AGENDA
SOCIETY OF PROFESSIONAL JOURNALISTS
BOARD OF DIRECTORS
MAY 19, 2007
8:30 A.M. – 5 P.M.
INDIANAPOLIS, INDIANA

1. Call to Order – Tatum

2. Roll Call – Ateikens
   a. Tatum
   b. Brewer
   c. Ateikens
   d. Carlson
   e. Loop
   f. Leirman
   g. McDonough
   h. Patrick
   i. Smith, E.
   j. Katzef
   k. Ralston
   l. James
   m. Augherton
   n. Fisher
   o. Smith, K.
   p. Roth
   q. Govier
   r. Sylvester
   s. Poling
   t. Hurley
   u. Isaacs
   v. McAfee
   w. Albarado

3. Consent Agenda
   a. Approval of Minutes: SPJ Board of Directors Meeting, April 7, 2007 [Page 1]
   b. Allow campus chapters to count Project Watchdog programs for other primary mission topics – Loop memo [Page 5]
   c. SDX Awards: eliminate photo illustration category – Baehr memo [Page 5]
   d. SDX Awards: limit submitted images in breaking news photo category – Baehr memo [Page 5]
   e. SDX/MOE: wording change to permit podcasts and internet-only radio/TV – Baehr memo [Page 5]
   f. Chapter Action (information available online)
      i. Provisional to Active Status
         1. Snake River Pro
         2. Sacred Heart University
      ii. Reactivate (previously defunct)
          1. Drake University
          2. Milwaukee Pro
          3. St. Louis Pro
      iii. Satellite
          1. CUNY Grad School satellite of New York Deadline Club
      iv. Provisional
          1. Wyoming Pro
      v. Remove from probation
         1. Inland Northwest Pro
         2. Detroit Pro
      vi. Inactive
         1. Mobile Pro
         2. Northwest Ohio Pro
         3. Middle Georgia Pro
         4. Shreveport Pro
         5. West Virginia Pro
4. Small Group Work: Immediate Concerns

5. Small Group Work: Long Range/Strategic Planning


7. Executive Director Evaluation—Tatum (closed session)

8. Action Items
   a. Bylaws: endorse amendment to allow life membership—McCloskey [Page 13]
   b. Bylaws: endorse amendment to extend post graduate membership from two to three years—McCloskey/Loop/Katcef [Page 13]
   d. Policy regarding executive director evaluation—Tatum/Brewer

9. Discussion
   a. Media Business Issues and SPJ—Brewer [Page 17]
   b. Project Watchdog—Overman memo [Page 19]
   c. Model legislation for student press freedom—Carlson [Page 21]
   d. 2007 SPJ Elections—Carlson [Page 27]

10. Report from Regional Director Caucus—McAfee

11. Adjourn
MINUTES
MEETING OF THE BOARD OF DIRECTORS
SOCIETY OF PROFESSIONAL JOURNALISTS
APRIL 7, 2007
VIA CONFERENCE CALL

MEETING CALLED TO ORDER
With President Christine Tatum presiding, the meeting of the board of directors of the Society of Professional Journalists was called to order at noon on Saturday, April 7, 2007, via a telephonic conference call.

ROLL CALL
In addition to Tatum, the following were present: President-Elect Clint Brewer; Secretary-Treasurer Dave Aikens; Vice President, Campus Chapter Affairs Mead Morrow; Immediate Past President David Carlson; Regional Directors Ann Augherton, Holly Fisher, Gordon Govier, Ron Sylvester, Travis Poling, Deb Hurley, Nathan Issacs, Paul McAfee and Sonny Alvarado; Student Representatives John Patrick and Erin Smith; Directors-at-Large Sally Lehman and Molly McDonough; Campus Advisers-at-Large Sue Kopen Katsof and Neil Ralston.

Staff members on the call were Executive Director Terry Harper; Associate Executive Directors Julie Grimes and Chris Vachon; and Quill Editor Joe Skeel.

MINUTES APPROVED
Upon proper motion and second by Ralston and Brewer, respectively, the board approved the minutes from its August 27, August 27 and November 15, 2006 meetings. A clarification was made to the November 15, 2006 minutes prior to approval.

THIRD PARTY RECORDS POLICY
The board reviewed a proposed policy drafted by Isaacs for releasing records relating to transactions with third parties. The proposed policy was amended slightly to amplify how the requestor would be notified about costs to reproduce records.

Upon proper motion and second by Aikens and Augherton, respectively, the board unanimously approved the following Third Party Records Policy:

The Society of Professional Journalists, or Society, shall conduct its business openly and transparently. Upon request, the Society shall provide its members with the details of its approved transactions with third parties. Within five business days of receiving a records request, the Society must respond by either providing the information in the format requested (e.g., electronic, hard copy); acknowledge the request and provide a reasonable estimate of the time required to respond to the request; or deny the record request. Additional time may be needed to have the requestor clarify the request; assemble the information; notify third parties of the request; or to determine whether any information requested should be denied in whole or in
part. A majority of the Society's executive committee must vote to deny a records request and SPJ's Executive Director will provide the requestor with a written explanation for that denial. A reasonable fee will be assessed to recover the actual costs to gather and make copies of the records request. The requestor will be notified beforehand and will receive an itemized estimate as to this cost. The fee should be waived, as determined by the Society's executive director, should the request be for the good of the Society.

LEGAL DEFENSE FUND APPLICANT INFORMATION
The board reviewed a proposed policy pertaining to the release of Legal Defense Fund applicant information.

Upon proper motion by Carlson and McDonough, respectively, the board unanimously approved the following policy pertaining to the Release of Legal Defense Fund Information:

The Society of Professional Journalists (SPJ) will not publicize personally identifying information from Legal Defense Fund (LDF) applications beyond LDF committee and sub-committee members, members of SPJ's national board and select members of SPJ's administrative staff.

However, SPJ may publicize non-personally identifying details from LDF applications to promote awareness and understanding of an issue. The publicity of such details shall require approval from SPJ's national president.

Once an LDF grant has been awarded, SPJ shall publicize identifying information about the grant recipient. Portions of the recipient's application may be publicized to promote awareness and understanding of an issue. However, personal information, identified as such on grant applications, will not be released to the public.

LEGAL DEFENSE FUND APPLICATION PROCEDURES
Tatum reported that she had conferred with the Society's legal counsel regarding the handling of LDF applications in order to reduce the Society's exposure to potential litigation. Bruce Brown, Baker & Hosteller, has suggested that LDF applications flow from the applicant to B&H and then to the Society. While the applicant would not be protected by the attorney-client privilege (since B&H would not be representing them), the privilege could extend to SPJ. It also was suggested that more LDF business be conducted by telephone with legal counsel included and that any electronic correspondence include legal counsel.

Some concern was expressed that this procedure might hamper SPJ's ability to respond quickly to requests. The need to involve legal counsel in every request, especially those at the $1,000
level and below, also was questioned. Tatum said she would get clarification from Brown and report back to the board at its meeting in May.

COMPOSITION OF NATIONAL COMMITTEES
The board reviewed a proposed policy drafted by Tatum regarding the composition of national committees.

Upon proper motion and second by Albarado and Poling, respectively, the board approved the following policy regarding Composition of National Committees:

To help groom new leadership and increase the effectiveness of its advocacy work, SPJ shall invite once a year all members in good standing to apply to serve on SPJ’s national committees.

Furthermore:

- SPJ national committees shall not exceed 15 members.

- SPJ national committees shall have only one chairperson. Vice chairmen may be named as deemed appropriate.

- SPJ national committee chairpersons shall serve in that capacity no more than five consecutive years.

- SPJ national committee members shall be appointed to serve one term concurrent with the length of the national president’s term. National committee members must be reappointed by each subsequent national president.

- SPJ’s national president should strive to ensure each national committee is composed of members representing both genders and a variety of ages, ethnicities and professional disciplines.

Carlson, Lehmman and McAfee opposed the motion.

AMENDMENTS TO THE BYLAWS
Harper discussed his idea to re-introduce Life Membership as a category of membership. The category once existed, but was eliminated in the 1960s. Harper feels this could be used as a source of ongoing revenue provided that life membership dues are maintained inviolate with only the income being used to provide membership benefits. The board concurred and directed that the Bylaws Committee draft appropriate language for the board’s consideration at its May 19, 2007 meeting.

Katcif discussed her idea to extend the Post Graduate Membership category from two years to three in order to keep recent graduates in the fold following graduation. Her idea would allow for post grads to receive three years of reduced rate dues for the cost of two, paid in advance. The
board concurred and directed that the Bylaws Committee draft appropriate language for the board’s consideration at its May 19, 2007 meeting.

It is added parenthetically to these minutes that the Bylaws Committee’s initial reaction to the Post Graduate Membership extension is that it may not require an amendment. The Society’s bylaws currently allow the Executive Director, with guidance from the board, to offer discounted membership dues (Article XII, Section 5). This may fall under that section.

MEETING ADJOINED

There being no further business to come before the board, Tatum declared the meeting adjourned at approximately 1:20 p.m. on Saturday, April 7, 2007.
Consent Agenda

3.b. From Mead Loop's VPCCA Report
"Campus chapters shall be permitted to count Project Watchdog programs for other primary mission topics." If approved, this would take effect for the upcoming academic year as campus chapter reports for 2006-7 were due May 1. Rationale: Professional chapters have the option of getting "double credit" for this programming requirement, and this will make reporting consistent between pro and campus chapters. Also, the academic calendar is a shorter one with which to satisfy requirements. I have talked with several campus chapters advisers who have struggled with this requirement.

3.c. From Guy Baehr's Awards and Honors Committee Report
In the SDX contest, eliminate the "Photo Illustration" category. This category has attracted only two entries each year for the past two years at a time when other categories in the graphics area remain much more competitive. This would reduce the number of SDX categories to 48.

3.d. From Guy Baehr's Awards and Honors Committee Report
In the SDX contest, limit the number of images that can be submitted in the "breaking news photo" category to no more than three. Judges this year said they found that while most news organizations submit a single image, some larger news organizations submit single entries consisting of 10 or more images. Rather than forcing judges to weigh quantity versus quality, it would be better to require entrants to submit their very best images of a given event.

3.e. From Guy Baehr's Awards and Honors Committee Report
In the SDX and MOE contests, change the wording to permit entries in the broadcast categories to include those that have been podcast or broadcast via internet-only radio or television stations. We had to turn down some entries from online stations this year because of the way our rules are currently written, but it's hard to come up with a convincing rationale for rejecting such entries since this is how many people are now getting their "broadcast" news. Judging such online entries against similar entries from traditional broadcast news organizations will reward good work without making arbitrary distinctions based on evolving technology.
MEMORANDUM

DATE: May 9, 2007
FROM: Terry Harper, Executive Director
SUBJ: BUDGET FOR FISCAL YEAR 2008
FOR: Finance Committee; Board of Directors

INTRODUCTION
Enclosed is the proposed budget and supporting documentation for the Society of Professional Journalists for the fiscal year ending July 31, 2008.

It is important to remember that the budget is a management tool, albeit an important one, but a tool nonetheless. The numbers presented herein represent staff's "best guess" based on fixed expenses, historical data and projected trends.

I have further refined the budgeting process to consolidate individual programs under a larger functional area of operation. They are:
- Training and Professional Development
  - Convention, Narrative Writing Workshops, Newsroom Training, Scripps Leadership Institute, JournalismTraining.org, Reporters Institute (new in 2007), Ethics in Journalism Week and other
- Awards
  - General, Sigma Delta Chi, and Mark of Excellence
- Membership
- Communications
  - Quill, The Journalist, Electronic
- SDX Foundation Management
- Management and General

A composite view is presented, but the real insight is gleaned by seeing how expenses are allocated across various programs.

BUDGET PROCESS
Each department head prepared the preliminary budget for his or her department. The draft was reviewed by the associate executive directors to identify any potential gaps. The department head then met with the controller to "defend" their assumptions. Once everyone was comfortable with the direct program costs, remaining expenses were allocated based on the amount of personnel costs devoted to the program.

SIGMA DELTA CHI FOUNDATION
Since fiscal 2003, the Sigma Delta Chi Foundation has been reimbursing the Society for administrative work done on its behalf. We will continue to pay staff and interns through SPJ's payroll to save the Foundation the added expense of setting up and maintaining a separate payroll system.

The Foundation reimburses the Society for direct expenses paid on its behalf (e.g. payroll) on a periodic basis throughout the year with the allocated expenses being paid at the end of the year when all the numbers are in.
For Fiscal 2008, the following grant requests have been submitted to the Foundation:

**Training Programs (Newsroom and Narrative Writing)** .................................. $75,000
**Ethics in Journalism Week** ................................................................. 22,720
**National Convention Education** ......................................................... 48,150
**Mark of Excellence Program Support** .................................................. 13,000
**2008 Regional Conference Programming** ............................................. 6,000
**Diversity Outreach** .............................................................................. 14,430
**Ethnic/Community Media Training** .................................................... 17,550
**Citizens Journalism Academy** .............................................................. 23,200
**TOTAL** ................................................................................................. $220,050

I encourage everyone to review the full grants and awards packet which is available on the Web site for complete details on all of the above grant requests.

The Foundation’s Grants and Awards Committee has recommended funding on all requests.

**Other Grant Revenue and Notes**
Included in the budget is a projected grant from Scripps Howard Foundation in the amount of $50,000 to fund the Ted Scripps Leadership Training Institute.

The budget also includes a projected grant for $60,000 from the John S. and James L. Knight Foundation to continue funding for JournalismTraining.org.

**Training and Professional Development**
**Convention**: Sponsorship revenue from outside sources for the 2007 conference is budgeted here at $91,500 which represents what we have committed thus far. We still have a few prospects we are working so the actual revenue could go up. Thanks to Reggie Stuart who has led the fundraising charge in our nation’s capital. Convention revenue also includes a $48,150 SDX Foundation programming grant.

**Narrative Writing Workshops and Newsroom Training**: We are planning for 11 newsroom training programs and four narrative writing workshops during the fiscal year. Every effort will be made to add a chapter program to each of the newsroom training programs to get the biggest bang for the buck and extend our reach to more journalists in each area.

**Scripps Leadership Training and JournalismTraining.org**: Direct costs for the Scripps Leadership Training program are largely funded by a grant from the Scripps Howard Foundation. Allocated expenses account for the remaining expenses. The same applies to JournalismTraining.org which is funded by a grant from the Knight Foundation. Allocated expenses here can be viewed as SPJ’s contribution for the good of the profession.

**Journalism Education Series, Ethnic Media Training and Citizens Journalism Academy**: These new programs will add a total of 13 new training opportunities in 2008. With these new additions, we have reached our limit on the number of programs we can successfully execute under current staffing conditions.

**Ethics Week and Diversity Outreach**: These are continuations of ongoing programs. We eliminated the “Education Programs” column and added them to the Training and Professional Development budget since that accurately reflects what we seek to accomplish. These are funded by grants from the SDX Foundation.
COMMUNICATIONS

Advertising Revenue: Last August, the board approved the staff’s proposal to bring advertising sales and graphic design in-house. Mary Morgan joined the staff in late March, coming to us from Nuvo, Indianapolis’ alternative newsweekly, where she was the top salesperson for the past three years. We have long thought that we were leaving ad dollars on the table by using freelance ad reps so now we will find out. Our ad revenue goals are ambitious and it cannot be overstated that the Society’s fiscal success in 2008 depends largely upon our ability to achieve those revenue goals. While various numbers have been assigned to Quill, The Journalist, electronic, etc. the overall goal is what is most important.

Quill: As with previous budgets, the Quill budget has been revised to include revenue from membership dues equal to the cost of printing and distributing Quill: $145,612. This is presented here for illustrative purposes only; we do not allocate any dues to Quill in our actual accounting.

Quill’s budget assumes that the digital version of Quill will continue to be sent to students and that approximately 3,000 copies will be mailed to editors, publishers and news directors across the country (see Joe Skeel’s report).

The Journalist: This will be the fourth issue overall, but the first where “control” – and thus accountability – rests totally with the professional staff. With the board approving the creation of the in-house ad sales manager and graphic design positions, we need to see this issue through to its conclusion before making any decisions about a fifth issue. As you will read in Joe Skeel’s and Beth King’s reports, we are attempting this year to put The Journalist on newstands. We are in the process of inking a deal with Source Interlink who will then shop the publication to buyers for national bookstore chains. We should see orders start coming in – if there will be any – within six to eight weeks.

AWARDS

The awards budget is divided into the following: General Awards Program, Mark of Excellence Awards and Sigma Delta Chi Awards. The General Awards Program category includes chapter awards, outstanding member awards, Wells Key Award, Fellows of the Society, First Amendment and Sunshine Awards, the New America Award and all other individual awards and special achievement recognitions.

Based on historical trends, awards are budgeted mostly flat. As you know, there are so very many journalism contests that it is an ongoing challenge to maintain our franchise. We continue to budget funds to promote the awards and congratulate award winners.

MEMBERSHIP

A few years ago, we began showing the portion of annual dues attributable to cost of Quill in the magazine’s revenue column. The actual cost per subscription is $25.20. As noted above, $145,612 of dues are allocated to Quill.

In general, we are predicting a decrease in membership numbers and revenue in the coming year. In 2007, we budgeted for 9,080. This year, that number is 8,438. I am hopeful that with the many new outreach efforts we have undertaken that we will exceed this number, but where membership is concerned it is my preference is to budget according to the current trends.

BOARD MEMBER STIPENDS

Stipends for board travel have been increased in two of the past three years. No further increases have been budgeted. Current stipends are:

President: ................................................................................................................. $10,000
President-Elect: ................................................................. $4,000
Secretary-Treasurer: ........................................................ $3,000
Immediate Past President: .............................................. $2,500
Regional Directors (12): ................................................ $1,000 ($12,000 total)
Directors/Advisors-at-large (4): .................................... $1,000 ($4,000 total)
Vice President Campus Chapter Affairs*: ......................... $4,000
Student Representatives (2)*: ....................................... $1,700 ($3,400 total)

*There is no set limit on stipends for the VPCCA and Student Representatives, but the Executive Director must approve any reimbursable expenses for the people serving in these offices before the expenses are incurred. The dollar amounts listed here for VPCCA and the Student Representatives are approximations based upon historical data.

PERSONNEL
An overall four percent salary increase is included in this budget. We are utilizing part-time employees for some positions which save the Society the costs of health insurance and other benefits. The 401(k) employer match remains at six percent although employees are not fully vested until they complete three years of service.

SUMMARY
Based strictly on cash flow, this budget projects a very modest surplus of $4,628.
## Proposed Budget

**Society of Professional Journalists**

**FY 08**

### Revenue

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<tr>
<th>Source of Revenue</th>
<th>2008</th>
<th>2007</th>
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<tr>
<td>Membership Dues</td>
<td>476,596.00</td>
<td>621,180.00</td>
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<td>Apparatus/Equipment Sales</td>
<td>31,614.00</td>
<td>16,600.00</td>
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<td>Merchandise Sales</td>
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<td>Subscriptions Revenue</td>
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<td>Award/Endowment Income</td>
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<td>180,000.00</td>
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<td>Registration Fees</td>
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<td>203,660.00</td>
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<td>Total Revenue</td>
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### Expenses

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<th>Category</th>
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<th>2007</th>
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<tbody>
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<td>Salaries</td>
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<td>Benefits/Insurance</td>
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<td>Health Insurance</td>
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<td>Travel/Transportation Expenses</td>
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<td>Employment Education/Training</td>
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<td>Professional Fees/Commissions</td>
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<td>Telecommunications</td>
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<td>Repairs/Maintenance</td>
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<td>Construction/Equipment Rent</td>
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<td>Total Expenses</td>
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### Net Change in Assets

- **From Cash on Hand from Previous Year**: - $4,626.36
- **Net Change in Assets**: $4,626.36

**Total Expenses**: $1,333,671.10

**Net Change in Assets**: $4,626.36
MEMORANDUM

DATE: May 9, 2007
FROM: Bill McCloskey, Chair
SUBJ: BYLAWS COMMITTEE
FOR: Board of Directors

POST GRADUATE
Edit Article Four in Sections 2b, 5b and 6 to change “two years” to “three years.”

Article Four.
Professional
Section Two. Professional and Retired Professional members shall be:
   b. Post Graduate members **two three** years after college graduation, whether or not working in journalism as specified in Article One, Section Two, who have elected to become professional members.

Student
Section Five. Student members shall be:
   b. Persons who were student members who have left school before receiving a degree, for up to **two three** years after leaving school.

Post Graduate
Section Six.

Post Graduate members must become professional members within **two three** years of graduation, or their memberships will be terminated.

LIFE MEMBERSHIP
Edit Article Twelve, Section 3 to eliminate “(available before but not after January 1, 1969)” and after “shall pay” add “a one-time fee approved by the board of directors and ...”

ARTICLE TWELVE
Finance
Section Three. Members holding life memberships **available before but not after January 1, 1969** shall pay a **one-time fee approved by the board of directors** and an annual subscription fee as determined by the executive director to subscribe to Quill.

We think all other discounts etc. are well covered in existing language. We are not endorsing the proposals, just writing the words that will effect them.
MEMORANDUM

DATE: May 10, 2007
FROM: Christine Tatum, President
SUBJ: NATIONAL ARAB AMERICAN JOURNALISTS ASSOCIATION
FOR: Board of Directors

We are expecting a formal proposal from Ray Hanania prior to our meeting and that will be forwarded electronically directly. The thrust of the proposal will be as follows:

Members of the National Arab American Journalists Association would pay national and local SPJ dues plus $10. They would be made joint members of SPJ and the National Arab American Journalists Association. Ray says, with proper marketing, we're talking about 150 people — or about $1,500. That money would be kept by SPJ and earmarked for special programming or events or instruction that would help journalists understand more about the Middle East, Arab culture or issues of concern to Arab American journalists. Perhaps chapters might like to apply for grants to support programs that raise awareness of these issues. I recommend that a sub-committee be established under the Diversity Committee to determine how the money should be spent...Ray wants this group to be fully integrated with SPJ — so we wouldn’t be building an organization within an organization.

Learn more about the National Arab American Journalists Association online at http://www.naaja-us.com/.
MEMORANDUM

DATE: May 3, 2007
FROM: Clint Brewer, President-Elect
SUBJ: MEDIA BUSINESS ISSUES & SPJ
FOR: Board of Directors

In the last several weeks, SPJ has been the subject of random criticism from respected journalists for sitting on the sidelines when it comes to business matters within our industry. They are correct. We are on the sidelines when it comes to matters of corporate governance, media ownership and related media business issues.

As one member of this board, I am advocating that SPJ get off the fence on and enter the fray in a very reasonable, measured fashion.

Traditionally, SPJ has never taken positions on business issues within journalism or the larger media arena. The prevailing sentiment among past boards has always been that it was not something we should get involved with in terms of making statements or taking sides. After all, SPJ is a large organization and many of our members work for the same companies that would likely received our scrutiny and possibly public criticism.

