money Market is at maximum balance

CDs
(not less than $200,000)

Primary mutual fund

Other investments
MEMORANDUM

DATE: June 3, 2013
FROM: Tara Puckey, Chapter Coordinator
SUBJ: Chapter Stats and Action Plan
FOR: SPJ Executive Committee

Annual Report deadlines have now passed – May 1 (campus) and May 6 (pro). As the staffer dedicated to chapters, I’m happy to report that we’ve been able to look closely at the information our chapters have provided and get an accurate picture of where we stand – something that was desperately needed.

Below you’ll find statistics as of today for professional chapters, campus chapters and all of our chapters combined.

THE STATISTICS

Some things to keep in mind while you’re looking at the information:

- In the master count of chapter charters, I’ve included those chapters who have been inactive (some for years) – this is because a) our starting point is now, and b) it would be incredibly time consuming to go back over tons of records to find out when the chapter was inactive and remove each of them from the list.
- This isn’t an exact science. Some chapters left portions of their report blank, so, for example, I don’t know whether they attended a regional because there wasn’t an answer at all. For my purposes right now, I considered them a “No.”

It’s also important to realize what has happened to get to this point. Here’s an overview of the process so far:

1) Measurable data is entered into a master spreadsheet that lists every charter we’ve approved (that we know of…). These things include: chapter money on hand, attendance to EIJ and regional, including bylaws, how many programs, etc. Chapters are given color coding depending on if they’ll receive checks, if they need to complete something, etc.
2) The officers provided in the report are entered into our database system so they receive leadership information and we have correct contact for chapter leaders. If there are officers who are not members, I note it on the master spreadsheet and then email that president/adviser to let them know that officers are required to be members, it’s important, etc.
3) I go to the Chapter Locator page on www.spj.org and check the chapter listing. If there are discrepancies, I forward those along to Billy to be fixed.
4) The chapter is checked against another database we have relating to online join forms. I make sure it’s available in the drop down menu on the join/renew forms on our website.

5) The report itself and all supporting documentation is saved in organized folders on our server.

6) Reports and supporting documents are uploaded to Google Drive to be shared with RDs. They’ll complete their evaluations and the entire process will continue on as it has before.

Overall, I think the following are important facts to use while you’re looking over the information:

- Not including the new chapters approved by the board last month, we’re looking at roughly 333 chapter charters. Keep in mind that those existing before we went digital are likely included, but there’s no guarantee.
- Of those charters, 264 are campus and 69 are pro.
- Looking at this by region: 1 – 45; 2 – 27; 3 – 24; 4 – 34; 5 – 31; 6 – 20; 7 – 23; 8 – 32; 9 – 20; 10 – 16; 11 – 25; and 12 – 35. We have one international chapter (remember, Qatar falls within Region 5 because of ties to Northwestern), this includes inactive chapters and does not include recently approved charters.

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**Professional Chapters:**

Total pro charters: 69  
Pro reports filed by deadline: 41  
Pro reports filed late: 8  
Percentage of pro chapters that filed, period: 71%

We ask for a copy of bylaws to accompany the report,  
**Out of the 49 that filed, 37 included bylaws. That’s 76%.**

Bank statements were a requirement for our pro chapters. But, **out of 49 that filed, 45 included statements. Four did not.**

**Out of the 49 that filed, 39 conducted a financial review.** It is required.

Here’s the big one: **the 49 chapters that filed hold roughly $982,000 in their accounts,** some of which is going unchecked.

The great news – **those 49 chapters held a total of 359 programs** within the last year.

**EIJ: 41 out of 49 attended EIJ,** which amounts to roughly 84%. Keep in mind, the chapters who file are our active ones so this number should be relatively high.
Regional: **35 out of 49 attended regional conferences**, which is around 72%.

Thirty eight of the chapters have websites, 26 are on Twitter, 35 are on Facebook.

**Campus Chapters:**

**Total campus charters:** 264  
**Campus reports filed by deadline:** 73  
**Campus reports filed late:** 13  
**Percentage of campus chapters that filed, period:** 33%

We ask for a copy of bylaws to accompany the report,  
**Out of the 86 that filed, 50 included bylaws. That’s 58%**.

Bank statements were a **requirement** for our chapters. However, some campus chapters have money in university accounts and can’t gain access – so this wasn’t enforced as heavily. But, **out of 86 that filed, 9 included statements. Seventy seven did not.**

**Out of the 86 that filed, 46 conducted a financial review.** It is required.

Here’s the big one: **the 86 chapters that filed hold roughly $50,000 in their accounts,** some of which is going unchecked.

The great news – **those 86 chapters held a total of 516 programs** within the last year.