Yet, in this new age of media consolidation, social media and increased business woes in segments of the journalism industry, I maintain it is going to become impossible for SPJ to remain relevant nationally to our core missions if we stay out of the debate about the business of journalism.

Specifically, the ethics of journalism is more and more becoming tied to both the corporate governance of media companies and their business priorities. Simply put, I am saying that our Ethics Codes, goals on diversity and the FOI burden should extend not only to individual journalists but to journalism and media organizations as well.

For example, we read reports endlessly about the shrinking size of newspaper profits. Yet, those profit margins still remain well above the average profit margin of most industries in this country. Is it ethical to continue to cut news operations and sacrifice the social mission of a newsroom while clinging to the notion of a bottom line that is unrealistic by any other industry’s standards? These are the kinds of questions we should be asking and answering in my opinion.

I am not advocating that we as an organization immediately jump on the now trendy “stop big media” bandwagon or even pick a side in terms of FCC relaxation of ownership rules. Not yet, anyway.
I am proposing that as a board we begin the discussion of how to create a matrix system – a set of firm criteria – for when a media/journalism business issues deserves SPJ’s attention and a firm policy position. The goal, to be frank, is to strip the process of weighing into media business matters of board members’ personal biases and values – professional and political.

I believe that establishing such a set of criteria also fits well into the strategic planning goals the board will consider in the coming weeks. If SPJ wants to continue to protect journalism and be relevant to journalists, SPJ’s leaders are going to have to become well versed in the business of our profession. I propose we take up this endeavor this spring with an eye toward passing such a set of criteria into policy in the fall.
Proposal: Refocus (and perhaps rename) Project Watchdog.

Project Watchdog's goal is engage the public in a dialogue about the role of free and ethical news media in a democracy that guarantees freedom of the press. Project Watchdog has had a long, distinguished history, but in recent years its message seems to have gotten muddled. Years ago it was best known for the series of public service announcements it ran: "If the Press won't tell you, who will?" But much has changed since then and that message no longer resonates with the public. Today the name Project Watchdog has little meaning for most people, even within the organization, and Project Watchdog's role frequently has been confused with that of the Ethics and the FOIA committees.

I believe it's time to refocus Project Watchdog as the area where SPJ interacts with the general public and gets the SPJ message out.

As a first step to that end, I propose that Project Watchdog work with the new Sigma Delta Chi Foundation speakers bureau. The goal of the speakers bureau -- to reach grassroots community and civil organizations with information about the role of a free press in society -- fits well with the committee's goal.

The Project Watchdog committee could:
- Craft the overall message that SPJ wishes to promote to the general public;
- Develop key talking points for speakers dealing with the general public;
- Develop a brief coaching manual for speakers;
- Develop handouts;
- Recruit volunteer speakers from within SPJ;
- Work with local chapters.

Finally: the Project Watchdog name. If "Project Watchdog" doesn't say much to the general public, what would? Suggestions?
MEMO
To: SPJ and SDX boards of directors
From: David Carlson, immediate past president
RE: Student press anti-censorship legislation

As you know, SPJ has created, distributed and promoted a statement declaring that student media are public forums that must not be censored. We have asked college administrators to sign the statement and to further declare that they will not tie student-media funding to content. That's a good start, and it has been accomplished almost exclusively through the efforts of Mead Loop and Neil Ralston.

It’s time now to take the next step. SPJ and its local chapters should encourage state legislatures nationwide to create laws preventing censorship of student media.

Next year will mark the 20th anniversary of the Hazelwood decision, perhaps the single worst thing to happen to freedom of speech for students in this country. It also will mark the third anniversary of the Hosty case in Illinois, another devastating blow to the student press. That makes 2008 a particularly appropriate time to try to have legislation introduced in as many states as possible.

Six states (Arkansas, California, Colorado, Kansas, Iowa and Massachusetts) have legislation outlawing censorship of both college and high school media. That means 44 states do not.

A bill almost made it through the Washington State Legislature in 2007. This law would have covered high school and college media, but, in the end, the high school section proved to be its downfall.

While you and I can easily agree that nothing in the constitution says that the guarantee of free speech begins at age 18, it is a grim reality that legislators nationwide may be hesitant to pass a bill that covers high school, let alone middle or elementary school media.

I propose that we draft model legislation for 2008 that will cover college media only. If we have success with it in even a few states, our nation will be just a little bit freer, and we can consider extending the effort to high school and beyond in future years.

Once the model legislation has been drafted, we will need to enlist the help of local chapters (especially campus chapters), state press associations, the College Media Advisors, state First Amendment foundations and others to find legislators to carry the bills.

A college student, Brian Schraum of Washington State University was the primary mover behind the Washington bill (attached). He has made a lot of contacts even outside Washington State, and he is anxious to work with us, should we take up this challenge.

It will be a tough fight, but it's a good fight, just the kind SPJ-SDX should lead.

Respectfully submitted,

—dave
AN ACT Relating to freedom of student press and speech; adding a new section to chapter 28A.600 RCW; adding a new section to chapter 28B.10 RCW; and creating a new section.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF WASHINGTON:

NEW SECTION. Sec. 1. The legislature finds that freedom of expression and freedom of the press are fundamental principles in our democratic society granted to every citizen of this state and the nation by the First Amendment of the United States Constitution and by Article 1, section 5 of the state Constitution. These freedoms provide all citizens, including students, with the right to engage in robust and uninhibited discussion of issues. The legislature finds that court decisions have not provided adequate protection for the free speech and free press rights of students. The legislature intends to ensure free speech and free press protections for both high school and college students in the state in order to encourage students to become educated, informed, and responsible members of society.

NEW SECTION. Sec. 2. A new section is added to chapter 28A.600 RCW to read as follows:
(1) Except as provided in subsection (3) of this section, public high school students have the right to exercise freedom of speech and of the press in school-sponsored media, whether or not the media are supported financially by the school or by use of school facilities, or are produced in conjunction with a class.

(2) Student editors of school-sponsored media are responsible for determining the news, opinion, feature content, and advertising content of the media subject to the limitations of subsection (3) of this section. This subsection does not prevent a student media adviser from teaching professional standards of English and journalism to the student journalists. A student media adviser may not be terminated, transferred, removed, or otherwise disciplined for refusing to suppress the protected free expression rights of student journalists.

(3) Nothing in this section may be interpreted to authorize expression by students that:
   (a) Is obscene as to minors;
   (b) Is libelous or slanderous as defined by state law;
   (c) Constitutes an unwarranted invasion of privacy as defined by state law; or
   (d) So incites students as to create a clear and present danger of:
       (i) The commission of unlawful acts on school premises;
       (ii) The violation of lawful school regulations; or
       (iii) The material and substantial disruption of the orderly operation of the school. A school official must base a forecast of material and substantial disruption on specific facts, including past experience in the school and current events influencing student behavior, and not on undifferentiated fear or apprehension.

(4) Any student, individually or through his or her parent or guardian, enrolled in a public high school may commence a civil action to obtain appropriate injunctive and declaratory relief as determined by a court for a violation of subsection (1) of this section. Upon a motion, a court may award attorneys' fees to a prevailing plaintiff in a civil action brought under this section.

(5) Expression made by students in school-sponsored media is not the expression of school policy. Neither a school official nor the governing board of the school or school district may be held responsible in any civil or criminal action for any expression made or
published by students in school-sponsored media unless school officials
or the governing board have interfered with or altered the content of
the student expression.

(6) Each school district that includes a high school shall adopt
regulations in the form of a written student freedom of expression
policy in accordance with this section. The policy shall include
reasonable provisions for the time, place, and manner of student
expression.

(7) For the purposes of this section:

(a) "Obscene as to minors" means material that the average person,
applying community standards, finds as a whole appeals to a minor's
prurient interest in sex, and that depicts or describes in an offensive
way sexual conduct or sexual acts, and that lacks serious literary,
artistic, political, or scientific value.

(b) "School-sponsored media" means any matter that is prepared,
substantially written, published, or broadcast by students, that is
distributed or generally made available, either free-of-charge or for
a fee, to members of the student body, and that is prepared under the
direction of a student media adviser. "School-sponsored media" does
not include media that is intended for distribution or transmission
solely in the classrooms in which they are produced.

(c) "Student journalist" means a student who gathers, compiles,
writes, edits, photographs, records, or prepares information for
dissemination in school-sponsored media.

(d) "Student media adviser" means a person who is employed,
appointed, or designated by the school to supervise, or provide
instruction relating to school-sponsored media.

NEW SECTION. Sec. 3. A new section is added to chapter 28B.10 RCW
to read as follows:

(1) All school-sponsored media produced primarily by students at a
public institution of higher education are public forums for expression
by the student journalists and editors at the particular institution.
Student media, whether school-sponsored or nonschool-sponsored, are not
subject to prior review by school administrators.

(2) Student editors of school-sponsored media are responsible for
determining the news, opinion, feature content, and advertising content
of the media. This subsection (2) does not prevent a student media
adviser from teaching professional standards of English and journalism to the student journalists. A student media adviser may not be terminated, transferred, removed, or otherwise disciplined for refusing to suppress the protected free expression rights of student journalists.

(3) Any student enrolled in a public institution of higher education may commence a civil action to obtain appropriate injunctive and declaratory relief as determined by a court for a violation of subsection (1) of this section by the public institution of higher education. Upon a motion, a court may award attorneys' fees to a prevailing plaintiff in a civil action brought under this section.

(4) Expression made by students in school-sponsored media is not the expression of school policy. Neither a school official nor the governing board of any public institution of higher education may be held responsible in any civil or criminal action for any expression made or published by students in school-sponsored media unless school officials or the governing board have interfered with or altered the content of the student expression.

(5) For the purposes of this section:

(a) "School-sponsored media" means any matter that is prepared, substantially written, published, or broadcast by students, that is distributed or generally made available, either free of charge or for a fee, to members of the student body, and that is prepared under the direction of a student media adviser. "School-sponsored media" does not include media that is intended for distribution or transmission solely in the classrooms in which they are produced.

(b) "Student journalist" means a student who gathers, compiles, writes, edits, photographs, records, or prepares information for dissemination in school-sponsored media.

(c) "Student media adviser" means a person who is employed, appointed, or designated by the school to supervise, or provide instruction relating to, school-sponsored media.

NEW SECTION. Sec. 4. If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other
persons or circumstances is not affected.

--- END ---
Recommended for inactive status:
Mobile Pro
Northwest Ohio Pro
Middle Georgia Pro
Shreveport Pro
West Virginia Pro

NON-ACTION ITEMS
Membership Totals by Region as of 5/1/07

<table>
<thead>
<tr>
<th>Region</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 1</td>
<td>1,560</td>
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<tr>
<td>Region 2</td>
<td>805</td>
</tr>
<tr>
<td>Region 3</td>
<td>748</td>
</tr>
<tr>
<td>Region 4</td>
<td>968</td>
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<tr>
<td>Region 5</td>
<td>1,056</td>
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<tr>
<td>Region 6</td>
<td>415</td>
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<td>Region 7</td>
<td>486</td>
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<td>Region 8</td>
<td>579</td>
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<td>Region 9</td>
<td>378</td>
</tr>
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<td>Region 10</td>
<td>541</td>
</tr>
<tr>
<td>Region 11</td>
<td>1,328</td>
</tr>
<tr>
<td>Region 12</td>
<td>445</td>
</tr>
</tbody>
</table>

Analysis new members – 2005 (we don’t have complete data set for 2006)
3,437 new members in 2005

2,630 are now inactive
807 renewed

This represents a **23.5% retention rate for new members in 2005.** In addition we had 635 complimentary memberships that did not renew.

5-year Retention Rates (see attached graph for total numbers)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>51.97%</td>
</tr>
<tr>
<td>2005</td>
<td>55.19%</td>
</tr>
<tr>
<td>2004</td>
<td>51.61%</td>
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<tr>
<td>2003</td>
<td>52.29%</td>
</tr>
<tr>
<td>2002</td>
<td>59.70%</td>
</tr>
</tbody>
</table>

Growth Areas
Membership among freelance journalists and foreign journalists seems to be on the rise. The Freelance Database has certainly given that segment reason to join. Foreign journalists turn to SPJ to help with free press and access issues. This could be an area to explore further in the coming year. If we feel a need to include foreign journalists, we may need to make adjustments in Imis for foreign addresses.
Statewide Chapter Development
Newsroom Training kits promoting SPJ’s many training resources were mailed to more than 30 South Carolina managing editors and news directors in late January. Holly Fisher followed up with e-mails offering to conduct newsroom visits and answer any questions. As of May 1 we had very little response to those queries; however, Holly plans to continue contact and to build a network of SPJ ambassadors around the state who can help with newsroom visits and to spread the word about SPJ.

Annual Reports
We spend a lot of time trying to simplify procedures and embarked on a total revamp of the annual report process. We created an online submission form to provide more consistency and compliance.

Membership Outreach Month
Twenty chapters were identified and contacted to participate in this concentrated effort at bringing in new members. SPJ HQ had template letters and overruns of Quill magazine for chapters to use. Three chapters chose to participate in this activity.

Chapter Leader Access to Web Resources (since Jan. 1, 2007)
Tools for Leaders: 2,791 unique visitors; 3,817 page views
SPJ Leading Edge: 125 unique visitors; 152 page views
Membership Maintenance: 2,416 unique visitors; 3,359 page views
Online Reports (combined): 783 unique visitors; 1,451 page views
Leadership Guides: 1,567 unique visitors; 1,953 page views
(Fundraising guide is by far the most popular at more than double any other section. Chapter promotion was least popular by a mile with only 20 unique visitors and 28 page views. This is probably due to the fact that this piece is terribly dated and does not reflect the way chapters currently promote activities.)

Ted Scripps Leadership Institute
A big focus of Scripps will be on getting chapter leaders to access the many resources now available to them online and to reiterate at every turn the importance of regular contact with members.

Respectfully submitted,

Wendy A. Hoke / Membership Manager

Linda Hall / Membership Coordinator
<table>
<thead>
<tr>
<th>Member Type</th>
<th>March-03</th>
<th>March-04</th>
<th>March-05</th>
<th>March-06</th>
<th>March-07</th>
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<tr>
<td>Associate High School</td>
<td>1</td>
<td>10</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Associate</td>
<td>127</td>
<td>111</td>
<td>122</td>
<td>127</td>
<td>118</td>
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<tr>
<td>Collegiate Institutional</td>
<td>9</td>
<td>1</td>
<td>2</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Household</td>
<td>49</td>
<td>50</td>
<td>44</td>
<td>47</td>
<td>57</td>
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<tr>
<td>Institutional</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Key</td>
<td>275</td>
<td>256</td>
<td>241</td>
<td>232</td>
<td>216</td>
</tr>
<tr>
<td>Life</td>
<td>149</td>
<td>134</td>
<td>129</td>
<td>121</td>
<td>105</td>
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<tr>
<td>Professional</td>
<td>5,613</td>
<td>5,780</td>
<td>5,421</td>
<td>5,133</td>
<td>4,988</td>
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<tr>
<td>Post-Graduate</td>
<td>372</td>
<td>333</td>
<td>468</td>
<td>474</td>
<td>600</td>
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<tr>
<td>Retired</td>
<td>867</td>
<td>858</td>
<td>789</td>
<td>806</td>
<td>774</td>
</tr>
<tr>
<td>Retired Life</td>
<td>24</td>
<td>22</td>
<td>22</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>Student</td>
<td>2,553</td>
<td>2,773</td>
<td>2,719</td>
<td>2,433</td>
<td>2,162</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,033</strong></td>
<td><strong>10,326</strong></td>
<td><strong>9,957</strong></td>
<td><strong>9,405</strong></td>
<td><strong>9,048</strong></td>
</tr>
</tbody>
</table>

![Bar Chart](chart.png)

**Series 1**
MEMORANDUM

DATE: April 27, 2006
FROM: Beth King, Communications Manager
SUBJ: COMMUNICATIONS REPORT
FOR: Board of Directors

The past year has been filled with many opportunities to increase awareness of SPJ through a variety of marketing and communications activities. Below is a breakdown.

Marketing

- Long-range marketing plans have been developed for the Freelancer Directory, Generation J and the 2007 Convention. We will continue to market these benefits and events to members as well as to journalists using Vocus and other means, which may include participating as exhibitors in other organizations’ events.

- In the near future, we will begin the process of evaluating all of SPJ’s programs and resources and developing marketing campaigns (both internal and external) for each. We’ve added a lot of new stuff in the past year, and we need to approach our marketing in a strategic manner.

- Two distribution companies have offered contracts to place The Journalist onto newsstands nationwide. We have chosen to go with Source Interlink. Details about this company can be found in Joe Skeel’s publications report.

- In the last six months, SPJ has received 503 press clippings, according to Google. We anticipate this number to be higher when considering what is not picked up by Google.

Communication

- Vocus PR Solution: This dynamic tool continues to provide a value-added service. In March, President Christine Tatum wrote an op-ed column about Sunshine Week and in April, she wrote a column for Ethics Week. For both columns, media lists were developed using Vocus and the result was placement into more than 30 publications for Sunshine Week and more than 50 for Ethics In Journalism Week. We will continue to use Vocus to effectively build lasting relationships with media reporters.
• Chapter Outreach: Headquarters worked effectively with the Indiana Pro Chapter and the Indiana NLGJA to support a high school journalism adviser from Woodburn, Ind., who was embattled in a First Amendment fight over an op-ed piece calling for tolerance of homosexuals. Efforts resulted in more than 20 publications picking up an op-ed piece written by Indiana Pro President John Krull. In the coming year, we will continue these efforts with other chapters.

• Advocacy: As a way of furthering our missions, we have begun producing "Working for You" on a monthly basis. This rundown of advocacy-related activities goes into monthly membership invoices and on the Web site.

• Archibald Internship Program: To increase the amount of candidates, we posted our opportunities on four Web sites that connect students and organizations. Additionally, we ran blurbs in SPJ Leads and e-mail blasted information to SPJ and PRSSA student chapter advisors to share with students. There were 30 applicants for the 2006 Archibald Communications Internship. Jenna Lee Wundrow, a junior from St. Cloud State University will join the staff this summer.
SPJ.org update
May 2007

Fun with Numbers

<table>
<thead>
<tr>
<th></th>
<th>Week of April 23, 2006</th>
<th>Same week, 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visits</td>
<td>56,131</td>
<td>74,389</td>
</tr>
<tr>
<td>Hits</td>
<td>511,075</td>
<td>1,188.274</td>
</tr>
<tr>
<td>Page Views</td>
<td>172,821</td>
<td>784,227</td>
</tr>
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<td>Page Views per visit</td>
<td>3.09</td>
<td>10.74</td>
</tr>
<tr>
<td>Time per visit</td>
<td>2 minutes, 49 seconds</td>
<td>6 minutes, 50 seconds (almost 2.5x longer)</td>
</tr>
</tbody>
</table>

Top 30 Countdown: Most Popular Areas for 2007

1. Front Page
2. Ethics Code
3. SPJ News
4. Become a Member
5. Members Area
6. Geneva Conventions
7. MOE Awards
8. Job Bank
9. SDX Awards
10. Press Notes
11. Awards portal
12. About SPJ
13. Discussion Boards
14. Ethics Case Studies
15. 2007 Convention
16. Students
17. Internships
18. Local
19. High School Essay Contest
20. Generation J
21. Freelance Directory
22. FOI
23. Training
24. Calendar
25. Freelancers
26. Quill
27. Regional Spring Conferences
28. Diversity
29. Public and the Press
30. Publications

Worth Tracking

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>Ethics Help</td>
</tr>
<tr>
<td>50</td>
<td>First Amendment</td>
</tr>
<tr>
<td>55</td>
<td>Committees</td>
</tr>
<tr>
<td>58</td>
<td>Shield Law</td>
</tr>
<tr>
<td>61</td>
<td>Open Doors</td>
</tr>
<tr>
<td>70</td>
<td>Public and the Press</td>
</tr>
<tr>
<td>71</td>
<td>careeradvice.asp</td>
</tr>
<tr>
<td></td>
<td>Billy O'Keefe's Freelance Directory</td>
</tr>
<tr>
<td>3,281</td>
<td>Profile</td>
</tr>
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Blog Visits

<table>
<thead>
<tr>
<th>Blog</th>
<th>Range of visitors per post (rough estimate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Journalist</td>
<td>300-650</td>
</tr>
<tr>
<td>Generation J First Draft</td>
<td>30-127</td>
</tr>
<tr>
<td>News Gems</td>
<td>84-184</td>
</tr>
<tr>
<td>FOI FYI</td>
<td>80-135</td>
</tr>
<tr>
<td>Code Words</td>
<td>123-320</td>
</tr>
<tr>
<td>Journalism and the World</td>
<td>65-105</td>
</tr>
<tr>
<td>Diversity:</td>
<td>300-500</td>
</tr>
<tr>
<td>President:</td>
<td>300-700, though some entries catch fire and end up in the 10,000+/65+ comment count</td>
</tr>
</tbody>
</table>

Looking Backward

Notable Additions of the last year

- Site Redesign
- Multimedia (Video, Podcasts)
- Blogs
- Convention mini-site (06 and 07)
- Generation J mini-site
- SPJ Leads on the Web, Archived
- Resurrection of Event Calendar
- Job Bank Redesign
- Freelance Directory
- Expanded Ethics Code coverage
- Board, Committee Bios and Mugs
- Online forms for Annual Reports, Call for Programs
- Slideshow capabilities
- Region Reports
- Working For You/Leading Edge online
- Legal Advocacy section
- News/Articles integration
- More Leadership tools (downloadable resources, leadership guide)
- Greater RSS support

Moving Forward

Plans for upcoming year

- Better archiving system for articles and features (currently underway)
- A front page more capable of displaying multiple features prominently
- Better search integration
- More blogs for regions that want them, more multimedia, more galleries (when applicable)
- Improve the site's user-friendliness — keywords, a new section that assists those who might be lost or having trouble getting around the site, details about special features that could enhance their experience (RSS, OpenSearch).
- Updates, updates, updates and whatever else comes up.
Arab American Journalism Outreach in partnership with SPJ

May 12, 2007

Christine Tatum  
President  
Society of Professional Journalists

Hi Christine:

I would like to first thank you and the SPJ board for considering the idea of giving Arab American journalists an avenue for expanding their involvement in the Society of Professional Journalists.

I have been a member (mostly on than off) of SPJ going back to the early 1980s and was honored with my first Chicago Headline Club Lisagor Award in 1984. I hope to be a better member in the future.

BACKGROUND ON NAAJA

For background, the National Arab American Journalists Association is not a political organization but it is a loose collection of Arab Americans in professional and semi-professional journalism. NAAJA was founded in February 1999 with the launch of the first of five national writing conferences that we hosted.

One of the main goals of NAAJA is to bring Arab Americans who work in journalism and communications together in a professional journalism environment and to help separate professional journalism from activist writing. We want to help Arab American journalists strengthen their careers, improve their professionalism and broaden their networking with other professionals, such as through the SPJ.

In fact, one of the first things we did was to adopt the SPJ Code of Ethics at our 1999 meeting in Chicago as the NAAJA Code of Ethics (specifically crediting the SPJ, of course.)

NAAJA has informal chapters in many states. We do not charge a membership fee, although we do recognize membership categories. We try to host a conference at least once every two years and we maintain a web page at www.NAAJA-US.com where you will see the names and affiliations of
some of our members who have agreed to have their names and jobs posted on the “Who We Are” page.

We define membership in the broadest possible way, and they need not necessarily be of Arab heritage, but may work at an Arab American publication or Arab World publication or media here in the United States. Members typically includes Christians and Muslims, but individuals who are Jewish are also welcome to join.

The events of Sept. 11, 2001 have made it very difficult for NAAJA and Arab American journalists. Our last conference was held in Austin Texas in 2005. We are hoping to organize a conference later this year and are working with the Tribune Foundation to make that happen. We certainly would like to work with SPJ on that and any other ideas that I will detail in this proposal overview.

OVERVIEW OF ARAB AMERICAN JOURNALISTS

Many of our members are already members of the SPJ, and the response from our “membership” regarding how we might increase our involvement with SPJ has been very enthusiastic.

Here is some data that I have collected over the past few years about our members and about Arab American journalism that I would like to share with the SPJ board. Obviously, some of it is proprietary. However, SPJ does have permission to use the information here for outreach purposes. I would ask that the address collection not be distributed outside of the SPJ.

There are about 72 Arab American ethnic print publications, a dozen or so Arab American radio stations and a small handful of Arab American cable TV programs.

About 50 of the 72 publications are considered professional journalism products, while many others are merely business ventures with no professional journalism foundation.

The majority of the publications are written in the Arabic language and about half also include English. A few are mainly in English.

The majority of the content in these publications is focused on Middle East issues.

Only a few of the publications have staff that go beyond a publisher, editor and advertising director. They often feature a “board of directors” that includes local business and community activists in areas where they are
based. Only a few have staff writers and most use freelance contributions, or they literally take news articles that have been previously published and reprint them either re-typeset or cut-and-pasted.

I believe there are about 150 Arab American ethnic writers who I feel are a potential for SPJ membership recruitment. We have about 150 individuals on our various NAAJA mailing lists. I also believe there might be another 100 Arab Americans working in various non-ethnic, mainstream American media positions.

I am including with this overview a detailed breakdown of the Arab American print media publications and their addresses. Keep in mind this information changes frequently and we do not have a professional contractor who manages the lists for us. It is also proprietary and I would ask only that SPJ not distribute this information publicly although SPJ has authorization to use it in anyway to promote membership recruitment, or support for this and other related efforts that SPJ deems appropriate.

BACKGROUND ON THE ARAB AMERICAN COMMUNITY

There are approximately 4.5 million Arabs living in the United States, according to the Arab American Institute and other unofficial sources.

There are approximately 7 million Muslims in the United States, only about 22 percent or about 1.6 million are Arab Muslims. The majority of the Muslim American community is African American Muslim, followed by Asian Muslims.

In light of that, it is estimated that there are about 2.9 million Arab Christians, who make up the majority of the Arab American community. The majority are Orthodox, Catholic, Lutheran, and Baptist.

There are Middle East Christians who do not consider themselves “Arab” and we are careful not to identify them as such as they take great offense to the label. These include Assyrians, Christians mainly from Iraq; Chaldeans. And, Iranians are also not considered Arab.

A breakdown of where most Arab Americans live can be deduced from the locations where most Arab American ethnic newspapers are located.

I think it is a rule that the health of an ethnic community is reflected in the health of their ethnic media.
IDEAS FOR PARTNERSHIP PROJECTS

I understand that what we are not trying to do is to create another organization or to help NAAJA become more independent. NAAJA will continue to organize and grow in the coming years.

Our purpose is to do two things, I think: The first is to attract Arab Americans who are in journalism or who are journalism students and encourage them to join SPJ. The second is to create programs or events or activities in which SPJ members can meet and learn more about Arab Americans and the Middle East community. Given the intense focus in the media on Middle East issues, I feel this can be beneficial to everyone.

I will leave the mechanics up to the SPJ board but I understand one goal is to create a membership category, or something to that effect, that would either divert a small portion of the annual national SPJ dues to fund some of the ideas below, or add a nominal additional fee to the membership for Arab American journalists who wish to participate. I think in recruiting, telling prospective Arab American journalists that a part of their dues will be used to support professional Arab American journalism projects within the parameters of SPJ’s objectives is a strong incentive to attract more members.

I have spoken with many members of NAAJA over the past few weeks and I am including many of the ideas they proposed. I want to emphasize that we are also open to any other ideas that I might have included in the following list:

- Underwrite activities, programs, projects, studies or special events at upcoming annual SPJ conventions or through local chapters during the year. Events might include:
  - a NAAJA reception to introduce Arab American culture to the mainstream media
  - possibly fund a journalism award for Arab American journalists (also open SPJ members or non-members)
  - create a two-way street of information and resources between Arab Americans and mainstream media. Arab Americans might find opportunities to advance their professional careers while mainstream media outlets might find Arab American members as great resources to pursue stories, etc.

- Create an updated and more comprehensive booklet on covering Arab Americans.
- Translate the SPJ Code of Ethics into Arabic and place it on the web
• Expand SPJ's outreach to partner through professional journalism associations in the Arab World with Arab World journalists.

• Assist Arab American journalists who find themselves victims of workplace discrimination. Just in the past year, we have become acquainted with four cases involving Arab American journalists who have been hassled or harassed at the workplace. The idea is to preserve their careers not create a public battle as often happens. Having a watchdog presence of sorts can discourage this from occurring and be pro-active rather than reactive, after-the-fact.

• Create a comprehensive style sheet on the translation of common Arab words, or creating one consistent style with respect to how Arabic words are spelled in English. This is a huge problem.

A note on my own background. I started in journalism in 1975 publishing my own Arab American newspaper, joined the Daily Southtown in 1976 where I began my career as a City Hall reporter and columnist. I moved to the Chicago Sun-Times in 1985. I left journalism briefly in 1992 and pursued media relations, always hoping to encourage Arab Americans to pursue professional journalism and communications strategies and techniques. I published the Village Community Newspapers in Suburban Chicago (1993-1997) and another Arab American newspaper (1997-2002). I have authored several books including “Arabs of Chicagoland” (Arcadia Publishing, 2005) which provides an overview of the Arab American community. I have received three Lisagor Awards and was named last November as “Best Ethnic Columnist in America” by the New America Media Association. I currently participate on the SPJ Diversity committee and I write a self-syndicated column that is picked up by a dozen newspapers including Newsday, the Orlando Sentinel, the Arab News in Saudi Arabia, the Arab American News, Yedioth Ahronoth in Israel (YnetNews.com) and a handful of other Arab American magazines and publications. I also host an Arab American cable TV program on Comcast Cable in Chicago called “30 Minutes.”

I am sure there are many other ideas that NAAJA and SPJ can explore. But I know this effort will do much to advance diversity, education and make Arab and non-Arab journalists in the United States even more professional.

There are a number of NAAJA members who are already SPJ members and I know that most appear to be very supportive of this effort. You may get some negative response, although I have not heard any negative comments yet from my members. I certainly respect all of the views out there.

Please let me know if I can provide any additional information.
I know there are several NAAJA members interested in working with the SPJ board on this project besides myself. They include Rima Abdelkader, Ahmed Soliman, Anisa Mehdi, Ali Alarabi and myself. Also, the publishers of several prominent Arab American publications including the Arab American News in Detroit, Aramaica Newspaper in New Jersey, and others, are interested in supporting this and also encouraging their editors and reporters to join SPJ.

Thank you and I look forward to discussing all this with you in the future.

Sincerely

Ray Hanania
15139 S. Windsor Dr
Orland Park, IL 60462
rayhanania@comcast.net
APPENDIX

Overview of Arab American Media in the United States

There are a total of 72 newspapers and national magazines or newsletters that currently produce news in the United States, serving Arab American populations in 5 regions, and in 21 states. That leaves 29 states that do not have official Arab American newspapers, yet Arab Americans are spread out through all 50 Continental American states including Hawaii and Alaska.

Regional Breakdown of newspapers

Midwest – 30  (5 States) IL, MI, IND, OH, MN
South – 4    (2 States) FL, GA.
East – 16   (8 States) NY, NJ, MD, MA, VA, PA DC
Northwest – 2 (2 States) OR, WA
West – 20   (4 States) CA, TX, AZ NV

(Includes National Magazines – 9)

Most of the newspapers are published either monthly or twice monthly. Nine (9) of the listed publications are magazines, which focus almost exclusively on politics or on religious issues. The rest are based in Arab communities where they are published and provide a mix of mostly international politics and news, and local news. Some are published in Arabic only, and most are published in both Arabic and English.

There are no audited circulation figures for any of the newspapers but a partial survey of the publications show they publish between 3,000 and 30,000 copies per edition.

Several of the newspapers claim “regional” distribution, meaning they are published in one state but distributed in several nearby states. This is most common in the East Region.

Here is a detailed breakdown:
Regional and State Breakdown of newspapers

MIDWEST - 29

(5 states)

Illinois - 14

The Future Newspaper
Mansour Tadros
Bi-weekly/Arabic & English
PO Box 1207
Tinley Park, IL 60477

Al-Offeq Al-Arabi Newspaper
Amani Ghouleh, Publisher
5629 W 87th St.
Oak Lawn, IL 60453

Al-Waseet American Newspaper
6000 W. 79th St., Suite 203
Burbank, IL 60459

Arab American Times Newspaper
Monthly
PO Box 2127
Orland Park, IL 60462

Chicago Muslim Newsletter
Council of Islamic Organizations of Greater Chicago
PO Box 181
Orland Park, IL 60462

Chicago Muslim Yellow Pages
5330 W. Devon Ave
Suite 17
Chicago IL 60646

Muslim Journal
PO Box 2164
Bridgeview IL 60455
Ayesha Mohammad, Editor

Muslim Journal
929 W. 171st St
Hazel Crest, IL 60429-0754

Muslims Weekly Newspaper
Midwest Bureau
125 E. Lake St, #300
Bloomingdale, IL 60108

Muslim Yellow Pages, Chicago
5330 W. Devon Ave
Suite 17
Chicago IL 60646

Pakistan Times
2517 W. Devon St.
Suite #8-A
Chicago IL 60659

Spirit Magazine
Women's Magazine
P.O. Box 1777
Bridgeview IL, 60453

Super Ad Magazine
10716 Harlem Ave
Worth, IL 60482

Voice of Jordan Newspaper
Ihsan Sweis, co-Publisher
Ziad Zureikat, co-Publisher
PO Box 671
Oak Lawn, IL 60453

Michigan - 11

Arab American Journal
Nouhad El-Hajj, Publisher
Mohamed Ozeir, Editor-in-Chief
14628 W. Warren Ave
Dearborn MI 48126

Arab American News Dearborn
Osama Siblani, Publisher
5706 Chase Rd
Dearborn, Michigan 48126

The Forum Newspaper
Muhammad Haimour, Publisher
12740 W. Warren Ave
Suite 100
Dearborn, MI., 48126
InFocus Magazine
Emad al-Kasid, editor
PO Box 60
Dearborn Heights, MI 48127

Lebanese Monthly Magazine
Lebanese American News Agency, Inc.
25820 Orachard Lake Rd
Suite #1
Farmington Hills, Michigan 48336

Michigan Arab Times
PO Box 5209
Dearborn, Michigan 48128

The Muslim Magazine
Dilshad Fakroddin, Managing Editor
PO Box 1065
Fenton, MI 48430

Muslim Media Network Inc.
Wire Service
29004 W. Eight Mile Road
Farmington Hill, MI 48336-5910

The Muslim Observer
Abdullah al-Amin, Publisher
29004 W. 8 Mile Rd
Farmington Hills, MI 48336

The Orient Newspaper
PO Box, 7560
Ann Arbor, MI, 48107

Indiana - 1

Islamic Horizons Magazine
Omer bin Abdullah, Editor
PO Box 38
Plainfield, IN 46168-0038

Ohio - 2

Al-Sahafa Magazine
11535 Lorain Avenue
Suite #1,
Cleveland, Ohio 44111

Al-Sahafa Newspaper
11535 Lorain Avenue
Suite # 1
Cleveland, Ohio 44111

Minneapolis - 2

American Muslim Magazine
Dr. Souheil Ghannouchi, Editor
PO Box 43841
Brooklyn Park, MN 55443

MIZNA Journal
PO Box 14294
Minneapolis, MN., 55414

WEST - 20

(4 States)

California - 14

Al-Watan
800 S. Brookhursdt St.
Suite # 3G
Anaheim CA 2804

al-Arab Newspaper
P.O.Box 251616
Glendale, CA 91225-1616

An-Nahar USA Edition
11713 E. Washington Blvd.
Whittier, CA 90606

The Arab World Newspaper
Bi-Weekly Arabic-English Newspaper
720 N. Valley St. #E
Anaheim, CA 92801

Arab World Newspaper
512 S. Brookhurst Suite #4
Anaheim, CA 92804

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Arab American Business Magazine  
PO Box 753  
Huntington Beach, CA 92648

Arab American Journal  
Mohamad Ozie, Editor-in-Chief  
663 S. Bernardo Ave, Suite 206  
Sunnyvale, CA 94087

The Beirut Times Newspaper  
Publisher: Michel Bou Abssi  
PO Box 93475  
Los Angeles, CA, 90093-0475 USA

Immigrant Magazine  
3272 Motor Ave  
Suite J  
Los Angeles, CA 90034

The Independent Monitor  
Sami Al-Mashney, Publisher  
501 N. Brookhurst St. Suite 306  
Anaheim, CA 92801

InFocus Magazine  
2180 W. Crescent Ave., Suite G  
Anaheim, CA 92801

ISLAMICA Magazine  
PO Box 86577  
Los Angeles, CA 90086  
Salahuddin Khan, Publisher  
Firaas Ahmad, Senior Editor

The Minaret  
Dr. Aslam Abdullah, Editor-in-Chief  
434 South Vermont Avenue  
Los Angeles, California 90020

News Circle Publishing House  
Joseph Haick, Publisher  
P.O.Box 3684  
Glendale, CA 91201-0684

Texas - 4

Al-Wehda  
PO Box 2112  
Alief, Texas 77411-2112

Al Arab Newspaper  
(A-One Newspaper)  
PO Box 720474  
Houston, TX 77272

Ar-Zaitonah Newspaper  
PO Box 74353  
Dallas, Texas, 75374

Sharq Garb Newspaper  
The "East West Newspaper"  
P.O.Box 571902  
Houston - TX 77257-1902,USA

Arizona - 1

The Muslim Voice  
202 East McDowell Rd  
Suite 165  
Phoenix AZ85004

Nevada - 1

Orthodox Christian News Service, Inc.  
1802 N. Carson Street Suite 212-2162  
Carson City, Nevada 89701

NORTHWEST - 2

(2 States)

Washington State - 1

Our Rising Star Magazine  
Nazeer Ahmed Basheer, Publisher  
PO Box 1496  
Issaquah, WA 98027-0060

Oregon - 1

Muslim Business Link Directory  
9220 SW Barbur Blvd  
Suite 119-331  
Portland, OR 97219
SOUTH - 4

(2 States)

Georgia - 3

An-Nour Newspaper
Miriam Mackie, Editor
6075 Roswell Road, Suite #529
Atlanta, GA 30328

Azizah Magazine
WOW INC.
PO Box 43410
Atlanta, GA 30336

The Voice Magazine
Editor, Nabil Costa
12850 Highway 9
Suite 600, PNB 374
Alpharetta, GA 30004

Cedar News Newspaper
Michel El-Zbaidi, Editor in-Chief
7123 5th Ave
Brooklyn, NY 11209

The Mirror International
73 Provost St
Greenpoint NY 11222

Muslims Weekly Newspaper
169-26 Hillside Ave
2nd Floor
Jamaica, NY 11432

New Jersey - 2

Al Shaab al-Araby Newspaper
Mostafa Allam, Editor
PO Box 4008
S. Hackensack, NJ 07607

Arab Voices Newspaper
Walid Rabah, Publisher
956 Main St.
Paterson, NJ 07503

Florida - 1

Phoenicia Newspaper
Abed el Jali Alwan, New York
PO Box 924717
Princeton, Florida 33033

Pennsylvania - 1

Arab Community News newspaper
Editor/Publisher: Aziz Al Tae
9973 Bustleton Ave
Philadelphia, PA 19115

Virginia - 1

The Maronite Voice Newsletter
Monthly newsletter, English
Addressing the Lebanese American community
4611 Sadler Road
Glen Allen, VA 23060
Connecticut - 1

Sherms Arab American Life
Gourad Media Group
9 Mott Ave, Suite 107
Norwalk, CT 06850

Massachusetts - 2

Sophia Magazine
3 VFW Parkway
Roslindale, MA 02131

Profile News Newspaper
2041 Centre Street
West Roxbury, MA 02132

Maryland - 1

Via Dolorosa Newspaper
Eddy Calis, Editor
8039 Eastern Ave, Suite 102
Silver Spring, MD 20910

Washington DC - 3

Washington Report on ME Affairs
Delinda Hanely, Editor
1902 18th St NW
Washington D.C. 20009-1707

Al-Nashra
The Arab American Newspaper
Hikmat Beaini, Editor
1510 H. Street NW #975
Washington DC 20005

Pharaohs Business Magazine
1825 Eye Street NW
Suite 400
Washington DC 20006

National Magazines - 7

Arab American Business Magazine
Azizah Muslim Woman's Magazine
Sophia Melkite Church Magazine
Hathihe Ramallah Magazine
Maronite Voice Magazine
Islamica Magazine
Washington Report on ME Affairs
The Minaret Magazine
Islamic Horizons Magazine
MEMORANDUM

DATE:      May 10, 2007
FROM:     David Carlson, Chair
SUBJ:     NOMINATIONS COMMITTEE REPORT
FOR:      Board of Directors

The following positions will be up for election at the convention in October:

- President-elect
- Secretary-Treasurer
- Vice President, Campus Chapter Affairs
- Region 2 Director
- Region 3 Director
- Region 6 Director
- Region 10 Director
- Region 11 Director
- Region 12 Director
  - Sonny Albarado was elected in 2006 to complete the final year of a two-year term originally held by Clint Brewer
- At-Large Director
  - seat currently held by Molly McDonough
- Campus Adviser At-Large
  - seat currently held by Neil Ralston
- Student Representatives
  - two seats, elected annually

Copy has been sent to Joe Skeel for Quill and the Web site seeking candidates. At our meeting next week, I will be asking incumbents if they intend to seek reelection.
Officer and Committee Reports
MEMORANDUM

DATE: April 27, 2007
FROM: Mead Loop, VPCCA
SUBJ: CAMPUS CHAPTER AFFAIRS REPORT
FOR: Board of Directors

In the first year of my two-year term, my focus was on external issues, from the creation and promotion of the Campus Media Statement to investigating complaints on college campuses. This year because of growing concern about membership growth and retention, my focus has been on internal issues.

One retention discussion during a strategic planning session in Denver in November centered on extending student membership fees for recent grads up to an extra couple of years. Headquarters agreed in November to conduct a cost/revenue analysis for us to consider. A proposed motion: “College graduates shall be permitted to pay the student rate for annual dues for three years after graduation.”

Another proposed motion: “Campus chapters shall be permitted to count Project Watchdog programs for other primary mission topics.” If approved, this would take effect for the upcoming academic year as campus chapter reports for 2006-7 were due May 1. Rationale: Professional chapters have the option of gaining “double credit” for this programming requirement, and this will make reporting consistent between pro and campus chapters. Also, the academic calendar is a shorter one with which to satisfy requirements. I have talked with several campus chapters advisors who have struggled with this requirement.

I attended two regional conferences this spring, and the hosts of Region 2 in Richmond, Va., and Region 11 in Honolulu, Hawaii, were very gracious. Among the highlights were programming that was interactive, for example, VCU Professor Deb Wengle’s online writing seminar. My recommendation for national convention programming and regional conference programming is to ramp up the classroom approach and de-emphasize the panel approach. I’ve attended more than a dozen national conventions and dozens of regional conferences, and the professional-development programs that work best for students and pros alike are ones that have participants learn hands-on. For example, rather than a tired discussion of whether blogging is journalism, consider a program on how to create a blog. One other suggestion for regional conferences: To ensure sufficient participation and turnout, de-emphasize multiple sessions at the same time; too often one session is full while attendance at another is embarrassingly low.

Joie Chen is confirmed as the Mark of Excellence luncheon speaker for the D.C. convention, thanks to Reggie Sturt.

Finally, Sue Kopen Katec and Neil Ralston have provided consistent leadership as Campus Advisers at Large, and I thank them for that.
MEMORANDUM

DATE: May 19, 2007
FROM: Steve Geimann
SUBJ: ACCREDITATION COUNCIL FOR EDUCATION IN JOURNALISM AND MASS COMMUNICATIONS - SPRING 2007 REPORT
FOR: SPJ Board of Directors

ACCREDITING DECISIONS

The Council reaccredited 11 programs, granted initial accreditation to one and put a school on provisional status May 4-5 in Portland, Oregon. I visited East Tennessee State, recommended for re-accreditation. For the University of Wisconsin-River Falls, the decision of a team to reaccredit was overturned at two review steps. River Falls has two years to rectify deficiencies.


HAMPTON APPEAL

Hampton University prevailed in its appeal of a 2005-06 provisional accreditation decision, in which I participated. The Council in September 2006 ordered a new visit, and the four-person team’s recommendation of re-accreditation was upheld by the Council.

DIVERSITY REDUX

Council members engaged in a lengthy discussion on diversity, specifically targeting the methods used by programs to measure diversity among faculty and students. Council members endorsed efforts to encourage more international students, but not as a substitute for meeting Standard 3: Diversity and Inclusiveness, which seeks action to recruit from underrepresented groups.

Abilene Christian recalibrated its plan to combine domestic and international. Council members endorsed efforts to attract international students, although many stressed the intent of the standard: recruiting women and minority faculty, and recruiting students "reflecting the diversity of the population eligible to enroll" at the school. Visiting teams next year will be asked to seek more specific student and faculty demographic information.

COMPLIANCE ISSUES

A new standard on "Assessment of Student Outcomes" tripped up five of 13 programs, or 38 percent, this year. Several programs lacked an assessment plan, required by the Council since 2003, and others struggled with implementing plans that had been adopted. This year, a single program — Hampton — fell short on scholarship, while Abilene Christian was out of compliance on diversity.