**EIJ: 42 out of 86 attended EIJ,** which amounts to roughly 49%.

**Regional: 54 out of 86 attended regional conferences,** which is around 63%.

Thirty seven of the chapters have websites, 47 are on Twitter, 51 are on Facebook.

**Overall Stats:**

**Total charters:** 333  
**Annual Reports filed by deadline:** 114  
**Annual Reports filed late:** 21  
**Percentage of chapters that filed, period:** 40%

We ask for a copy of bylaws to accompany the report,  
**Out of the 135 that filed, 87 included bylaws. That’s 65%.**
Of the 135 annual reports filed, 54 included statements.

Out of the 135 that filed, 85 conducted a financial review. It is required.

Our chapters that filed hold roughly $1.1 million in their accounts, some of which is going unchecked.

The great news – those 135 chapters held a total of 845 programs within the last year. Good work!

Important Information: While processing reports I found that 134 of our chapter OFFICERS are not members of the Society or their membership is inactive. I did reach out to those chapters and ask that they join or renew immediately and many have. However, this is a problem I’d like you to keep in mind as I point out additional facts and some solutions moving forward.

THE ACTION PLAN

I’ll be meeting via phone with each RD to go over the chapters in their region. If either one of us has had contact within the last year, or it looks like the chapter is headed in the right direction, we’ll keep them active. If not, they’ll be on the inactivation list for the board meeting at EIJ13.

It’s important to note that inactivation doesn’t mean we are revoking their charter. In the most basic sense, it’s just making them red on my spreadsheet. We remove their listing from the website, which is good for those trying to contact the chapter to no avail. They’re listed as inactive in the database and I know not to count them in statistics moving forward.
May 31, 2013

Sonny Albarado  
President, Society of Professional Journalists  
3909 N. Meridian St.  
Indianapolis, IN 46208  

Dear Sonny:

We will make this as short and sweet as possible. The goal of the project is to gather information about the status of high school journalism in the United States 20 years after the 1994 Freedom Forum report, *Death by Cheeseburger*, and 40 years after the 1974 Robert F. Kennedy Memorial report, *Captive Voices*, which covered the same topic. The point of view of high school journalism/media teachers/advisers will be surveyed via a national questionnaire.

The SPJ Education Committee is tackling this project because as educators we know high school journalism programs are oftentimes being trimmed if not cut. High school journalism teaches quality writing as well as critical thinking skills; and for the profession, it provides us with a recruiting resource that bolsters our future. Frank LoMonte explains it well in an Aug. 23, 2011, *New York Times* article: “Think of another academic subject that forces young people, on a daily basis, to weigh – and experience – the impact of their decisions on others, and to put the adherence to the truth ahead of personal gain. Geometry? Chemistry? English composition? Nope, nope and nope. By working in journalism – and by being given the freedom to fail and to learn from their failures – students experience what it means to be a ‘professional.’” The SPJ Education Committee concurs.

We hope to find out the following from those who teach or advise high school student media:

- What specifically are the instructors’ concerns? (Budget? Censorship?)
- What relationships do they have with their school administrators?
- What are recent dilemmas they have faced? What were the outcomes?

The end result will be a report detailing our findings and will include our suggestions for the future; members of the SPJ Education Committee will also use the information for academic research, which is a component of many of our jobs. The committee has been working on and discussing this project for the past two years. We are currently at a place where we do need some funding. It would be extremely helpful to have a part-time, temporary administrative assistant to compile e-mail lists, send out surveys, keep track of who has not replied and do basic statistics. We estimate that this would be 5-10 hours per week at the pay rate of $15 per hour for approximately four months ($1,800).

Also important would be travel money for the two editors to meet once the information has been collected from the Journalism Education Committee authors although we could possibly do everything via Dropbox, e-mail and phone calls. So the committee needs a minimum of $1,800 to do the work, but we would like to request $2,500 total if we include limited editor travel. This is quite a bit less than what committee member Lee Anne Peck asked for in the grant she submitted in good faith.
We know you and SPJ as a whole are committed to journalism education. We of the Education Committee deeply appreciate your consideration of this request for assistance.

Sincerely,

Rebecca J. Tallent, Ed.D., Chair; Lee Anne Peck, Ph.D., committee member
June XX, 2013

President Barack Obama
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20500

Mr. President:

The media organization leaders who signed this letter are alarmed about a pervasive government practice that prevents tens of thousands of Americans from speaking to one another without reporting to the authorities.

We are referring to the aggressive prohibitions against journalists communicating directly with public-agency staff and vice versa, prohibitions that force journalists to go through public information officers or other intermediaries for any communication.

As public information and public affairs officers have proliferated through all levels of government – federal, state and local – the blocking of information has grown exponentially.

We call it a new American censorship.

Over the past decade or so, the Internet and the advent of social media have made it easier for public agencies and officials to share information with constituencies unfiltered by journalists. That is certainly government's right and often a benefit to the public.