On diversity, over the past 20 years, on average 22 percent of the schools under review were found out of compliance on the standard — ranging from a high 46 percent among a dozen schools in 1992 to 8 percent this year, and in 1988.

COUNCIL PARTICIPANTS ROUNDUP

Peter Biallas, executive editor of The Oregonian, was unanimously elected Council president. He succeeds Saundra Keyes, an editor in Hawaii and California, who
joined the faculty at the University of Nevada-Reno. Bhatia is former American Society of Newspaper Editors president, and fourth consecutive ASNE member to head the Council following Keyes, Jerry Ceppos and Bob Giles.

COUNCIL CHANGES

The National Hispanic Journalists Association and the Asia-American Journalists Association withdrew as industry representatives. Both groups in recent years have pressed for lower membership fees, without success. Other industry/professional associations on the Council pay at least $5,000 a year, and more, to participate in the discussion about journalism education.

The National Gay and Lesbian Journalists Association and the National Association of Black Journalists remain as ethnic/minority groups on the Council. NLGJA's representative said he and a former association president personally pledged to raise the group's dues.

ACCREDITATION OUTREACH

SPJ President Christie Tatum last year put out a call for additional members interested in participated in the work of the Council. We received fewer than a dozen responses, and I personally contacted each prospective site-team member. Decisions on teams for the 2007-08 academic year will be made this summer, and those decisions are made by the Council staff. I have forwarded the names of those working journalists I received onto headquarters.

ACEJMC meets in May, to review programs, and in late summer or fall to discuss policies and issues. Each year, teams of educators and practitioners visit schools to review programs against nine standards. A committee meets in March to review team conclusions. Member fees are based on budget, $5,000 for SPJ, with $7,000 for groups with bigger budgets. School dues are rising to $1,000 from $650, a rate set in 1997.

The Council, founded in 1945, is the only body accrediting journalism, public relations, advertising or telecommunications programs, with 14 industry groups and five educational organizations. SPJ joined in 1977, withdrew in 1989, and returned in May 1996. I am completing my 10th year as a Council member.
MEMORANDUM

DATE: May 2, 2007
FROM: Guy Baehr, Chair, Awards & Honors Committee
SUBJ: REPORT AND RECOMMENDATIONS FOR ACTION
FOR: Board of Directors

Regional MOE Chairs

The new system of appointing a Regional MOE Chair in each region to promote and administer the MOE contest was implemented in half the regions. Besides freeing up the regional directors for other tasks, the new system appears to have helped attract more entries in the MOE contest.

Part of the job description of the Regional MOE Chairs is to promote the contest to the schools in their regions and most of them seem to have been effective in doing so. The six regions with Regional MOE Chairs accounted for three-quarters of the net increase of 182 entries in this year's contest. Here are the region-by-region results: Region 2 (down 24 entries), Region 3 (up 32), Region 4 (up 36), Region 10 (up 5), Region 11 (up 68) and Region 12 (up 28). With help from headquarters and from the regional directors, I hope to see regional contest chairs in place in all the regions for the coming year.

One dividend I hope to see is a continued increase in MOE entries. (One unexpected bonus: The increase in entry fees may offset all or most of the cost of the honorariums paid to the regional contest chairs.)

Committee Expansion

One of my goals this year has been to expand the membership of the committee beyond myself. This is well underway. All of the new Regional MOE Chairs also serve as member of the committee and, now that this year's MOE awards are completed, I will shortly be calling on them to form a subcommittee to consider improvements for next year's contest. (One area I will ask them to look at closely is online categories, which continue to lag in both quality and quantity.)

In addition, last month I asked a list of current local SPJ Chapter contest chairs and coordinators if they would be interested in serving on the national committee. More than half a dozen said they would like to join the committee and I am in the midst of putting together a list of potential new members that I will shortly submit to President Tatum for possible appointment.

Adding these new members will allow the committee to tackle a number of issues, including ensuring that our online categories in all contests remain relevant and competitive and finding ways to better support SPJ's varied and extensive program of local and regional journalism contests.

New America Award

As noted in Heather Porter's report, the New America Award, which is designed to honor collaboration between mainstream and ethnic news organizations, continues to draw very few entries, although the entries it has drawn have been quite good.
We attempted to correct the problem this year by sending out about five times more brochures than we have in the past, but still netted only three entries despite an expenditure of some $4,000. As a result I and Diversity Committee Chair Sally Lehrman and I are committed to developing a recommendation for the board to either restructure the New America Award or redirect the money being spent on it to some other program supporting increased collaboration between the ethnic and mainstream media.

One way to restructure the award would be to make it a jointly sponsored effort with New America Media, the largest ethnic media organization in the nation. Sally will be reaching out to Sandy Close, executive director of NAM, to explore this option.

If we cannot work out a satisfactory co-sponsorship arrangement with NAM before our national convention, I will recommend that the award be discontinued and the current funding go toward a program that would recruit journalists from the ethnic media to join SPJ and otherwise participate in SPJ conferences and other events.

Board Actions Recommended At This Time

1. In the SDX contest, eliminate the “Photo Illustration” category. This category has attracted only two entries each year for the past two years at a time when other categories in the graphics area remain much more competitive. This would reduce the number of SDX categories to 48.

2. In the SDX contest, limit the number of images that can be submitted in the “breaking news photo” category to no more than three. Judges this year said they found that while most news organizations submit a single image, some larger news organizations submit single entries consisting of 10 or more images. Rather than forcing judges to weigh quantity versus quality, it would be better to require entrants to submit their very best images of a given event.

3. In the SDX and MOE contests, change the wording to permit entries in the broadcast categories to include those that have been podcast or broadcast via internet-only radio or television stations. We had to turn down some entries from online stations this year because of the way our rules are currently written, but it's hard to come up with a convincing rationale for rejecting such entries since this is how many people are now getting their “broadcast” news. Judging such online entries against similar entries from traditional broadcast news organizations will reward good work without making arbitrary distinctions based on evolving technology.
MEMORANDUM

DATE: April 30, 2007
FROM: Andy Schotz
SUBJ: ETHICS COMMITTEE UPDATE
FOR: Board of Directors

The Ethics Committee:

- expanded into cyberspace in mid-March. Our blog is called "Code Words." We’ve tried to post once or twice a week for now, as we get our feet wet. Committee members are taking turns.
- is working on material for a new edition of the SPJ ethics textbook, "Doing Ethics in Journalism." The plan is for each committee member to contribute at least one new case study, adding fresh material to the existing cases. The last edition of the book was published in 1999.
- is compiling, at Christie’s request, a “shame” list of poor journalism ethics and the people involved. It likely will be a top 10 list to be released at the end of the year.
- has added three new languages to its ethics code translations - Chinese, Croatian and Hungarian
- is working on three ethics sessions for this year’s national convention in Washington, D.C.
- has periodically monitored the posts at the Ethics section of the SPJ website’s Discussion Board and replied to comments, as needed
- has responded to numerous questions from the public and from journalists. Committee members have shared the duties of answering those questions. We’ve also been interviewed for stories, on topics such as how to interview children for stories, reporters who possibly had illicit access to a coroner’s computer records, and NBC’s use of the Virginia Tech video.
- will be discussing an ethics award to be given out at this year’s convention
Staff Reports
MEMORANDUM

DATE:        April 29, 2007
FROM:        Chris Vachon
SUBJ:        BOARD REPORT
FOR:         Board of Directors

PROFESSIONAL DEVELOPMENT/TRAINING

Newsroom Training Programs

SPJ continues to receive high acclaim from newsrooms who have invited our training program into their newsrooms. The comments from the newsroom staff center around the high quality of our training and its low cost. They feel the “bang for their buck” is huge, and that there is nothing else out there that is comparable to what we offer them.

These training programs take place in newsrooms “on demand” and the content is customized by the trainers with the client’s input. We also have made the programs available on Saturdays and are open to the public – these types of programs are sponsored by our chapters.

The topics that were dropped due to the loss of the Bloomberg trainers have been replaced with three topics that have become hugely popular: Print Writing, Broadcast Writing and Online Writing.

We will continue to offer this service to as many newsrooms that are willing to invite us in and we will periodically update our offerings. We will place greater emphasis in combining as many newsroom programs with chapter/local programs as possible.

This is SPJ’s most successful training program. I would highly recommend that we always keep this program in the forefront of our mind when thinking about new programming ideas, funding, etc.

Narrative Writing Workshops

Tom Hallman, Jr. has been the big draw in getting people interested in signing up for the workshops, and the post-workshop evaluations give rave reviews to Tom. These workshops are day-long Saturday sessions in various places around the country and we have found that college campuses have been ideal locations for us. It is our hope that the Narrative Writing Workshops will continue to be funded by the Sigma Delta Chi Foundation.

Journalism Education Series

As of the writing of this report, one workshop for Market Wire was held in Washington, D.C. After our inaugural program, it was decided that the topic of ethics is well-suited for this program and that devoting the entire 90 minutes to ethics would be a wise choice. Going forward we will be providing three more
ethics sessions and two sessions focusing on diversity (specific content still being worked out).

Scripps Leadership Institute
The Scripps Howard Foundation has generously funded this program since its inception in 1996. The Scripps program allows us to provide a retreat/boot camp experience for our current and future leaders. The program provides leadership development training, chapter development, and a better understanding of the Society nationally. The Scripps program will continue to build strong chapter and national leaders for the Society. A representative from the Scripps Howard Foundation attends the event each year and it is our hope that the Foundation will continue to fund this program for many more years.

2007 SPJ Convention & National Journalism Conference
The programming for the convention is shaping up nicely. This year’s convention will take on a Washington/Campaign flair in some of its offerings. We will be able to offer our attendees four general sessions and 64 break-out sessions, in addition to all our other convention offerings, such as the Career Development Center and our many networking opportunities. Our emphasis again this year is to offer a wide variety of instructional-based professional development sessions that provide skills for the journalist to “take back to his/her newsroom.” Todd Gillman and Clint Brewer have put in many hours working with the staff to provide top-notch programming for the 2007 convention.

Bill McCloskey from the D.C. chapter has been a great liaison with the chapter as convention ideas develop within the chapter.

Fundraising efforts have been successful and Reggie Stuart has devoted many hours to making contacts and “closing deals.” There are sponsors lined up for the tote bags and to print The Working Press, and $91,500 has been raised in unrestricted sponsorship dollars.

Future convention cities:
2008-Atlanta
2009-Indianapolis (100 Year Anniversary)
2010-New York City
2011-San Francisco
Newsroom Training Programs

Since the program's creation in December of 2004, trainers have visited 39 locations. Thirty-two of the locations hosted staff from within a specific newsroom, while the other seven programs held training for journalists from a wide variety of organizations. When possible, we have hosted multiple programs in one location to maximize resources which enables us to reach more journalists.

Current Course Descriptions

Print Writing
Delivering on Deadline: How to Write Better Stories Faster
The focus of the program is on making stories tighter and more powerful while shaving minutes off the writing process. Applicable for newbies or veterans, the session synthesizes the best of deadline journalism training into a process approach called POWR under pressure: Prewrite, On point, Write, Revise. Participants evaluate award-winning deadline writing and try hands-on exercises to overcome barriers that inhibit speed, clarity and creativity. Some of the session techniques are used by professional athletes to enhance performance. From overcoming writer's block to crafting a lead, this module will help you deliver on deadline.

Broadcast Writing
Better Broadcast Writing: Doing it Daily
Write to video — keep it conversational, grab and hold their attention — you've heard it all before, right? Well, now it's time to take your writing to the next level. Whether you're banging out teases or reporting a package, you'll learn how to take even the dullest content and turn it into more compelling copy. This module reinforces the basics, including how attention to writing details can help avoid legal and ethical trouble. Plus, participants will see the work of some of the best writers in the business and take away tips and tools for telling better stories.

Online Writing
Writing that Works Online
Writing for the Web is different than writing for any other medium. To be effective online, it helps to understand how people use Web sites. See examples of great online stories, learn why it's crucial to improve your headline writing, and take away tips and tools that will enhance your work on the Web.

Targeting New Audiences
As America grows more diverse, the demographics of the news audience are changing. This training session is designed to help practicing journalists discover how to more effectively cover emerging population groups and how to include more diverse perspectives in their everyday reporting. Participants will learn how to use U.S. Census Bureau data to uncover and enhance important local stories. Participants also will examine "best practice" diversity coverage and discuss newsroom "models" for ensuring excellence in reaching today's news consumers.
Newsroom Ethics/Values
This case study based training allows journalists to walk through the issues to develop ethical decision-making skills. The session uses small and large group discussion to explore real-world examples of common ethical dilemmas facing newsrooms today. Participants analyze codes of ethics developed by other journalism organizations and work on defining or refining their news organization's code.

Creating a Document-Driven Newsroom
This topic explores how FOI laws work in a way that's basic enough for people new to FOI, yet still useful to FOI veterans. The session includes a primer on the FOI laws for your news organizations' coverage area, as well as guidelines for successful use of the federal FOI law. Participants will see how FOI laws can be used to create quality journalism and will get some ideas for producing FOI stories of their own.

In the Newsroom...

<table>
<thead>
<tr>
<th>Location</th>
<th>Topics</th>
<th>Number of Attendees</th>
<th>Parent Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>WCSC-TV Charleston, S.C.</td>
<td>Precision Writing Ethics</td>
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<td>Columbus, Ohio</td>
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Hosted by a Chapter...
# Narrative Writing Workshops

## 2006-07

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<thead>
<tr>
<th>Locations</th>
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<td>Indianapolis, Ind.</td>
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<td>Washington, D.C.</td>
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<td>Missoula, Mont.</td>
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<tr>
<td>Anniston, Ala.</td>
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</table>
MEMORANDUM

DATE: April 25, 2007
FROM: Joe Skeel, Editor
SUBJ: PUBLICATIONS
FOR: Board of Directors

DIGITAL QUILL
As most of you know, we recently concluded our trial run for Digital Quill. Now it's time to decide if we want to continue.

For the first four issues this year, every student member (unless he/she requested otherwise) received the digital version of Quill instead of the printed version. All members who were not students received both the printed and digital versions.

Less than 20 students contacted headquarters to request the print edition instead of the digital version. Meanwhile, only a couple pros have requested the digital version. Early plans called for non-students to receive the printed edition unless they specifically requested the digital version, but because we have had fewer digital requests than anticipated, I recommend that we continue to send both versions to non-students. There is no additional cost associated with this.

Overall, Digital Quill has been a success, as shown in the most recent survey results from Survey Monkey and ongoing feedback from our members. It has allowed us cut print and mail costs, while reinvesting a portion of those savings into producing the digital product, all while giving our members an added benefit.

I recommend we go forward with Digital Quill and reinvest the money saved in print/mail costs to improve the physical quality of the magazine (better paper, more color, etc.)

THE JOURNALIST
We have lined up some heavy hitters to contribute to this year's magazine, and with the writing deadline still three months away, there is still plenty of time to fill out the slate. We have made contact with several potential contributors, and have only heard one "no" so far (Oregonian editor Sandra Mims Rowe.)

Contributors to date include: Jonathan Alter of Newsweek, Ann Curry of NBC, Rob Curley of Washingtonpost.Newsweek interactive, Pulitzer Prize winner Connie Schultz of the Cleveland Plain Dealer and Fort Myers News-Press editor Kate Marymount. We also have a "very interested" from Robin Roberts of ABC. Those we are pursuing include Ben Bradlee, Jon Stewart, Craig Dubow of Gannett, Tony Snow, David Broder, Howard Kurtz and a few others.
We are slated to go to press on Sept. 17 and the magazine will be distributed at our convention and mailed with the October/November issue of Quill. Students will receive a digital version of The Journalist.

ADVERTISING
QUILL: We got off to a hot start with Quill ad revenue, but it cooled as the weather warmed. Still, we expect to exceed our budgeted number of $68,000, as we are only $5,000 away with our biggest issue in the works. We are adjusting our distribution to make Quill more appealing to advertisers. You can read about this in “Distribution” below.

THE JOURNALIST: With the deadline for The Journalist still four months away, advertisers have yet to come on board. We expect this to change as the deadline gets closer. We are doing a few things to make The Journalist more appealing to advertisers. You can read about these in “Distribution” below.

ELECTRONIC: As you may have noticed, we sold our first ad for SPJ Leads (which ran five consecutive weeks in March). In addition, we are gearing up for advertising on the Web site. Our first step will likely be “house” ads, drawing attention to SPJ programs and services. We will likely adopt the same process for SPJ Leads.

Our advertising sales manager, Mary Morgan, spent her first month (April) developing contacts, learning about our products/organization, and developing sales strategies for Quill, The Journalist, SPJ.org and our electronic communication (mainly SPJ Leads). With those things under her belt, Mary expects to begin making headway when it comes to generating advertising revenue for SPJ.

DISTRIBUTION:
In an effort to increase the advertising value of Quill and The Journalist, we will begin sending both publications to 3,000 of the top editors, publishers, news directors and station managers in the U.S. By getting SPJ’s two main publications in the hands of the industry’s biggest decision makers, we hope advertisers will find Quill and The Journalist more attractive. In addition, we hope this will help spread the word of SPJ.

For the first time, we plan to distribute The Journalist in bookstores nationwide. We have received a contract offer from Source Interlink, a magazine distributor, and plan to pursue this avenue. Source Interlink distributes to about 110,000 stores, including major bookstores and chains (Barnes and Noble, Borders, Walden Books, Borders UK, Hastings and Office Max, to name a few).
MEMORANDUM

DATE: May 19, 2007
FROM: Heather Porter, Programs Coordinator
SUBJ: AWARDS STAFF REPORT
FOR: Board of Directors

Sigma Delta Chi Awards
- This year, 1,186 entries were received for the SDX awards, a 4.13% increase over last year. Average number of entries for the last three years has been 1,187.
- Comments and suggestions are included in the following pages.

SDX Awards Banquet
- The banquet will be held at the National Press Club in Washington, D.C. on Friday, July 20. As in past years, a video will be developed to highlight the winners and aid in the presentation of the plaques.

Mark of Excellence Awards
- 3,325 entries were received this year, a 5.8% increase in entries from last year. The average number of entries for the last three years has been 3,202.
- The television categories had a 13.2% decrease in entries from last year.
- The online categories had 35.4% more entries than last year. (Although it seems like a large increase, please keep in mind that some regions still receive little or no entries in some online categories. For example, two regions only received 9 entries across the 7 online categories).
- Comments and suggestions are included in the following pages.

New America Award
- We received just three entries this year despite our increased marketing efforts. We mailed 6,596 New America Award brochures, almost 5,500 more than in the past year. (The addition of the Vocus PR Software has allowed us to research and find more contact information for ethic media). The award was also advertised in Quill, SPJ Leads, on SPJ.org and through a press release Beth King issued.
- Honoring collaboration between mainstream and ethnic media is important, but is this the best way to do it? The award needs to be completely rethought. We spent just over $4000 this year and only received three entries. I suggest the award be re-structured or eliminated.

Green Eyeshade Awards
- The awards were handed over to the Regions that have states included in the eligible area. I worked most closely with Sonny and Holly. There were a few bumps in the road but I believe the transition was a success.
Awards Suggestions

ALL AWARDS
Suggestion: Reinforce that an entrant cannot loan out their SPI member number or use their friends membership number to obtain the member entry fee
Reason: Membership numbers are not transferable. We have had entire papers/stations trying to use one person’s member ID to obtain the member entry fee. This was clarified in last year’s brochure, but needs more work.

MOE
Suggestion: Reinforce that only original teardrops or clear and complete copies of the teardrops are accepted in the newspaper categories.
Reason: Students are submitting regular Word Document printouts or Web printouts in the newspaper categories. Word Document printouts do not show any paper of publication. Printouts from the Web should only be entered in the online categories.

Suggestion: Clarify what counts as “online”
Reason: A lot of work is submitted in the online categories that is purely repurposed, word for word, from the print edition. There are no links or interactivity whatsoever in the pieces.

Dave Weinstock, former adviser at Central Michigan U. who is now starting a chapter at Grand Valley State University, says he can’t get kids to enter the MOE contest because of fees. They can enter a statewide competition sponsored by Michigan news organizations for nothing.

Bill Reeder at Ohio University also expressed concern about the fees as did Lloyd Goodman at UT-Austin.

SDX
Suggestion: Clarify brochure wording that currently states “each entry may be submitted in only one category”
Reason: Entrants are entering the same piece in 2 or 3 categories. (For example, an entrant this year, entered the exact same piece in Investigative Reporting, Public Service and Online Public Service).

Suggestion: Eliminate Category 22: Photo Illustration
Reason: For the past two years, the category has only attracted 2 entries, while the other art/graphics categories remain strong.

Nancy Beasley, VA Pro Chap, has recommended we add a new category called Magazine Column Writing. She feels this is necessary because she has been writing a column in Richmond Magazine for 9 years and has not been able to enter it in SDX because no magazine column category exists. Guy and I have looked over her recommendation and do not feel this addition is necessary at this time as she is the only one in the past three years to make this recommendation.
MOE Regional % Change

<table>
<thead>
<tr>
<th>Region</th>
<th>2005 Entries</th>
<th>2006 Entries</th>
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<td>431</td>
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<tr>
<td>2*</td>
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<td>3*</td>
<td>245</td>
<td>277</td>
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<td>4*</td>
<td>279</td>
<td>315</td>
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<tr>
<td>12*</td>
<td>103</td>
<td>131</td>
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</tr>
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</table>

*denotes MOE Chair named in region for 2006 contest

Region 5 had the biggest increase in entries with an 80.7% increase.

This year, 6 regions named a Regional MOE Chair. 5 of the 6 regions had an increase in entries.

Additional Feedback:

From Kent Flanagan, Region 12 MOE Chair, judged Region 12
I concur with my judges that may of the entries in all categories simply did not measure up to what I had hoped to see. And that is based on nearly 40 years as a journalist and two as a college instructor of reporting and editing. However, I did my best to award places in every category for which we had entries.

We had either nine or 10 categories with no entries. One radio feature entry was voided because the audio CD was not playable by my judges or by me. Both TV entries in one category had entries with VHS tapes with nothing on them.

And it was painfully clear that most of the entrants for online categories failed to understand the distinction of producing content for the Internet and simply repurposing print content by placing newspaper stories online.
<table>
<thead>
<tr>
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<td>02: General News Reporting</td>
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<td>03: In-Depth Reporting</td>
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<td>04: Feature Writing</td>
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<td>12: Non-Fiction Article</td>
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<td>13: Best Student Magazine</td>
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<td>17: Photo Illustration</td>
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<td>22: Radio Sports Reporting</td>
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<td>25: Television General News Reporting</td>
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<td>26: Television Feature</td>
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Updated: March 2007

2006 contest included category eliminations and combinations lowering the total categories to 39 from 43
## Sigma Delta Chi Awards Statistics by Category (2000-2006)

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MEMORANDUM

DATE: April 27, 2007
FROM: Wendy Hoke & Linda Hall
SUBJ: MEMBERSHIP UPDATE
FOR: Board of Directors

BOARD ACTION ITEMS:
The following chapters seek action from the board:

Chapters seeking to move from provisional to active status:
Snake River Pro
Sacred Heart University

Chapters seeking reactivation status:
Drake University
Milwaukee Pro
St. Louis Pro

Chapters seeking satellite status:
CUNY Grad School satellite of New York Deadline Club

Chapters seeking provisional status:
Wyoming Pro

Recommended for return to active status:
Inland Northwest Pro
Detroit Pro

Recommended to remain on probation (NO ACTION):
Atlanta Pro
Dallas Pro
Montana Pro
Austin Pro
Cardinal States Pro
Farthest North Pro
Greater Tri-Cities Pro
Kansas Pro
Keystone Pro
Mid-Florida Pro
Mid-South Pro
Pittsburgh Pro
**Recommended for inactive status:**
Mobile Pro
Northwest Ohio Pro
Middle Georgia Pro
Shreveport Pro
West Virginia Pro

**NON-ACTION ITEMS**
**Membership Totals by Region as of 5/1/07**

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<td>11</td>
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**Analysis new members – 2005 (we don’t have complete data set for 2006)**
3,437 new members in 2005

2,630 are now inactive

807 renewed

This represents a **23.5% retention rate for new members in 2005**. In addition we had 635 complimentary memberships that did not renew.

**5-year Retention Rates (see attached graph for total numbers)**

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<th>Year</th>
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<td>2006</td>
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<td>2005</td>
<td>55.19%</td>
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<td>2004</td>
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<tr>
<td>2002</td>
<td>59.70%</td>
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**Growth Areas**
Membership among freelance journalists and foreign journalists seems to be on the rise. The Freelance Database has certainly given that segment reason to join. Foreign journalists turn to SPJ to help with free press and access issues. This could be area to explore further in the coming year. If we feel a need to include foreign journalists, we may need to make adjustments in Imis for foreign addresses.
Statewide Chapter Development
Newsroom Training kits promoting SPJ’s many training resources were mailed to more than 30 South Carolina managing editors and news directors in late January. Holly Fisher followed up with e-mails offering to conduct newsroom visits and answer any questions. As of May 1 we had very little response to those queries; however, Holly plans to continue contact and to build a network of SPJ ambassadors around the state who can help with newsroom visits and to spread the word about SPJ.

Annual Reports
We spend a lot of time trying to simplify procedures and embarked on a total revamp of the annual report process. We created an online submission form to provide more consistency and compliance.

Membership Outreach Month
Twenty chapters were identified and contacted to participate in this concentrated effort at bringing in new members. SPJ HQ had template letters and overruns of Quill magazine for chapters to use. Three chapters chose to participate in this activity.

Chapter Leader Access to Web Resources (since Jan. 1, 2007)
Tools for Leaders: 2,791 unique visitors; 3,817 page views
SPJ Leading Edge: 125 unique visitors; 152 page views
Membership Maintenance: 2,416 unique visitors; 3,359 page views
Online Reports (combined): 783 unique visitors; 1,451 page views
Leadership Guides: 1,567 unique visitors; 1,953 page views
(Fundraising guide is by far the most popular at more than double any other section. Chapter promotion was least popular by a mile with only 20 unique visitors and 28 page views. This is probably due to the fact that this piece is terribly dated and does not reflect the way chapters currently promote activities.)

Ted Scripps Leadership Institute
A big focus of Scripps will be on getting chapter leaders to access the many resources now available to them online and to reiterate at every turn the importance of regular contact with members.

Respectfully submitted,

Wendy A. Hoke / Membership Manager

Linda Hall / Membership Coordinator
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![Bar Chart](chart.jpg)
MEMORANDUM

DATE: April 27, 2006
FROM: Beth King, Communications Manager
SUBJ: COMMUNICATIONS REPORT
FOR: Board of Directors

The past year has been filled with many opportunities to increase awareness of SPJ through a variety of marketing and communications activities. Below is a breakdown.

Marketing

- Long-range marketing plans have been developed for the Freelancer Directory, Generation J and the 2007 Convention. We will continue to market these benefits and events to members as well as to journalists using Vocus and other means, which may include participating as exhibitors in other organizations' events.

- In the near future, we will begin the process of evaluating all of SPJ's programs and resources and developing marketing campaigns (both internal and external) for each. We've added a lot of new stuff in the past year, and we need to approach our marketing in a strategic manner.

- Two distribution companies have offered contracts to place The Journalist onto newsstands nationwide. We have chosen to go with Source Interlink. Details about this company can be found in Joe Skeel's publications report.

- In the last six months, SPJ has received 503 press clippings, according to Google. We anticipate this number to be higher when considering what is not picked up by Google.

Communication

- Vocus PR Solution: This dynamic tool continues to provide a value-added service. In March, President Christine Tatum wrote an op-ed column about Sunshine Week and in April, she wrote a column for Ethics Week. For both columns, media lists were developed using Vocus and the result was placement into more than 30 publications for Sunshine Week and more than 50 for Ethics In Journalism Week. We will continue to use Vocus to effectively build lasting relationships with media reporters.
• Chapter Outreach: Headquarters worked effectively with the Indiana Pro Chapter and the Indiana NLGJA to support a high school journalism adviser from Woodburn, Ind., who was embattled in a First Amendment fight over an op-ed piece calling for tolerance of homosexuals. Efforts resulted in more than 20 publications picking up an op-ed piece written by Indiana Pro President John Krull. In the coming year, we will continue these efforts with other chapters.

• Advocacy: As a way of furthering our missions, we have begun producing "Working for You" on a monthly basis. This rundown of advocacy-related activities goes into monthly membership invoices and on the Web site.

• Archibald Internship Program: To increase the amount of candidates, we posted our opportunities on four Web sites that connect students and organizations. Additionally, we ran blurbs in SPJ Leads and e-mail blasted information to SPJ and PRSSA student chapter advisors to share with students. There were 30 applicants for the 2006 Archibald Communications Internship. Jenna Lee Wundrow, a junior from St. Cloud State University will join the staff this summer.
SPJ.org update
May 2007

Fun with Numbers

<table>
<thead>
<tr>
<th>Visits</th>
<th>Week of April 23, 2006</th>
<th>Same week, 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>56,131</td>
<td>74,389</td>
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<tr>
<td>Hits</td>
<td>511,075</td>
<td>1,188,274</td>
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<td>Page Views</td>
<td>172,821</td>
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<td>Page Views per visit</td>
<td>3.09</td>
<td>10.74</td>
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<tr>
<td>Time per visit</td>
<td>2 minutes, 49 seconds</td>
<td>6 minutes, 50 seconds (almost 2.5x longer)</td>
</tr>
</tbody>
</table>

Top 30 Countdown:
Most Popular Areas for 2007

1. Front Page
2. Ethics Code
3. SPJ News
4. Become a Member
5. Members Area
6. Geneva Conventions
7. MOE Awards
8. Job Bank
9. SDX Awards
10. Press Notes
11. Awards portal
12. About SPJ
13. Discussion Boards
14. Ethics Case Studies
15. 2007 Convention
16. Students
17. Internships
18. Local
19. High School Essay Contest
20. Generation J
21. Freelance Directory
22. FOI
23. Training
24. Calendar
25. Freelancers
26. Quill
27. Regional Spring Conferences
28. Diversity
29. Public and the Press
30. Publications

Worth Tracking

41. Ethics Help
50. First Amendment
55. Committees
58. Shield Law
61. Open Doors
70. Public and the Press
71. careeradvice.asp
Billy O'Keefe's Freelance Directory

3,281 Profile
Blog Visits

<table>
<thead>
<tr>
<th>Blog</th>
<th>Range of visitors per post (rough estimate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Journalist</td>
<td>300-650</td>
</tr>
<tr>
<td>Generation J First Draft</td>
<td>30-127</td>
</tr>
<tr>
<td>News Gems</td>
<td>84-184</td>
</tr>
<tr>
<td>FOI FYI</td>
<td>80-135</td>
</tr>
<tr>
<td>Code Words</td>
<td>123-320</td>
</tr>
<tr>
<td>Journalism and the World</td>
<td>65-105</td>
</tr>
<tr>
<td>Diversity:</td>
<td>300-500</td>
</tr>
<tr>
<td>President:</td>
<td>300-700, though some entries catch fire and end up in the 10,000+/65+ comment count</td>
</tr>
</tbody>
</table>

Looking Backward
Notable Additions of the last year

- Site Redesign
- Multimedia (Video, Podcasts)
- Blogs
- Convention mini-site (06 and 07)
- Generation J mini-site
- SPJ Leads on the Web, Archived
- Resurrection of Event Calendar
- Job Bank Redesign
- Freelance Directory
- Expanded Ethics Code coverage
- Board, Committee Bios and Mugs
- Online forms for Annual Reports, Call for Programs
- Slideshow capabilities
- Region Reports
- Working For You/Leading Edge online
- Legal Advocacy section
- News/Articles integration
- More Leadership tools (downloadable resources, leadership guide)
- Greater RSS support

Moving Forward
Plans for upcoming year

- Better archiving system for articles and features (currently underway)
- A front page more capable of displaying multiple features prominently
- Better search integration
- More blogs for regions that want them, more multimedia, more galleries (when applicable)
- Improve the site's user-friendliness — keywords, a new section that assists those who might be lost or having trouble getting around the site, details about special features that could enhance their experience (RSS, OpenSearch).
- Updates, updates, updates and whatever else comes up.
Arab American Journalism Outreach in partnership with SPJ

May 12, 2007

Christine Tatum
President
Society of Professional Journalists

Hi Christine:

I would like to first thank you and the SPJ board for considering the idea of giving Arab American journalists an avenue for expanding their involvement in the Society of Professional Journalists.

I have been a member (mostly on and off) of SPJ going back to the early 1980s and was honored with my first Chicago Headline Club Lisagor Award in 1984. I hope to be a better member in the future.

BACKGROUND ON NAAJA

For background, the National Arab American Journalists Association is not a political organization but it is a loose collection of Arab Americans in professional and semi-professional journalism. NAAJA was founded in February 1999 with the launch of the first of five national writing conferences that we hosted.

One of the main goals of NAAJA is to bring Arab Americans who work in journalism and communications together in a professional journalism environment and to help separate professional journalism from activist writing. We want to help Arab American journalists strengthen their careers, improve their professionalism and broaden their networking with other professionals, such as through the SPJ.

In fact, one of the first things we did was to adopt the SPJ Code of Ethics at our 1999 meeting in Chicago as the NAAJA Code of Ethics (specifically crediting the SPJ, of course.)

NAAJA has informal chapters in many states. We do not charge a membership fee, although we do recognize membership categories. We try to host a conference at least once every two years and we maintain a web page at www.NAAJA-US.com where you will see the names and affiliations of
some of our members who have agreed to have their names and jobs posted on the “Who We Are” page.

We define membership in the broadest possible way, and they need not necessarily be of Arab heritage, but may work at an Arab American publication or Arab World publication or media here in the United States. Members typically includes Christians and Muslims, but individuals who are Jewish are also welcome to join.

The events of Sept. 11, 2001 have made it very difficult for NAAJA and Arab American journalists. Our last conference was held in Austin Texas in 2005. We are hoping to organize a conference later this year and are working with the Tribune Foundation to make that happen. We certainly would like to work with SPJ on that and any other ideas that I will detail in this proposal overview.

OVERVIEW OF ARAB AMERICAN JOURNALISTS

Many of our members are already members of the SPJ, and the response from our “membership” regarding how we might increase our involvement with SPJ has been very enthusiastic.

Here is some data that I have collected over the past few years about our members and about Arab American journalism that I would like to share with the SPJ board. Obviously, some of it is proprietary. However, SPJ does have permission to use the information here for outreach purposes. I would ask that the address collection not be distributed outside of the SPJ.

There are about 72 Arab American ethnic print publications, a dozen or so Arab American radio stations and a small handful of Arab American cable TV programs.

About 50 of the 72 publications are considered professional journalism products, while many others are merely business ventures with no professional journalism foundation.

The majority of the publications are written in the Arabic language and about half also include English. A few are mainly in English.

The majority of the content in these publications is focused on Middle East issues.

Only a few of the publications have staff that go beyond a publisher, editor and advertising director. They often feature a “board of directors” that includes local business and community activists in areas where they are
based. Only a few have staff writers and most use freelance contributions, or they literally take news articles that have been previously published and reprint them either re-typeset or cut-and-pasted.

I believe there are about 150 Arab American ethnic writers who I feel are a potential for SPJ membership recruitment. We have about 150 individuals on our various NAAJA mailing lists. I also believe there might be another 100 Arab Americans working in various non-ethnic, mainstream American media positions.

I am including with this overview a detailed breakdown of the Arab American print media publications and their addresses. Keep in mind this information changes frequently and we do not have a professional contractor who manages the lists for us. It is also proprietary and I would ask only that SPJ not distribute this information publicly although SPJ has authorization to use it in anyway to promote membership recruitment, or support for this and other related efforts that SPJ deems appropriate.

BACKGROUND ON THE ARAB AMERICAN COMMUNITY

There are approximately 4.5 million Arabs living in the United States, according to the Arab American Institute and other unofficial sources.

There are approximately 7 million Muslims in the United States, only about 22 percent or about 1.6 million are Arab Muslims. The majority of the Muslim American community is African American Muslim, followed by Asian Muslims.

In light of that, it is estimated that there are about 2.9 million Arab Christians, who make up the majority of the Arab American community. The majority are Orthodox, Catholic, Lutheran, and Baptist.

There are Middle East Christians who do not consider themselves “Arab” and we are careful not to identify them as such as they take great offense to the label. These include Assyrians, Christians mainly from Iraq, Chaldeans. And, Iranians are also not considered Arab.

A breakdown of where most Arab Americans live can be deduced from the locations where most Arab American ethnic newspapers are located.

I think it is a rule that the health of an ethnic community is reflected in the health of their ethnic media.
IDEAS FOR PARTNERSHIP PROJECTS

I understand that what we are not trying to do is to create another organization or to help NAAJA become more independent. NAAJA will continue to organize and grow in the coming years.

Our purpose is to do two things, I think: The first is to attract Arab Americans who are in journalism or who are journalism students and encourage them to join SPJ. The second is to create programs or events or activities in which SPJ members can meet and learn more about Arab Americans and the Middle East community. Given the intense focus in the media on Middle East issues, I feel this can be beneficial to everyone.

I will leave the mechanics up to the SPJ board but I understand one goal is to create a membership category, or something to that effect, that would divert a small portion of the annual national SPJ dues to fund some of the ideas below, or add a nominal additional fee to the membership for Arab American journalists who wish to participate. I think in recruiting, telling prospective Arab American journalists who that a part of their dues will be used to support professional Arab American journalism projects within the parameters of SPJ’s objectives is a strong incentive to attract more members.

I have spoken with many members of NAAJA over the past few weeks and I am including many of the ideas they proposed. I want to emphasize that we are also open to any other ideas that I might have included in the following list:

- Underwrite activities, programs, projects, studies or special events at upcoming annual SPJ conventions or through local chapters during the year. Events might include:
  - a NAAJA reception to introduce Arab American culture to the mainstream media
  - possibly fund a journalism award for Arab American journalists (also open SPJ members or non-members)
  - create a two-way street of information and resources between Arab Americans and mainstream media. Arab Americans might find opportunities to advance their professional careers while mainstream media outlets might find Arab American members as great resources to pursue stories, etc.

- Create an updated and more comprehensive booklet on covering Arab Americans.
- Translate the SPJ Code of Ethics into Arabic and place it on the web
• Expand SPJ's outreach to partner through professional journalism associations in the Arab World with Arab World journalists.

• Assist Arab American journalists who find themselves victims of workplace discrimination. Just in the past year, we have become acquainted with four cases involving Arab American journalists who have been hassled or harassed at the workplace. The idea is to preserve their careers not create a public battle as often happens. Having a watchdog presence of sorts can discourage this from occurring and be pro-active rather than reactive, after-the-fact.

• Create a comprehensive style sheet on the translation of common Arab words, or creating one consistent style with respect to how Arabic words are spelled in English. This is a huge problem.

A note on my own background. I started in journalism in 1975 publishing my own Arab American newspaper, joined the Daily Souhtown in 1976 where I began my career as a City Hall reporter and columnist. I moved to the Chicago Sun-Times in 1985. I left journalism briefly in 1992 and pursued media relations, always hoping to encourage Arab Americans to pursue professional journalism and communications strategies and techniques. I published the Village Community Newspapers in Suburban Chicago (1993-1997) and another Arab American newspaper (1997-2002). I have authored several books including “Arabs of Chicagoland” (Arcadia Publishing, 2005) which provides an overview of the Arab American community. I have received three Lisagor Awards and was named last November as “Best Ethnic Columnist in America” by the New America Media Association. I currently participate on the SPJ Diversity Committee and I write a self-syndicated column that is picked up by a dozen newspapers including Newsday, the Orlando Sentinel, the Arab News in Saudi Arabia, the Arab American News, Yedioth Ahronoth in Israel (YnetNews.com) and a handful of other Arab American magazines and publications. I also host an Arab American cable TV program on Comcast Cable in Chicago called “30 Minutes.”

I am sure there are many other ideas that NAAJA and SPJ can explore. But I know this effort will do much to advance diversity, education and make Arab and non-Arab journalists in the United States even more professional.

There are a number of NAAJA members who are already SPJ members and I know that most appear to be very supportive of this effort. You may get some negative response, although I have not heard any negative comments yet from my members. I certainly respect all of the views out there.

Please let me know if I can provide any additional information.
I know there are several NAAJA members interested in working with the SPJ board on this project besides myself. They include Rima Abdelkader, Ahmed Soliman, Anisa Mehdi, Ali Alarabi and myself. Also, the publishers of several prominent Arab American publications including the Arab American News in Detroit, Aramaica Newspaper in New Jersey, and others, are interested in supporting this and also encouraging their editors and reporters to join SPJ.

Thank you and I look forward to discussing all this with you in the future.

Sincerely

Ray Hanania
15139 S. Windsor Dr
Orland Park, IL 60462
rayhanania@comcast.net
APPENDIX

Overview of Arab American Media in the United States

There are a total of 72 newspapers and national magazines or newsletters that currently produce news in the United States, serving Arab American populations in 5 regions, and in 21 states. That leaves 29 states that do not have official Arab American newspapers, yet Arab Americans are spread out through all 50 Continental American states including Hawaii and Alaska.

Regional Breakdown of newspapers

Midwest – 30 (5 States) IL, MI, IN, OH, MN
South – 4 (2 States) FL, GA.
East – 16 (8 States) NY, NJ, MD, MA, VA, PA, DC
Northwest – 2 (2 States) OR, WA
West – 20 (4 States) CA, TX, AZ, NV

(Includes National Magazines – 9)

Most of the newspapers are published either monthly or twice monthly. Nine (9) of the listed publications are magazines, which focus almost exclusively on politics or on religious issues. The rest are based in Arab communities where they are published and provide a mix of mostly international politics and news, and local news. Some are published in Arabic only, and most are published in both Arabic and English.

There are no audited circulation figures for any of the newspapers but a partial survey of the publications show they publish between 3,000 and 30,000 copies per edition.

Several of the newspapers claim “regional” distribution, meaning they are published in one state but distributed in several nearby states. This is most common in the East Region.