But when government agencies and elected officials forbid staff and subordinate agency heads from communicating with journalists and journalists from communicating with them, and when bureaucrats insist on tracking or monitoring any contact with journalists, the public is ill-served.

The Society of Professional Journalists, through its Freedom of Information Committee, sponsored a study in 2012 on “mediated access,” surveying journalists who cover federal agencies to learn how those reporters perceive the role of public information officers.

Released in time for Sunshine Week 2012, the survey report “found that information flow in the United States is highly regulated by public affairs officers, to the point where most reporters considered the control to be a form of censorship and an impediment to providing information to the public.”

As part of SPJ’s effort to draw attention to this issue, the study’s principal author, Kennesaw State University professor Carolyn Carlson, this year surveyed members of the National Association of Government Communicators, which represents PIOs and PAOs for federal, state and local government agencies.

“Monitoring reporters’ interviews with government officials has become a routine practice among government public relations officials, mainly to protect against misquotes,” the latest report says.

Ensuring accuracy regarding an agency’s information or an official’s words is justifiable
and certainly part of a PIO/PAO’s job description. But we believe that many agency information officers carry this responsibility too far: Too often, the inability of a reporter to speak directly to a researcher, for example, results in misinformation or no information about important public issues.

When government gatekeepers prohibit free discussion and confidential conversations that are necessary to understanding government and its relevance to citizens, the public ultimately learns only what officials control and release.

Forbidden by agency policy and agency PIOs to speak unless they are under guard, staff members are silent about many, many things. Inevitably some of those things will prove critical if not essential.

And inevitably leaders will use these controls to cover up problems and to stay in power.

So many barriers to the free flow of information have been built on top of these restraints that they have become a rich illustration of censorship’s insidiousness.

The delays and permission-seeking process required for each communication, even for two-minute questions, would sabotage any enterprise. Public information officers listen in on conversations, as if this were a very different country, ensuring that communication is even more cumbersome and that staff people don’t say the “wrong” thing.

As agencies become bolder, they have begun denying permission to communicate at all, for any reason they see fit.

In 2012, for example, federal agencies denied reporters permission to speak to key staff members about alleged child abuse on a Native American reservation and about one of the most extensive tuberculosis outbreaks in the last 20 years. So, for possible child abuse and actual infectious disease, the public just doesn’t know what it doesn’t know.

The 2013 Carlson study also found that 39 percent of responding PIO/PAOs say they block certain reporters because of “problems” with past stories, which exemplifies the troubling culture of control engendered by this restrictive environment.

We recognize that some information needs be confidential. But in a free society such restrictions must be limited to what is provided for in law. It should not be routine practice to place guards on agency employees who don’t deal primarily with national security. It should not be normal to attach “minders” to every reporter who seeks to get questions answered or complexities explained – or worse, not let a reporter speak directly with the experts, forcing the reporter to get answers only from the agency PIO.

Many reporters believe public officials are intentionally hiding information the public deserves to have.

We ask that you help end the tracking and monitoring of press contacts in most federal agencies. We believe you could set a significant example for state and local agencies by doing so.

We urge your Administration to take steps to loosen what has become a stranglehold on information to which Americans are entitled.

Sincerely,
Sonny Albarado
President
Society of Professional Journalists
3909 N. Meridian St.
Indianapolis, IN 46208
MEMORANDUM

SUBJECT: SPJ Social Media Guidelines
FROM: Sonny Albarado, SPJ President
TO: SPJ Board of Directors
DATE: April 29, 2013

At the Society of Professional Journalists Board meeting on April 20, board members’ questions and concerns about proposed social media guidelines prompted me to withdraw the proposal for further editing and presentation of revised guidelines at a later date.

Here is the revised proposal.

SOCIAL MEDIA GUIDELINES
SOCIETY OF PROFESSIONAL JOURNALISTS

PREAMBLE
The Society strongly encourages its leaders and members to regularly use social media to communicate, not only among themselves, but with the broader journalism community.

These guidelines are intended to help SPJ leaders and members follow accepted best practices as they use social media in carrying out the Society’s missions. Source material for these guidelines came from governmental agencies, nonprofits and some of the nation’s largest businesses.

THE SHORT VERSION
These guidelines can be summed up in three words: Use common sense.

DISCLOSURE
Always disclose your position with SPJ or clearly indicate your role.

GUIDELINES FOR SPJ LEADERS AND COMMITTEES
- Remember: only SPJ’s national president, or the president’s designee, can speak on behalf of the organization.
- Don’t blindside your leaders.
- Do not disclose private or proprietary information.
- Encourage discussion about SPJ and journalism in general.
- “Live tweeting” of open board meetings and convention business is allowed.