Here is a detailed breakdown:
Regional and State Breakdown of newspapers

MIDWEST - 29

(5 states)

Illinois - 14

The Future Newspaper
Mansour Tadros
Bi-weekly/Arabic & English
PO Box 1207
Tinley Park, IL 60477

Al-Offok Al-Arabi Newspaper
Amani Ghouleh, Publisher
5629 W 87th St.
Oak Lawn, IL 60453

Al-Waseet American Newspaper
6000 W. 79th St., Suite 203
Burbank, IL 60459

Arab American Times Newspaper
Monthly
PO Box 2127
Orland Park, IL 60462

Chicago Muslim Newsletter
Council of Islamic Organizations of
Greater Chicago
PO Box 181
Orland Park, IL 60462

Chicago Muslim Yellow Pages
5330 W. Devon Ave
Suite 17
Chicago IL 60646

Muslim Journal
PO Box 2164
Bridgeview IL 60455
Ayesha Mohammad, Editor

Muslim Journal
929 W. 171st St
Hazel Crest, IL 60429-0754

Muslims Weekly Newspaper
Midwest Bureau
125 E. Lake St, #300
Bloomingdale, IL 60108

Muslim Yellow Pages, Chicago
5330 W. Devon Ave
Suite 17
Chicago IL 60646

Pakistan Times
2517 W. Devon St.
Suite #8-A
Chicago IL 60659

Spirit Magazine
Women's Magazine
P.O. Box 1777
Bridgeview IL, 60453

Super Ad Magazine
10716 Harlem Ave
Worth, IL 60482

Voice of Jordan Newspaper
Ihsan Sweis, co-Publisher
Ziad Zureikat, co-Publisher
PO Box 671
Oak Lawn, IL 60453

Michigan - 11

Arab American Journal
Nouhad El-Hajj, Publisher
Mohamed Ozeir, Editor-in-Chief
14628 W. Warren Ave
Dearborn MI 48126

Arab American News Dearborn
Osama Siblani, Publisher
5706 Chase Rd
Dearborn, Michigan 48126

The Forum Newspaper
Muhammad Haimour, Publisher
12740 W. Warren Ave
Suite 100
Dearborn, MI., 48126
InFocus Magazine
Emad al-Kasid, editor
PO Box 60
Dearborn Heights, MI 48127

Lebanese Monthly Magazine
Lebanese American News Agency, Inc.
25820 Orachard Lake Rd
Suite #1
Farmington Hills, Michigan 48336

Michigan Arab Times
PO Box 5209
Dearborn, Michigan 48128

The Muslim Magazine
Dilshad Fakroddin, Managing Editor
PO Box 1065
Fenton, MI 48430

Muslim Media Network Inc.
Wire Service
29004 W. Eight Mile Road
Farmington Hill, MI 48336-5910

The Muslim Observer
Abdullah al-Amin, Publisher
29004 W. 8 Mile Rd
Farmington Hills, MI 48336

The Orient Newspaper
PO Box, 7560
Ann Arbor, MI., 48107

Indiana - 1

Islamic Horizons Magazine
Omer bin Abdullah, Editor
PO Box 38
Plainfield, IN 46168-0038

Ohio - 2

Al-Sahafa Magazine
11535 Lorain Avenue
Suite #1,
Cleveland, Ohio 44111

Al-Sahafa Newspaper
11535 Lorain Avenue
Suite # 1
Cleveland, Ohio 44111

Minnesota - 2

American Muslim Magazine
Dr. Souheil Ghannouchi, Editor
PO Box 43841
Brooklyn Park, MN 55443

MIZNA Journal
PO Box 14294
Minneapolis, MN., 55414

WEST - 20

(4 States)

California - 14

Al-Watan
800 S. Brookhursdt St.
Suite # 3G
Anaheim CA 2804

al-Arab Newspaper
P.O.Box 251616
Glendala, CA 91225-1616

An-Nahar USA Edition
11713 E. Washington Blvd.
Whittier, CA 90606

The Arab World Newspaper
Bi-Weekly Arabic-English Newspaper
720 N. Valley St. #E
Anaheim, CA 92801

Arab World Newspaper
512 S. Brookhurst Suite #4
Anaheim, CA 92804
Arab American Business Magazine  
PO Box 753  
Huntington Beach, CA 92648

Arab American Journal  
Mohamad Ozeir, Editor-in-Chief  
663 S. Bernardo Ave, Suite 206  
Sunnyvale, CA 94087

The Beirut Times Newspaper  
Publisher: Michel Bou Abssi  
PO Box 93475  
Los Angeles, CA, 90093-0475 USA

Immigrant Magazine  
3272 Motor Ave  
Suite J  
Los Angeles, CA 90034

The Independent Monitor  
Sami al-Mashney, Publisher  
501 N. Brookhurst St. Suite 306  
Anaheim, CA 92801

InFocus Magazine  
2180 W. Crescent Ave., Suite G  
Anaheim, CA 92801

ISLAMICA Magazine  
PO Box 86577  
Los Angeles, CA 90086  
Salahuddin Khan, Publisher  
Firaas Ahmad, Senior Editor

The Minaret  
Dr. Aslam Abdullah, Editor-in-Chief  
434 South Vermont Avenue  
Los Angeles, California 90020

News Circle Publishing House  
Joseph Haiek, Publisher  
P.O.Box 3684  
Glendale, CA 91201-0684

Texas - 4

Al-Wehda  
PO Box 2112  
Alief, Texas 77411-2112

Al Arab Newspaper  
(A-One Newspaper)  
PO Box 720474  
Houston, TX 77272

Ar-Zaitonah Newspaper  
PO Box 743533  
Dallas, Texas, 75374

Sharq Garb Newspaper  
The "East West Newspaper"  
P.O.Box 571902  
Houston - TX 77257-1902,USA

Arizona - 1

The Muslim Voice  
202 East McDowell Rd  
Suite 165  
Phoenix AZ85004

Nevada - 1

Orthodox Christian News Service, Inc.  
1802 N. Carson Street Suite 212-2162  
Carson City, Nevada 89701

NORTHWEST - 2

(2 States)

Washington State - 1

Our Rising Star Magazine  
Nazeer Ahmed Basheer, Publisher  
PO Box 1496  
Issaquah, WA 98027-0060

Oregon - 1

Muslim Business Link Directory  
9220 SW Barbur Blvd  
Suite 119-331  
Portland, OR 97219
SOUTH - 4

(2 States)

Georgia - 3

An-Nour Newspaper
Miriam Mackie, Editor
6075 Roswell Road, Suite #529
Atlanta, GA 30328

Azizah Magazine
WOW INC.
PO Box 43410
Atlanta, GA 30336

The Voice Magazine
Editor, Nabil Costa
12850 Highway 9
Suite 600, PNB 374
Alpharetta, GA 30004

Florida - 1

Phoenicia Newspaper
Abed el Jalil Alwan, New York
PO Box 924717
Princeton, Florida 33033

EAST - 16

(8 States)

New York - 5

Aramica Newspaper
Antoine Faisal, Publisher
181 Bay Ridge Ave.
Brooklyn, NY 11220

Arab Gazette Newspaper
PO Box 44639
Brooklyn, NY 44144

Cedar News Newspaper
Michel El-Zbaidi, Editor in-Chief
7123 5th Ave
Brooklyn, NY 11209

The Mirror International
73 Provost St
Greenpoint NY 11222

Muslims Weekly Newspaper
169-26 Hillside Ave
2nd Floor
Jamaica, NY 11432

New Jersey - 2

Al Shaab al-Araby Newspaper
Mostafa Allam, Editor
PO Box 4008
S. Hackensack, NJ 07607

Arab Voices Newspaper
Walid Rabah, Publisher
956 Main St.
Paterson, NJ 07503

Pennsylvania - 1

Arab Community News newspaper
Editor/Publisher: Aziz Al Taee
9973 Bustleton Ave
Philadelphia, PA 19115

Virginia - 1

The Maronite Voice Newsletter
Monthly newsletter, English
Addressing the Lebanese American community
4611 Sadler Road
Glen Allen, VA 23060
Connecticut - 1
Shems Arab American Life
Gourad Media Group
9 Mott Ave, Suite 107
Norwalk, CT 06850

Massachusetts - 2
Sophia Magazine
3 VFW Parkway
Roslindale, MA 02131
Profile News Newspaper
2041 Centre Street
West Roxbury, MA 02132

Maryland - 1
Via Dolorosa Newspaper
Eddy Calis, Editor
8039 Eastern Ave, Suite 102
Silver Spring, MD 20910

Washington DC - 3
Washington Report on ME Affairs
Delinda Hanley, Editor
1902 18th St NW
Washington D.C. 20009-1707

Al-Nashra
The Arab American Newspaper
Hikmat Beaini, Editor
1510 H. Street NW #975
Washington DC 20005

Pharaohs Business Magazine
1825 Eye Street NW
Suite 400
Washington DC 20006

National Magazines - 7
Arab American Business Magazine
Azizah Muslim Woman's Magazine
Sophia Melkite Church Magazine
Hathihe Ramallah Magazine
Maronite Voice Magazine
Islamica Magazine
Washington Report on ME Affairs
The Minaret Magazine
Islamic Horizons Magazine
THE SIGMA DELTA CHI FOUNDATION

BOARD OF DIRECTORS MEETING

SUNDAY, MAY 20, 2007
8 A.M. – NOON

EUGENE S. PULLIAM NATIONAL JOURNALISM CENTER
INDIANAPOLIS

Founded in 1961, the Sigma Delta Chi Foundation is dedicated to ensuring that those who carry on the tradition of a free press are prepared for the challenge. Its goal is to support the educational programs of the Society of Professional Journalists and to serve the professional needs of journalists and students pursuing careers in journalism.
AGENDA
SIGMA DELTA CHI FOUNDATION
BOARD OF DIRECTORS MEETING
MAY 20, 2007
8 A.M. – NOON
EUGENE S. PULLIAM NATIONAL JOURNALISM CENTER
INDIANAPOLIS, INDIANA

1. Call to order – Geimann

2. Roll call – Gratz
   a. Geimann  h. Brewer  o. Ketter
   b. Ashton   i. Bunting  p. Kirtley
   c. Gratz    j. Carlson  q. Leeds
   d. Dubin    k. Cross   r. Leger
   e. Aeikens  l. Gillman s. Levins
   f. Aughton  m. Harnisch t. Loop
   g. Brown   n. Jones   u. Mauro

3. Approval of Minutes
   a. August 24, 2006, meeting minutes [PAGE 3]
   b. November 8, 2006, meeting minutes [PAGE 7]

4. President’s Report – Geimann

5. SPJ President’s Report – Tatum

6. Executive Director’s Report – Harper

7. Associate Executive Director’s Report – Grimes [PAGE 9]

8. Grants for Consideration
   a. Consideration of Grant Requests – Leger [PAGE 11]
   b. Consideration of Specified Gift Requests – Grimes [PAGE 13]

9. Adoption of budget for fiscal year ending July 31, 2008 [PAGE 15]

10. Programs Update
    a. Eugene C. Pulliam Editorial Fellowship – Geimann/Grimes
    b. Eugene S. Pulliam First Amendment Award – Geimann/Grimes

11. Campaign for Ethical Journalism Discussion – Tatum

-1-
12. Committee reports/updates (as necessary)
   a. Executive – Geimann
   b. Communications – Geimann
   c. Finance – Dubin
   d. Governance/Mission – McKerral
   e. Grants and Awards – Leger/Loop
   f. Projects – Brown/Cross

13. Old business

14. New business

15. Adjournment

Appendix Items
- Grant-Making History [PAGE 23]
- Board Member Terms [PAGE 29]
**MINUTES**
**MEETING OF THE BOARD OF DIRECTORS**
**SIGMA DELTA CHI FOUNDATION**
**AUGUST 24, 2006**
**CHICAGO, ILLINOIS**

MEETING CALLED TO ORDER
With President Todd Gillman presiding, the meeting of the board of directors of the Sigma Delta Chi Foundation was called to order at 10:06 a.m. on Thursday, August 24, 2006, at the Hyatt Regency Chicago.

ROLL CALL
In addition to President Gillman, the following board members were present: Vice President Betty Ashton; Secretary Steve Geimann; Treasurer Howard Dubin; Ann Augherton, Fred Brown, Bruce Cadwallader, David Carlson, Al Cross, Irwin Grat, Bill Ketzer, Jane Kirtley, Robert Leger, Mead Loop, Dori Maynard, Christine Tatum, and Georgiana Vines; and Executive Director Terrence G. Harper and Associate Executive Director Julie Grimes.

APPROVAL OF MINUTES
Upon proper motion and second by Brown and Vines, respectively, the board approved the minutes of the April 23, 2006, board of directors meeting.

PRESIDENT’S REPORT
Gillman distributed his written report at the meeting. He expressed his appreciation to the board for allowing him to serve as president for the past two years.

BAKER & HOSTETLER UPDATE
Malena Barzilai updated the group on Baker & Hostetler’s work during the past year and distributed the firm’s annual report. Barzilai answered questions about progress toward passage of a federal shield law.

SPJ PRESIDENT’S REPORT
SPJ President David Carlson reported on the actions of the SPJ board of directors during its meeting the previous day.

EXECUTIVE DIRECTOR’S REPORT
Harper discussed a $50,000 matching grant awarded to SPJ through the Challenge Fund for Journalism III, a program established by the John S. and James L. Knight, Ford and Ethics & Excellence in Journalism foundations. In order to qualify for the matching grant, SPJ must raise $100,000 by May 31, 2007.

ASSOCIATE EXECUTIVE DIRECTOR’S REPORT
Grimes shared highlights from the annual report of the Foundation and the Society, which was distributed at the meeting. She answered questions about the association’s development program and goals for the coming year. The goal for the 2006-07 annual fund is $36,000. Grimes reviewed the importance of new donor acquisition and asked each board member to share the names of 10 individuals whom they are willing to introduce to SPJ and the Foundation in the coming year. Grimes asked board members to complete an individual donor profile sheet and return it at the end of the meeting. She will work with board members to make personal contact with all identified individuals in the coming months.

COMMUNICATIONS COMMITTEE
Geiman asked board members to consider ideas for Foundation-related editorial content in Quill magazine and to review the annual report and send any comments and suggestions for future reports to his attention.

DEVELOPMENT COMMITTEE
Ashton reported that the committee has been researching the creation of an annual gala to honor new Fellows of the Society and raise the profile of SPJ and the Foundation. Based on responses from a survey of current fellows and industry leaders, the committee is not recommending a large event in the coming year. Ashton plans to personally contact all those who responded to the survey and learn more about their interest in the organization. She suggested the group consider starting with a smaller event, perhaps a luncheon, in New York in the next year or so.

GOVERNANCE/MISSION COMMITTEE
The board reviewed the report of the Governance Committee, which was available in the board packet.

Upon a proper motion and second by Carlson and Dubin respectively, the board approved the following slate of officers and board members for the coming year:

Officers:
- President Steve Geiman (two-year term)
- Vice President Betsy Ashton (one year)
- Secretary Irwin Gratz (one year)
- Treasurer Howard Dubin (one year)

Directors:
- Steve Geiman (two-year term)
- Todd Gillman (three years)
- Irwin Gratz (three years)
- Alex Jones (three years)
- Bill Ketter (three years)
- Al Leeds (three years)
- Robert Leger (three years)

GRANTS AND AWARDS COMMITTEE
The group discussed recent efforts to establish a schedule of considering grants mainly at the spring board meeting. It was suggested that the full board meeting be used for evaluating the success and usefulness of grants that are in progress and/or just completed. This evaluation would be with an eye toward future involvement in such projects by the Foundation.

PROJECTS COMMITTEE
Cross reported on the meeting of the Projects Committee earlier in the day. The committee discussed possible uses of the Challenge Grant III funds, including: equipping the headquarters as a training facility; a mentoring program; the creation of more electronic training programs; an effort to address issues related to citizen journalists; and the Campaign for Ethical Journalism.

FINANCE COMMITTEE
Dubin reported briefly on the work of the outside financial manager hired by the Foundation. The one-year trial period will be up in the coming months, and the Foundation will need to review the manager’s work and determine whether to continue the current arrangement.
Dubin also reported that he and Harper will be working to rebalance a portion of the Foundation's investments in the coming weeks to bring them in line with the organization's investment policy.

CAMPAIGN FOR ETHICAL JOURNALISM UPDATE
Tatum reported on the progress of the Campaign for Ethical Journalism. Much of the work to date has been to prepare SPJ's infrastructure for managing the campaign. A small committee took the planning document approved in April and prioritized the projects. That group included: Tatum, Cross, Brown, Geimann, SPJ board member Ron Sylvester and Harper.

The committee decided to begin first with items that could be accomplished in short order. To date, case studies and other information has been added to spj.org, and staff is collecting cost estimates for other areas of the campaign. Tatum reported that she will be reworking the SPJ Ethics Committee and will incorporate campaign work into the committee functions. She also will continue research into republishing a book on ethics for use in classrooms and newsrooms.

Board members suggested the need to keep the focus on the big picture of the campaign. Take the Society's Code of Ethics and push it to the public with information about how professional journalists do their work, and remind journalists of the code and why they should follow it.

Ashton volunteered to begin work with Walter Cronkite to record and document his thoughts about journalism today.

ADJOURNMENT
There being no further business to come before the board, Gillman declared the meeting adjourned at 12:20 p.m. on Sunday, April 23, 2006.
MINUTES
MEETING OF THE EXECUTIVE COMMITTEE
SIGMA DELTA CHI FOUNDATION
NOVEMBER 8, 2006
VIA CONFERENCE CALL

CALL TO ORDER
With President Steve Geimann presiding, the meeting of the Executive Committee of the Sigma Delta Chi Foundation was called to order at 1:45 p.m. on Wednesday, November 8, 2006 via a telephonic conference call originating in Indianapolis, Indiana. Geimann explained that the purpose of the meeting was to review the Foundation’s audited financial statement and accompanying management letter for the fiscal year ended July 31, 2006.

ROLL CALL
In addition to Geimann, the following members of the Executive Committee were present: Treasurer Howard Dubin; Secretary Irwin Gratz; and Grants and Awards Committee Chairman Robert Leger. Also present were Executive Director Terry Harper; Associate Executive Director Julie Grimes; Controller Jake Koenig; and Anita Sherman and Amanda Meko, Greenwald Sponsel & Co.

REVIEW OF AUDITED FINANCIAL STATEMENT
Sherman reported that the auditors had no disagreements with management during the audit and that no adjusting journal entries were necessary. With the committee’s approval, the auditors were prepared to issue a clean opinion.

Sherman reviewed the Foundation’s statement of activities with the committee, pointing out that the net assets increased by $330,450 during the year under review, continuing a positive trend of growing the Foundation’s unrestricted net assets.

AUDITED FINANCIAL STATEMENT APPROVED
Upon proper motion and second by Dubin and Gratz, respectively, the Executive Committee approved unanimously the audited financial statement for the Sigma Delta Chi Foundation for the fiscal year ended July 31, 2006.

Geimann excused himself from the call at 2 p.m.

MEMORANDUM ON INTERNAL CONTROLS
The auditors made one recommendation to improve the Foundation’s internal controls:
• Establish a standard accounting and operating procedures manual.

Harper and Koenig reported that an accounting procedures manual would be drafted by the board’s spring 2007 meeting.

Discussion ensued about the recently enacted Pension Protection Act (H.R. 4) and its potential impact on the Foundation which is a supporting organization to the Society of Professional Journalists. Some of the provisions of the Act may adversely affect the ability of Foundation board members to donate more than $5,000 per year. The auditors were asked to supply some additional information and Harper is checking with legal counsel for clarification.

MEETING ADJOURNED
Upon proper motion and second, the Executive Committee adjourned the meeting at 2:07 p.m. on Wednesday, November 8, 2006.
MEMORANDUM

DATE: May 1, 2007
FROM: Julie Grimes, Associate Executive Director
SUBJECT: Staff Report
FOR: Board of Directors

DEVELOPMENT UPDATE

Challenge Fund for Journalism III
In April 2006, SPJ and the Sigma Delta Chi Foundation were invited to apply for a challenge grant through the Challenge Fund for Journalism III. In June 2006, we were awarded a matching grant and issued a challenge; if our organizations raised $100,000 by May 31, 2007, that amount would be matched in the amount of $50,000 by the Challenge Fund.

The Challenge Fund seeks to encourage participant organizations to expand their individual donor bases, so the gifts that count toward the challenge include: all gifts from first-time contributors, increased gifts from past contributors, dues payments from new members, and new and increased gifts from small businesses and family foundations.

One goal of the program is to help journalism organizations learn from each other about fund raising issues, so the grant included two gatherings with all the grantees. Executive Director Terry Harper, SPJ President-elect Clint Brewer and I participated in a convening last fall. Earlier this spring, Foundation board member David Carlson and I attended a similar convening in Miami.

Between those gatherings, we have worked to share information about this program and giving opportunities with SPJ members and journalism leaders. We have utilized Quill magazine, direct mail to members, direct mail to industry leaders, email communications (SPJ Leads and personal emails) and SPJ’s Web site to reach our audiences.

As of this date, we have met the financial challenge. However, a significant amount of the funds applied to the grant are from new memberships. We will be working throughout the month of May to increase the individual charitable giving figures.

On a final note on this issue, I will share with you that I increased the amount of my annual gift to the Foundation this year, as did other staff members. I encourage each of you to consider making your own gift in the final days of this challenge. If you have already made your gift to SPJ and/or the Sigma Delta Chi Foundation this year, we thank you for your support.
## Yearly Giving Summary (Jan. 1, 2006-Dec. 31, 2006) and Comparison

<table>
<thead>
<tr>
<th>Fund</th>
<th>2006 Contributors</th>
<th>2006 Contributions</th>
<th>2005 Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>President’s Club</td>
<td>226</td>
<td>$11,310.00</td>
<td>$5,614.00</td>
</tr>
<tr>
<td>SPI General Gifts</td>
<td>21</td>
<td>$1,316.50</td>
<td>$2,396.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>247</td>
<td>$12,626.50</td>
<td>$8,010.00</td>
</tr>
</tbody>
</table>

| Legal Defense Fund          |                    |                    |                    |
| Total                       | 85                 | $5,363.50          | $28,333.00         |

| Sigma Delta Chi Foundation  |                    |                    |                    |
| Annual Fund                 | 246                | $33,240.27         | $25,925.66         |
| Kees Memorial Fund          | 2                  | $275.00            | $12,585.00         |
| Other Specified Gifts       | 4                  | $157,000.00        | $296,849.74        |
| **Total**                   | 252                | $190,515.27        | $335,360.40        |
TO: SDX BOARD OF DIRECTORS
FM: ROBERT LEEGER, ON BEHALF OF THE GRANTS AND AWARDS COMMITTEE
RE: RECOMMENDATIONS ON FUNDING GRANT REQUESTS

The Grants and Awards Committee -- Mead Loop, David Carlson, Al Cross and Hoag Levins and me -- met by teleconference at 2:30 p.m. ET on May 2, 2007.

We recommend awarding grants for a total of $264,550. Total funds available for this funding cycle are $289,730:

Recommended for funding at the requested amounts:
- SPJ Training Programs, $75,000 from the Pulliam General Fund.
- Ethics in Journalism Week, $22,720 from the Pulliam General Fund.
- 2007 National Convention Education, $48,150 ($19,000 from the Professional Development Fund / $29,150 from the Pulliam General funds).
- Mark of Excellence Awards Program staff support, $13,000 from the Pulliam General Fund.
- Reporters Committee for Freedom of the Press, $15,000 from the FOI Fund.

Recommended for funding on terms different than requested.
- SPJ Diversity Outreach Project, $14,430 for one year. The request was for a three-year funding stream. The committee wants to see results after this, the third year of the program, before deciding on funding beyond 2007. The key indicator is whether fellows are moving into leadership positions with SPJ. (Leeger and Mead, currently mentors in the program, abstained.) (Pulliam General Fund)
- Spring Conference programs, $6,000. The committee changed the request from $500 per region to a lump sum, to allow staff flexibility in distributing the funds. In some years, staff reports, some regions have not needed the money while other regions had legitimate reasons to use more than $500. (Pulliam General Fund)
- Ethnic/Community Media Training Request, $17,550 for one year. The request was for two years. The committee supports the collaboration between two SPJ mission committees, but wants to see the results of the first year in turnout and interest from ethnic media. (Pulliam Fellowship Fund)
- Citizen Journalism Academy, $23,200 for one year, up from the requested $20,000. The additional funds would be earmarked for marketing the program. (Pulliam General Fund)
• NFOIC 2008 National Conference, $7,500, down from the requested $10,000. The recommendation was based on historical funding, which has been $5,000 the past three years. (FOI Fund)

• American Journalist Survey, $10,000, down from the requested $25,000. The committee vote was 3-2 after a vigorous debate about the usefulness to our members and journalists in general of the information to be collected. (Pulliam General Fund)

• Ethics Adviceline for Journalists, $10,000, as requested. The committee continues to express concerns about the duplication of effort with SPJ's entirely volunteer ethics hotline. We recommend conveying to the Headline Club and Loyola University that the foundation's continued support of the Adviceline is contingent on its forging a closer relationship with the SPJ ethics committee and its hotline. (Pulliam General Fund)

• First Amendment Free Food Festival, $2,000, down from the requested $10,000. The committee's vote was 3-2, after vigorous discussion about whether this is a creative way of reaching students on an important subject they might otherwise ignore, or simply silly. (Pulliam Fellowship Fund)

No support expressed:

• The Art of Access FOI Survey Project request.
• Dark Dozen FOI Research Project request.
• Voice of San Diego internship program.
ACTION ITEM
SPECIFIED GIFTS FOR APPROVAL BY THE SIGMA DELTA CHI FOUNDATION

The board should review and make a recommendation concerning the following specified gifts:

1. A $50,000 grant to SPJ (specified gift from the Scripps Howard Foundation) for the 2007 Ted Scripps Leadership Institute of the Society of Professional Journalists.

2. A grant of up to $3,000 to Marion Street Press (specified gift from the Howard and Ursula Dubin Foundation) for publication of a book by former SPJ President Jean Otto.

3. A grant of $500 to SPJ Region 4 (specified gift from Joe Grimm) to support the SPJ Region 4 Spring Conference.
## Proposed Budget

**Sigma Delta Chi Foundation**

**FY 08**

### Revenue

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<th>Description</th>
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<td>Contributions</td>
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<td>Merchandise Sales</td>
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<td>International Sales</td>
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<td>Quill Subscriptions</td>
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<td>Affiliate Revenue</td>
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<tr>
<td>Registration Fees</td>
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</tr>
<tr>
<td>Convention Maintenance/Event Expenses</td>
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</tr>
<tr>
<td>Management Fees - SDX</td>
<td>$ -</td>
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</table>

**Total Revenue**

$287,745.21

### Expenses

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
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<td>Salaries/Wages</td>
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<td>E&amp;O Insurance</td>
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<tr>
<td>Equipment Rental</td>
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<td>Computer Lease</td>
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<td>Computer Services/Consulting/Maintenance</td>
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<tr>
<td>Audit/Accounting</td>
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<td>Legal Fees</td>
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<td>Office Supplies</td>
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<tr>
<td>Postage/Shipping</td>
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<tr>
<td>Print &amp; Media</td>
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<td>Employment Recruiting</td>
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<td>Employee Travel - Local</td>
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<td>Merchant Fees/Credit Card Processing</td>
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<tr>
<td>Interest Expense</td>
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<td>Contributions/Grants/Awards</td>
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<td>Fund Raising Expenses</td>
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<td>Outside Services</td>
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<td>Event/Meals &amp; Banquet</td>
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<tr>
<td>Facilities Rental</td>
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<tr>
<td>Marketing</td>
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<td>Free Lance Labor</td>
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<tr>
<td>Computer Repair Service</td>
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**Total Expenses**

$299,818.98

**Net Change in Assets**

$297,995.33
## Average Balance for the Prior Rolling 4 Quarters as of 1/31/07

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<tr>
<th></th>
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<td>Pulliam General</td>
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<td>$8,285,089.22</td>
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<td>Archibald</td>
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<td>Keys</td>
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<td>Ethics Campaign</td>
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<td>$6,471.80</td>
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<td><strong>Summarized Total</strong></td>
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<td><strong>$11,995,331.02</strong></td>
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<td><strong>$623,229.70</strong></td>
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### SDX Foundation-General Budget: 2007-2008

#### Board Expenses

<table>
<thead>
<tr>
<th>Fund</th>
<th>Account</th>
<th>Item</th>
<th>Quantity</th>
<th>Per Unit Cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pulliam General</td>
<td>Board-Related Expense</td>
<td>Flowers/Tokens</td>
<td></td>
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<td>Pulliam General</td>
<td>Board-Related Expense</td>
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<tr>
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<td>Board-Related Expense</td>
<td>Spring Board Refreshments</td>
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<td>Board-Related Expense</td>
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<td>Board Packets</td>
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#### Employee Travel

<table>
<thead>
<tr>
<th>Fund</th>
<th>Account</th>
<th>Item</th>
<th>Quantity</th>
<th>Per Unit Cost</th>
<th>Total</th>
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<tbody>
<tr>
<td>Pulliam General</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td><strong>$2,320.00</strong></td>
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#### Staff Development

<table>
<thead>
<tr>
<th>Fund</th>
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<th>Item</th>
<th>Quantity</th>
<th>Per Unit Cost</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pulliam General</td>
<td>Dues and Subscriptions</td>
<td>AFP Membership</td>
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<td>$125.00</td>
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#### Audit/Accounting Fees

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### Annual Report

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<td>Talshoff Speaker</td>
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### SDX Foundation Fund Raising Budget: 2007-08

#### 2007-2008 Annual Fund

#### Budget-based Goals:
- **No. of Gifts**: 544
- **Average Gift**: $168
- **% of contributing Pros**: 6.57%

#### Revenue

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<th>Fund</th>
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<th>No. Contacts</th>
<th>No. Responses</th>
<th>Average Gift</th>
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<td>Contributions/Grants</td>
<td>Fall Appeal</td>
<td>5000</td>
<td>75</td>
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<td>(assumes 1.5 percent response)</td>
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<td>Contributions/Grants</td>
<td>End of Year Appeal</td>
<td>300</td>
<td>30</td>
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<td>(assumes 10 percent response)</td>
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<td>$75</td>
<td>$5,625</td>
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**Total Revenue**: $38,750

#### Expenses

**Fall Appeal**

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<th>Total Cost</th>
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**Total Fall Appeal**: $4,240.00

**End of Year Appeal**

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Total: $22,188.00
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*Notes:*
- SDX 04/03: SDX 04/03 Fund
- SDX 09/04: SDX 09/04 Fund
- Diversity grant not funded
- Later by executive committee
- Late submission
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<th>Amount</th>
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<th>MultiYear</th>
<th>Fund</th>
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## Sigma Delta Chi Foundation Board Member Terms

**Last Updated: 9/06**

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<td>Steve Geimann</td>
<td>8/24/2006</td>
<td>10/31/2008</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Irwin Gratz</td>
<td>8/24/2006</td>
<td>10/31/2009</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Alex Jones</td>
<td>8/24/2006</td>
<td>10/31/2009</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Jane Kirtley</td>
<td>10/16/2005</td>
<td>10/31/2008</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Al Leeds</td>
<td>8/24/2006</td>
<td>10/31/2009</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Robert Leger</td>
<td>8/24/2006</td>
<td>10/31/2009</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Nick Lederman</td>
<td>8/24/2006</td>
<td>10/31/2007</td>
<td>SPF</td>
<td></td>
</tr>
<tr>
<td>Don Maynard</td>
<td>10/16/2005</td>
<td>10/31/2008</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Mac McKerral</td>
<td>10/16/2005</td>
<td>10/31/2008</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Sue Porter</td>
<td>10/18/2005</td>
<td>10/31/2008</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Christo Tatum</td>
<td>10/16/2005</td>
<td>10/8/2007</td>
<td>SPF</td>
<td></td>
</tr>
</tbody>
</table>

**Group A**  
**Expire Date is 10/3/2008**

**Group B**  
**Expire Date is 10/8/2007**

**Group C**  
**Expire Date is 10/31/2009**

Highlighted indicates term expires in 2007
AGENDA
SOCIETY OF PROFESSIONAL JOURNALISTS
EXECUTIVE COMMITTEE MEETING
AUGUST 4, 2007
CHAPEL HILL, NORTH CAROLINA

1. Call to Order – Tatum

2. Roll Call – Ateikens
   a. Tatum
   b. Brewer
   c. Ateikens
   d. Carlson
   e. Loop
   f. Roth
   g. Fisher
   h. Geimann
   i. Augherton
   j. Grimes
   k. Skeel
   l. Vachon

3. Approval of Minutes
   a. Executive Committee Meeting, May 17, 2007 [page 1]

4. Action Items
   a. Region 10 Director - Tatum
   b. UNLV Chapter - applied for chartered status - Tatum [page 2]

5. Updates
   a. Centennial: SPJ History - Grimes
   b. Centennial: Keynote speakers - Grimes
   c. Challenge Fund for Journalism III - Grimes [page 6]
   d. Board of Directors Slate - Carlson [page 13]
   e. Convention Schedule & Registration - Vachon [page 14]
   f. The Journalist - Skeel [page 17]

6. Discussion Items
   a. Invitations from All-China Journalists Association to visit China - Carlson
   b. Further visits to/collaborations with Asian Journalists Association and Journalists Association of Korea - Carlson [page 25]
   c. SDX Award Issue - Grimes [page 28]
   d. Strategic Planning - Grimes/Vachon [page 41]
   e. LDF/Amicus Brief Approval Process - Tatum [page 53]

7. Old Business

8. Awards - Tatum
   a. David L. Eshelman Outstanding Campus Adviser
   b. Distinguished Teaching in Journalism
   c. Ethics in Journalism
   d. Fellows of the Society
   e. First Amendment
   f. Helen Thomas Lifetime Achievement
   g. Historic Site in Journalism
h. Howard S. Dubin Outstanding Pro Member
i. Julie Galvan Outstanding Graduate in Journalism Award
j. Regional Director of the Year (no nominations received)
k. Sunshine

9. New Business
   a. Wells Memorial Key (closed session; officers only)

10. Adjourn
MINUTES
MEETING OF THE EXECUTIVE COMMITTEE
SOCIETY OF PROFESSIONAL JOURNALISTS
MAY 17, 2007
INDIANAPOLIS, INDIANA

MEETING CALLED TO ORDER
With President-elect Clint Brewer presiding, the meeting of the executive committee of the Society of Professional Journalists was called to order at 9 p.m. on Thursday May 17, 2007, via telephonic conference call.

ROLL CALL
The following members were present: President-elect Clint Brewer; Secretary-treasurer Dave Aekens; Immediate Past President David Carlson; Vice President for Campus Chapter Affairs Mead Loop; Region 5 Director Richard Roth; and Region 10 Director Nathan Isaacs.

EXECUTIVE DIRECTOR EVALUATION
President-elect Clint Brewer called the meeting to order and explained the purpose of the meeting – to discuss the performance evaluation of Executive Director Terry Harper.

Brewer said the evaluation process began in January with a request to executive committee members who wished to take part in the process. President Christine Tatum, Brewer and Aekens responded. On May 7, Harper and Brewer met in Nashville, Tenn. Later, committee members were asked to complete an evaluation form that ranked Harper’s work in 15 categories. They could also make remarks. Brewer compiled the information, wrote a narrative and distributed the review to Aekens and Tatum for editing and contributions. The review was then distributed to the committee.

Brewer led the committee through a discussion of each aspect of the review. Some minor changes were made.

At 10 p.m. EST Isaacs excused himself from the call and noted his support of the review.

Upon proper motion and second by Aekens and Roth, respectively, the executive committee approved by a vote of 4-1 the evaluation for the Executive Director.

MEETING ADJOURNED
Brewer declared the meeting adjourned.
Plan for Development of UNLV SPJ Chapter in 2007-2008

The SPJ Chapter will meet jointly 5:30-6:15 p.m. Sept. 6 with representatives of the other student media organizations (PRSA, AdFed, IABC and WIC) in a joint Association of Students in Communication meeting to recruit journalism majors for membership. (See attached memo detailing a plan for joint meetings in 2007-2008.)

In addition to the joint monthly meetings with other student media groups, the UNLV SPJ Chapter will co-sponsor two meetings during the year with the Las Vegas Professional Chapter. Tentative plans call for one of those to be a libel workshop in the fall, possibly in October. The other joint meeting will be in conjunction with National Ethics Week in April. The chapter also will host some on-campus meetings specifically aimed at journalism students.

At present our chapter has no bank account, but we have access annually to $500 in funds from the Consolidated Students of the University of Nevada, Las Vegas as an officially recognized campus organization. We also can apply for grants from the Barbara Cloud Undergraduate Fund in the Greenspun School of Journalism.

In our initial year as a provisional chapter, 2005-2006, we had a strong core of members who were print majors affiliated with the student newspaper. Unfortunately they were mostly seniors so we were left without carryover leadership. We struggled in the fall to get student leadership until senior Sarah Driggs became president.

A major goal for 2007-2008 is to build a broader student base with more underclass members and more broadcasting students so we are not senior and print dominated. That will help keep us from having to reinvent ourselves each fall.

I have great hope for the development of the chapter because for the first time students must pass an entrance exam to become majors in the Greenspun School, we are in the process of seeking accreditation from AEJMC, and our new Greenspun Hall building will open in the fall of 2008. All of these events are helping us develop energy among students that should translate into greater interest in professionalism.
1. Sept. 22 Student Union: luncheon with alumni and prospective members hosted by the Greenspun School of Journalism.

2. Oct. 2 Student Union: organizational meeting and discussion of ethics in the professional world with Roger Bueher.

3. Nov. 11 Student Union: How to blog with blogger Hugh Jackson and freelance writer Bob Shemeglian.

4. Dec. 2 Student Union: Joint meeting with the Las Vegas Professional Chapter on the media coverage of the November election with panel of elected officials and journalists. (This meeting was particularly successful with more than 40 in attendance.)

5. Jan 31 Student Union: Media coverage of the Chancellor Rogers resignation/reinstatement with Regent James Leavitt.


7. April 28 Classroom Building Complex Auditorium: Joint meeting with the Las Vegas Professional Chapter in celebration of National Ethics Week. Keynote guest speaker: former SPJ National President Fred Brown and panel of victims to discuss the importance of minimizing harm.
View Annual Report Submission

Application Number: 1218
First Name: Campus | UNLV Campus Chapter
Last Name: Email: aaron.thompson236@gmail.com
Date Submitted: 5/2/2007 2:42:00 AM

SPJ Campus Chapter Annual Report Submission
Date/Time Posted: 5/2/2007 2:41:39 AM
Region Number: Region 11
Chapter Name: UNLV Campus Chapter
Submitted By: Mary Hausch
Chapter Web Site: N/A

PRESIDENT INFORMATION
President's Name: Aaron Thompson
Term Expires: August 2007
Mailing Address: 8822 N. Shamu Court
City, State, Zip: Las Vegas NV 89147-6520
Preferred Phone: 702-990-8995
Preferred E-Mail: aaron.thompson236@gmail.com

ADVISER INFORMATION
Adviser's Name: Mary Hausch
Term Expires: N/A
Mailing Address: 1139 5th Place
City, State, Zip: Las Vegas, NV 89104
Preferred Phone: 702-385-1996
Preferred E-Mail: hausch@unlv.nevada.edu

NATIONAL AND REGIONAL REPRESENTATION
At 2006 Convention? No
At 2005 Regional Conference? No

CHAPTER MEMBERSHIP RECRUITMENT
Description of Recruitment Activities:
We have used fliers and posters to make journalism students aware of our activities.
We also utilized campus e-mail to send notices to students. We have had professors
announce our events in their classes. We were successful in adding about 10 members
this spring. We also participated in campus recruitment fair.

CHAPTER MEMBERSHIP RETENTION
Description of Retention Activities: Most of our founding members graduated last May,
leaving us without any officers. As the advisor, I had to initiate the fall meetings to get
the chapter going. I was successful in getting the few members from last year who
were still on campus to remain involved.
CHAPTER PROGRAMMING
Diversity Project or Program? Yes
Description of Program: We co-hosted a meeting with student members of the Las Vegas Association of Black Journalists.

FOI Project or Program? No
Ethics Project or Program? Yes
Description of Program: We co-hosted a meeting about revictimizing victims with the professional chapter on April 28 that was attended by almost 50 people. Fred Brown from Denver was our guest speaker.

Project Watchdog Project or Program? No
Participate in Service Project? No
Other Programs/Activities: We held a well-attended career workshop in March with representatives of a newspaper, television station, p.r. firm and ad agency as guest speakers. We also had a meeting on blogging.

CHAPTER FUND RAISING
Successful Fund-raising Programs: We did not do any fund-raising this year. Our focus was on getting students to join the national organization. We had access to student government funds on campus for refreshments, etc. and did not have to pay for meeting space.

ADDITIONAL COMMENTS
Comments: Many of our new members will be returning next year so that should help us in our development. We also are affiliating more closely with similar student groups in the fall to put on a mixer, etc.

TREASURER'S REPORT
Financial Institution: No bank account
Account Number:
Bank balance at start of academic year:
Amount of funds raised this academic year:
Expenses incurred this academic year:
Closing Bank Balance:
Tax ID Number:
Did Chapter Receive More Than $25,000 in Gross Revenue? No

RECORD REVIEW
Submitter indicates that review was NOT performed.
Challenge Fund for Journalism III
Final Report

Please complete this final report and submit it as an attachment to abergman@lccorps.com by June 8 at 5:00 pm EST. There is no need to submit hard copies. If you have any questions, please contact Artis Bergman or Susan Misra at 212-949-0990. Thank you.

What is capacity-building?

For the purpose of this Initiative, we define “capacity-building” as those activities that strengthen an organization and help it better fulfill its mission. Capacity-building can occur in every aspect of an organization, including its programs, management, staff, operations, technology, governance, finance, and communications. A few examples of capacity building activities include the following: developing a strategic or cultural participation plan, purchasing donor management software, engaging an executive coach, or participating in financial management training.

1. What were your capacity building priorities for June 1, 2006 through May 31, 2007, as described in your Interim Memo? For each capacity building priority, please describe your progress to date. Include what was accomplished during the grant period and any plans you may have to address remaining needs.

A) A strategic planning session will take place in November to allow the organization’s Executive Committee to begin the process of setting priorities for the coming years. The last strategic planning activities took place in 1999.
   o SPJ and the Sigma Delta Chi Foundation have continued the strategic planning process throughout the Challenge Grant year. A planning committee determined six broad goals to guide decision-making. Organizational leaders were involved in the process and the full membership was included in goal-setting review. The goals were endorsed, and this spring, leaders and staff began outlining objectives and tasks. The process will continue through this summer as resources are reviewed and allocated and timetables are established to monitor progress toward the organizations’ three- to five-year goals.

B) The organization plans a large-scale upgrade this year, which will allow a direction connection between the Web site and the organization’s membership management software. This will speed up processing time for member requests; significantly cut down on data entry error, and make staff time available for other priorities.
   o Progress has been slow on this project, but it is nearing completion. The newly created public connections to the organization’s membership database are in the final testing phase at this time, and plans are to go live with the new resource this summer. Once complete, this change in operations should allow SPJ to structure its resources in a way that allows for more program work, as opposed to administrative work.

SPJ’s technology infrastructure review will continue, and with a live connection to the membership database, we now will look for opportunities to broaden connections among members, based on interests and activities. Most of SPJ’s network opportunities to date have been geographically
based. The Internet-based membership system will allow us to significantly expand the organization's connection opportunities.

C) **SPJ has approved three new staff positions:** an advertising manager, a graphic designer, and an administrative assistant. These new positions will provide the organization with staffing resources to significantly expand its work.

- All three positions have been filled. As a result, the organization's advertising opportunities have significantly increased and an aggressive plan is in place to increase advertising revenue in the coming fiscal year. We already are seeing increased sales.

The administrative assistant works as the main contact for member services, providing direct member support, data entry oversight, and office administration. One example of the success of this position is the collection of accurate email addresses and regular electronic communications with 80 percent of SPJ members.
What were the fundraising strategies you used to raise the CFJ III match? Please fill out the following tables to indicate (a) what your goals were for each strategy as described in your Interim Memo and (b) what your results were for each strategy, in terms of numbers of donors and the total amount raised.

**EXPECTED/GOALS**

(This table should be identical to the one submitted in your Interim Memo.)

<table>
<thead>
<tr>
<th>Fundraising Strategy</th>
<th>Number of Donors</th>
<th>Total Giving ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Giving</td>
<td># of donors: 43</td>
<td>$5,000</td>
</tr>
<tr>
<td></td>
<td>Percent of board giving: 100</td>
<td></td>
</tr>
<tr>
<td>Major Gifts</td>
<td># of donors: 4</td>
<td>$10,000</td>
</tr>
<tr>
<td>On-line Gifts</td>
<td># of donors: 25</td>
<td>$1,000</td>
</tr>
<tr>
<td>Events &amp; Conferences</td>
<td># of donors:</td>
<td></td>
</tr>
<tr>
<td>Corporate Matches</td>
<td># of donors:</td>
<td></td>
</tr>
<tr>
<td>Family Foundation</td>
<td># of donors: 4</td>
<td>$5,000</td>
</tr>
<tr>
<td>Small Business Owners</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Mail or Email or</td>
<td># of donors: 555</td>
<td>$20,500</td>
</tr>
<tr>
<td>Appeals in Publications</td>
<td>($35 per gift average)</td>
<td></td>
</tr>
<tr>
<td>New Member Dues</td>
<td># of new members: 2,000</td>
<td>$108,000</td>
</tr>
<tr>
<td></td>
<td>(1,000 students; 1,000 professionals)</td>
<td></td>
</tr>
<tr>
<td>Other (please specify):</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**ACTUAL/RESULTS**

(Count each contribution only one time.)

<table>
<thead>
<tr>
<th>Fundraising Strategy</th>
<th>Number of Donors</th>
<th>Total Giving ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Giving</td>
<td># of donors: 11</td>
<td>$6,384.00</td>
</tr>
<tr>
<td></td>
<td>Percent of board giving (meeting match requirement): 25.6</td>
<td></td>
</tr>
<tr>
<td>Major Gifts</td>
<td># of donors: 2</td>
<td>$16,655.00</td>
</tr>
<tr>
<td>On-line Gifts</td>
<td># of donors: 16</td>
<td>$1,010.00</td>
</tr>
<tr>
<td>Events &amp; Conferences</td>
<td># of donors: 0</td>
<td>0</td>
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<tr>
<td>Corporate Matches</td>
<td># of donors: 3</td>
<td>$1,600.00</td>
</tr>
<tr>
<td>Family Foundation</td>
<td># of donors: 2</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Small Business Owners</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Direct Mail or Email or</td>
<td># of donors: 324</td>
<td>$18,748.00</td>
</tr>
<tr>
<td>Appeals in Publications</td>
<td>($57.86 average per gift)</td>
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</tr>
<tr>
<td>New Member Dues</td>
<td># of donors: 2,856</td>
<td>$143,561.00</td>
</tr>
<tr>
<td>Other (please specify):</td>
<td>Chapter Giving: 5</td>
<td>$1,150.00</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>$190,108.00</strong></td>
</tr>
</tbody>
</table>
2. Please fill out the following table.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>A) CFJ grant award</td>
<td>$ 50,000.00</td>
</tr>
<tr>
<td>B) Match amount required</td>
<td>$100,000.00</td>
</tr>
<tr>
<td>C) Amount raised that meets the matching requirements. This amount should be the same as the total listed in the table &quot;Actual/Results&quot; under Question 2.</td>
<td>$ 190,108.00</td>
</tr>
<tr>
<td>D) Of the amount listed under &quot;C,&quot; how much was from major donors? (These donors could be new or existing members/donors.)</td>
<td>$ 16,655.00</td>
</tr>
<tr>
<td>E) Subtract line D from line C, and enter that amount here. (C - D = ?)</td>
<td>$ 173,453.00</td>
</tr>
<tr>
<td>F) Of the amount listed under &quot;E,&quot; how much came from existing members or donors?</td>
<td>$ 7,909.00</td>
</tr>
<tr>
<td>G) Of the amount listed under &quot;E,&quot; how much came from new donors?</td>
<td>$ 165,544.00</td>
</tr>
<tr>
<td>H) Please add lines D, F, and G, and enter that amount here. This total should be the same as the amount on line C.</td>
<td>$ 190,108.00</td>
</tr>
</tbody>
</table>

3. What did you learn about fundraising and capacity building over the last year? Include any observations about successful practices, any challenges you faced, and anything that you would do differently.

We learned our organization needs to build strong relationships before we seek financial support. We cannot rest on the fact that SPJ is the largest/oldest/widest-known journalism organization. Those are words we throw around, but they mean very little to someone who has not personally experienced the organization's work. To that end, this year SPJ will host special invitation gatherings during its national and local events. The purpose is to introduce potential supporters to the organization and its members. We began with a couple of small events in the past year, and will continue this summer with guests at the Sigma Delta Chi Awards Banquet, the national convention, national workshops and local gatherings.

We learned that we need to know our membership and our contributors better. In addition to gift acknowledgement, we have begun a practice of personal calls and/or emails to new and significant supporters. We are learning about our supporters' backgrounds, careers and interests in SPJ and journalism.

We learned that we need to recognize the "sweat equity" of our organization's leaders in meaningful ways throughout the year. By doing this on an ongoing basis, we can separate the giving of time and the giving of financial support, both of which are important. We hope that recognizing and respecting the generous time commitment of our volunteers will give our volunteers the confidence to also increase their financial commitments to the organization.

Fund raising is a group effort. We are most successful when the process involves both staff and volunteers. It also takes planning. The Challenge Grant year helped us to create an...
annual fund raising plan. It also helped us maintain a communications schedule with our annual fund contacts as well as establish a plan for electronic fund raising communications with members and potential contributors. Beginning each fiscal year from now forward with a similar plan and calendar will help us stay on track toward our fund raising goals.

4. Describe any expected changes in your organization's overall funding base, resulting from your participation in CFJ III:
Through our work towards the Challenge Grant, we have identified this year at least three potential major donors. We will continue to maintain those new relationships and seek opportunities that are mutually beneficial. We also will use methods learned this year to continue to identify other individuals with interests similar to our organizations.

Through the Challenge Grant year, we identified approximately 300 new contributors to SPJ and the Sigma Delta Chi Foundation. We will now work to turn those new donors into repeat supporters. We also have identified more than 2,800 new members of the Society. The challenge this year will be to connect those members, learn their interests, determine how the organization can meet their needs, and move them from first-year members to organization supporters.

5. Describe the level of sustainability of your new donors (from this past year) and what your immediate next steps will be to continue their cultivation:
Upon completion of the Challenge Grant program, everyone whose gift or membership counted toward the goal will receive a report on the project. We will use the opportunity to thank our supporters, share success stories and lay the groundwork for support in the coming year.

As part of the Challenge Grant, we added a "funding success" feature to our Web site and will continue to build on that, sharing with our supporters how their financial contributions translate to the personal lives of journalists and the advancement of the profession. These features are not about what our organization does, but are about the results of its actions.

Quarterly communications with our current donors, through mail and/or e-mail, will continue to build the connection between the organization and the individuals.

6. How did meeting the other CFJ III grantees help your organization? Please be sure to include any specific benefits or impact that you or your organization experienced due to meeting and communicating with other CFJ grantees.

I was surprised by how many of the grantees from other organizations had a direct connection to SPJ. Some were members of the organization and most had been members at one time. I used the opportunity to learn about their experiences with our organization – from the prospective of fund raisers, former members and leaders of other journalism organizations. This planted several ideas about opportunities to reconnect with former members of SPJ. This was an added-benefit to our participation in the program.

Relationships with other grantees have resulted in SPJ promotion of other organization's programs and activities. Rather than competition, we view these resources as benefits to
our members. When we can connect them with resources that help them in some way, we've done our job. But, we're careful to promote resources we are most familiar with, and learning more about our fellow grantees has expanded our knowledge of what they do and offer.

I have been pleased with the openness of grantees and their willingness to share what worked and didn't work for them. I have reviewed all of the shared campaign materials and have used several great communications ideas from fellow grantees to create our own communications.

By following the Web site reports of fellow grantees, especially the Society of Environmental Journalists, I have put together good ideas for communicating excitement and energy through our Web site.

6. Please complete the anonymous on-line evaluation of CFJ III. Enter the code given at the end of the survey here: ______________ CFJ32007 ______________.

The survey can be found at:

What were your organization's qualifying donations and the total amount raised? Please create a table on a separate sheet of paper using these column headings:

**DONATIONS MEETING THE CFJ III MATCH REQUIREMENT**

<table>
<thead>
<tr>
<th>Name of Donor</th>
<th>Pledged ($</th>
<th>Received ($)</th>
<th>Amount Applied to CFJ III Match ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

Please provide a total sum for “Amount Applied to CFJ III Match” at the end of your table. This amount should equal the amount listed on line “C” under Question 2.

Please note that new federal requirements regarding how donations should be documented went into effect in 2007. As a result, each CFJ grantee is responsible for maintaining reliable written records of donations. This includes proof of each donation (e.g., copies of grant acknowledgement letters, pledge/bequest documents, copies of checks or certificates of stock transfers, letters from donors, etc.). It also includes proof that donations have been deposited into the account for which funds were raised (with the balance of the account increasing by the amount of the donations). Please seek appropriate legal counsel or tax advice for more information about these requirements.

7. Please complete the table below. Use the same line items as outlined in your Interim Memo, adding new line items only if appropriate.

**SUMMARY OF GRANT EXPENDITURE**

<table>
<thead>
<tr>
<th>Item</th>
<th>Interim Memo Budget</th>
<th>Actual Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPACITY BUILDING</strong></td>
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<tr>
<td><strong>ADVANCE</strong></td>
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<td>?</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>UNRESTRICTED</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>– Please enter the remaining amount of your CFJ III grant (i.e., the portion not applied to capacity building or an advance).</td>
<td></td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Unrestricted portion of the CFJ III grant</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>TOTAL GRANT AWARD</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This amount should equal the amount listed on line “A” under Question 2.</td>
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<td>POSITION</td>
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<tr>
<td>President-elect</td>
<td>Dave Aeikens</td>
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<tr>
<td>Secretary-treasurer</td>
<td>Kevin Smith</td>
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<tr>
<td>VP Campus Affairs</td>
<td>Neil Ralston</td>
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<tr>
<td>Advisor at Large</td>
<td>Mead Loop</td>
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<td></td>
<td>Elizabeth Clark</td>
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<tr>
<td>Director at Large</td>
<td>Bill McClosky</td>
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<tr>
<td>Campus Representative (2)</td>
<td>Taylor Rausch</td>
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<td></td>
<td>Melissa Patterson</td>
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<td>Region 2 Director</td>
<td>Ann Augherton</td>
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<td>Region 3 Director</td>
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<td>Region 6 Director</td>
<td>Gordon Govier</td>
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<td>Region 10 Director</td>
<td>Tom Henderson</td>
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<td>Region 11 Director</td>
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<tr>
<td>Region 12 Director</td>
<td>Sonny Albarado</td>
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## Overview of Convention 2007 for Board of Directors

<table>
<thead>
<tr>
<th>DAY</th>
<th>TIME</th>
<th>EVENT</th>
<th>PLACE</th>
</tr>
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<tbody>
<tr>
<td>Wednesday</td>
<td>Noon-5 pm</td>
<td>Board Meeting</td>
<td>Hyatt</td>
</tr>
<tr>
<td></td>
<td>6:30-8:30 pm</td>
<td>Board Reception</td>
<td>Kiplinger Building</td>
</tr>
<tr>
<td>Thursday</td>
<td>10 am-Noon</td>
<td>Foundation Board Meeting</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>1-3:30 pm</td>
<td>Sessions</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>3:30-5 pm</td>
<td>Plenary Session</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>5-6 pm</td>
<td>Scripps Reception (applies to those who have attended Scripps)</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>7-10 pm</td>
<td>Opening Night Reception &amp; LDF Auction (ticket purchase necessary)</td>
<td>City Museum</td>
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<tr>
<td>Friday</td>
<td>8:30-9:30 am</td>
<td>Sessions</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>10-11 am</td>
<td>Plenary Session</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>11:30-12:30</td>
<td>Opening Business Session</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>12:45-1:45 pm</td>
<td>MOE Luncheon (ticket purchase necessary)</td>
<td>Hyatt</td>
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<tr>
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<td>2-4:15 pm</td>
<td>Sessions</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>4:30-5:30 pm</td>
<td>Regional Meetings</td>
<td>Hyatt</td>
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<td>Saturday</td>
<td>8-9:30 am</td>
<td>Leader Breakfast (ticket purchase necessary)</td>
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<td></td>
<td>8:30-9:30 am</td>
<td>Sessions</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>9:45-10:45 am</td>
<td>Plenary Session</td>
<td>Hyatt</td>
</tr>
<tr>
<td></td>
<td>11 am-Noon</td>
<td>Sessions</td>
<td>Hyatt</td>
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<td></td>
<td>Noon-2:45 pm</td>
<td>Open</td>
<td>Hyatt</td>
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<td></td>
<td>2:45-3:45 pm</td>
<td>Sessions</td>
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<td>4-5 pm</td>
<td>Sessions</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>5-6 pm</td>
<td>Closing Business Session</td>
<td>Hyatt</td>
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<td></td>
<td>6:30-7:30 pm</td>
<td>Diversity Reception</td>
<td>Hyatt</td>
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<tr>
<td></td>
<td>7:30-10:30 pm</td>
<td>Banquet (ticket purchase necessary)</td>
<td>Hyatt</td>
</tr>
<tr>
<td>Sunday</td>
<td>Morning-TBA</td>
<td>Board Meeting</td>
<td>Hyatt</td>
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</tbody>
</table>
2007 SPJ Convention & National Journalism Conference

Registration

Name ____________________________ SPJ Member Number _______________________

Title/Company/School ___________________________________________________________

Address __________________________________________ □ Work/School Address □ Home Address

City/State/Zip ____________________________________________

Daytime Phone __________________________ E-mail _______________________________

Physical or dietary needs? (please explain) __________________________________________

Registration

<table>
<thead>
<tr>
<th></th>
<th>Member</th>
<th>Non-Member</th>
<th>Student Member</th>
<th>Non-Member</th>
<th>Advisor/Retired</th>
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<td>Early Registration*</td>
<td>$175</td>
<td>$275</td>
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<tr>
<td>Advanced Registration*</td>
<td>$225</td>
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<tr>
<td>On-site Registration*</td>
<td>$275</td>
<td>$375</td>
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*The above fees do not include meals. Individual meal tickets can be purchased below.

Meals & Events (not included in your convention registration fee)

☐ Opening Night Reception & Legal Defense Fund Auction

Thursday, Oct. 4, 7-10 p.m.

Join hundreds of journalists and convention-goers for drinks, cuisine, and conversation at

The National Music Center located on the grounds of the Historic Carnegie Library.

☐ Mark of Excellence Awards Luncheon

Friday, Oct. 5, 12:45-1:45 p.m.

Top student journalists will receive Mark of Excellence Awards representing the best in collegiate journalism. Outstanding faculty and advisers also will be honored.

☐ President's Installation Banquet

Saturday, Oct. 6, 7:30-10:30 p.m.

National leaders for the Society take office and the Society's highest awards are presented.

The most outstanding chapters are honored for their accomplishments.

Half-Day Training Workshops

Advance registration is required. Space is limited.

☐ Citizen Media @ SPJ Thursday, Oct. 4th, 9 a.m.-Noon $25 $_____

☐ Inside the Marble Palace Thursday, Oct. 4th, 1-4 p.m. $25 $_____

☐ Going Local Hands-On Training for Better Reporting Thursday, Oct. 4th, 1-5 p.m. $25 $_____

Method of Payment

Make checks and money orders payable to Society of Professional Journalists

☐ MasterCard ☐ VISA ☐ American Express Name on card _______________________

Credit Card Number ___________ Expires ___________

Total Payment Due $_____

Cancellation Policy: All refund requests must be made in writing. No requests made by telephone will be accepted.

Cancellation requests made before Sept. 24 are subject to a $25 processing fee. No refunds made after Sept. 24. Refund requests may be transmitted.

To Register:

Online: www.spj.org Fax: 317-920-4789

Mail: Society of Professional Journalists

3909 N. Meridian St., Indianapolis, IN 46208

Questions?

Contact Chris Vachon cvachon@spj.org

317-927-8000 x 207

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The Society of Professional Journalists invites you to join leaders of the Sigma Delta Chi Foundation and the Society of Professional Journalists for a breakfast in your honor during the 2007 SPJ Convention & National Journalism Conference in Washington, D.C.

When: Saturday, October 6, from 8:00-9:30 a.m.
Where: Hyatt Regency Washington on Capitol Hill

The breakfast will be held in a private banquet room offering a great location to chat with old friends, catch up on organizational activities and meet the candidates for the 2007-2008 national board of directors.

Please RSVP by Sept. 1.
Use the form below to reserve your seat today.

We look forward to seeing you in Washington!

REGISTRATION FORM

Number of Tickets: _____ @ $25 each = _______

Name
Address
City
State Zip Code
Email
Phone

Total Due

Pay by check or credit card. Send payment to:

By Mail: Society of Professional Journalists
Eugene S. Pulliam National Journalism Center
3509 N. Meridian St.
Indianapolis, IN 46208

By Fax: 317/920-4789

Credit Card Information
Card Type: _______ Expiration Date: _______
Card Number: ________________________________
Signature: ________________________________
MEMORANDUM

DATE: Aug. 3, 2007
FROM: Joe Skeel
SUBJ: THE JOURNALIST
FOR: SPJ Executive Committee

EDITORIAL CONTENT
We are about two weeks away from beginning design work on The Journalist. Deadline to have the magazine to the printer is Sept. 17. To date, we have 12 contributors lined up for the 2007 edition. Early copy deadline is Aug. 6. I'm still hoping for one or two more writers, but feel good with the number we are at now.

This year's contributors include:

- Ann Curry, NBC News — Importance of international perspective in news coverage.
- Rob Curley, Washingtonpost.Newsweek — where is news delivery headed.
- Amie Steele, The Collegiate — The student media's perspective on the VT shootings.
- Alicia Shepard, NY Times contributor — Personal story related to covering VT shootings.
- Kate Marymont, Ft. Myers News-Press — Editor's perspective on the newspaper's efforts to get the Mojo.
- Connie Schultz, Cleveland Plain dealer, former Pulitzer winner — When should journalists advocate for their own profession.
- Alan Kania, Historian, author, columnist — History and role of press clubs in their heyday.
- Kay Siblani, executive editor, Arab American News — Rise and importance the minority press plays in democracy.
- Jonathan Alter, Newsweek — Election 2008
- Bob Edwards, national radio personality — A recap of some of his most memorable interviews.
- Mike Pence, Congressman — What can journalists do to get the public behind open-government reform?

NATIONAL DISTRIBUTION
We have entered into a contract with Source Interlink for distribution of the magazine. They are now in the process of offering The Journalist to their customers (about 110,000 stores nationwide). We hope to see some orders within the next six weeks. We are selling the magazine for $9.99 on the newsstand. Taking into account all costs associated with printing and distributing, we would make a small profit on each book (less than $2). The goal is to spread SPJ's name and raise its profile. Profits were given second consideration.
MEMORANDUM

DATE: July 17, 2007
FROM: Mary Morgan, Advertising Sales Manager
SUBJ: THE JOURNALIST -- AD SALES
FOR: Executive Meeting

Currently, we have no advertisers secured for the 2007 edition of the Journalist. History indicates advertisers come aboard at the last minute. I anticipate the same scenario again this year. Being with SPJ for just a few months, there’s been limited time to make a sales plan and set it into action. Ultimately, I feel confident that efforts put forth thus far will result in last minute ad buys. (Additional feedback at the end of this report).

SALES STRATEGY

- Identify past advertisers and secure contact information
- Identify new prospects and secure contact information
- Create database for all potential advertisers
- Update and create marketing material
- Mail introduction letter to previous advertisers with 2007 ad rates
- Mail introduction letter, media kit and copy of past issues to all new prospects
- Make follow up efforts to all previous advertisers via phone, e-mail or letter
- Make follow up efforts to all potential advertisers via phone, e-mail or letter
- If potential advertiser declines to participate, ask uncover questions to determine why that decision was made. Try to overcome any objection and find a solution.
- Use the Source Interlink distribution agreement as a reason to call back previous and potential advertisers with yet, another reason to consider The Journalist.

Following you will find a list of advertising prospects. Feedback, if any, is listed along with probability of sale. DECLINE = proposal has been considered and declined. WARM = proposals submitted and being considered. HOT = proposals submitted and have feedback that indicated we are being considered and conversations have been positive that they will come aboard.
PREVIOUS ADVERTISERS

- State Farm Insurance - they discontinued the "quote us on that" campaign, therefore Quill or The Journalist was not included in the 2007 media planning. Understanding that their media plans have taken a different focus, I proposed a one-time The Journalist buy, without Quill. Proposal still in consideration. WARM
- Daimler Chrysler - proposal submitted. WARM
- NBC News - Proposal still in consideration. HOT
- SBC
- Georgia Pacific
- The Dienschneider Group. WARM
- General Motors - proposal submitted. WARM
- Hofstra University - proposal submitted. HOT
- Ithaca - New management taking a different direction. DECLINED
- Merck - Proposal submitted. WARM
- Associated Press - Proposal still in consideration. WARM
- Marquette University - Proposal submitted. HOT
- Merrill Lynch - verbal commitment from previous year. Still attempting to solidify that commitment. HOT
- Bloomberg
- NYSE
- Coca-Cola - Verbal commitment from previous year. Attempting to verify with client WARM
- Knight Foundation
- Bell South
- PR Newswire
- CUNY- WARM
- Market Wire
- ABC - initial intro letter resulted in a rejection. Inquired why with no response. DECLINED
- Johnson & Johnson - proposal submitted. Rejected but welcomes proposal again next year. DECLINED
- IPC Print Services

HOT PROSPECTS

- American Hospital Association - proposal being considered for The Journalist, Quill and Web. Client feels strongly that we will be worked into their media mix in some capacity.
- Anheuser Busch - Met with Midwest regional manager who was filtering our proposal through the national channels
- NBC - awaiting answer any day
- Sprint - proposal submitted to the agency and is being considered
- Corzon - proposal being considered
- Goodwill Industries - proposal making its way through the channels
• National Association of Realtors - declined first proposal. Revised it with lower rates and creative ideas for campaign.
• Gateway - Proposal submitted, awaiting approval
• LG Mobile - proposal submitted
• Quinnipiac University - verbal agreement, waiting on insertion order
• Xerox - submitted, in review
• Botox - submitted, being considered for trademark reasons
• Kleenex - submitted, being reviewed.
• Bubble Wrap - in review
• Dell - in consideration
• Coors Brewing Company
• Viacom - in consideration
• American Express - in consideration
• Abbott Laboratories
• Kimberly-Clark
• Newseum
• Martin Agency
• Kaiser Family Foundation

WARM PROSPECTS
• Arch West Architects
• Boost Mobile
• Starcomm
• Dirks, Van Essen & Murray - felt rates were too high but like the publication. Proposing a last minute lower rate. Awaiting feedback
• Integer Group
• Slate Magazine
• Sustainprint.com
• Washington Post
• Washingtonpost.newsweek Interactive
• CBS
• Sports Illustrated
• Universal McCann
• US Airways
• Cingular
• Hershey Food Co
• Jet Blue Airways - initial proposal declined, resubmitted with reasons to reconsider
• Center for Public Integrity
• CNN
• International Trademark Assoc
• Kodak - proposal submitted, unable to get answer
• McClatchy
• Sony - proposal submitted awaiting approval
• Pfizer
• General Electric
• Toyota
• Sears Holdings Corp.
• Citigroup
• Pepsi co
• IBM
• Macintosh
• Volkswagon
• Bristol-Myers
• MasterCard International
• Eli Lilly
• Actna
• Beacon Press
• Dow Jones Newspaper Fund
• FACS
• JoLab Institute for Interactive Journalism
• Reynolds Center
• Busch Media Group
• GEICO
• Avis
• Society for News Design
• Southern Connecticut State University
• Stanford University
• U.S. News & World Report
• The Reporters Committee for Freedom of the Press
• The CDC Foundation
• Stone Communications
• Sprint Corporate
• Ross, Dickson & Bell
• Robert F. Kennedy Memorial
• Robert Bosch Foundation
• Reynolds Center
• Religion Newswriters
• Phillips Foundation
• NYSSCPA
• NSNC Education Foundation
• NIHCM
• Nieman Foundation
• Newspaper Association of America
• National Press Foundation
• National Scholastic Press Association
• National Journal
• National Headliner Awards
- Microsoft
- Knight-Wallace Fellows
- Knight Science Journalism Fellowships
- Freddie Mac
- Harvard University
- Institute on Political Journalism
- The Indianapolis Star
- General Foundation of Women's Clubs
- Prudential Finance
- Ford Foundation
- Dow Jones & Company
- Carter Center
- Ball State University
- Baker & Hostetler
- Amy Foundation
- American Society of Microbiology
- American Press Institute
- American Institute of Physics
- American Express
- American City Business Journals
- American Academy of Religion
- Adirondack Center for Writing
- Association for Education in Journalism and Mass Communication
- Association of Health Care Journalists
- Casey Journalism Center on Children and Families
- Center for Integration & Improvement of Journalism
- College Media Advisers
- Committee of Concerned Journalists
- Council for Advancement of Science Writing
- Crimes of War Education Project
- East-West Center
- Florida Press Club

PROSPECTS WHO DECLINED
- Amtrak - doesn't fit current media plans
- AT&T
- Bacardi - doesn't reach their objectives
- Circuit City - budget already allocated
- Columbia Sportswear - only considers trade options
- Exxon Mobil
- Hyundai - exceeds budget available for 07
- Lexus
- Assoc. of Alternative Weeklies
- BBC America
- Allstate Insurance - budget already set
- LA Times The Washington Post News Service - No budget this year but promises for '08.
- Frontier Airlines - budget already set
- Imperial Oil
- Kawasaki - doesn’t fit objectives
- Kyocera Wireless - market too limited
- The Generation Network - declined The Journalist, considering web
- Public Welfare Foundation - too expensive, can’t afford
- Proctor & Gamble - budget set and spent for '07
- GlaxoSmithKine Pharmaceuticals
- Best Buy
- Bank of America
- Ameritrade Holding Corp.
- AAAS
- Alicia Patterson Foundation
- Knight Center
- Media Department II
- Simon & Schuster, Inc
- Vocabula Review
- Fertel Group

Sales Plan for final weeks before deadline
- Lowering rates and re-approaching prospects that declined or have not responded.
- Follow up with every outstanding proposal.
- Approach universities with a special quarter-page rate exclusively for journalism and mass communication departments.
- Continue to prospect trademark clients.
- Continue to approach news organizations.
- Continue to prospect journalism organizations.
- Use proposal and sponsorship web sites to find large potential advertisers.

Comments
There are a few observations that I feel could lend insight to the current state of ad sales for The Journalist. First, the obvious obstacle of a mid-year staff change in the sales manager position certainly factors into a shortened time frame available to work on ad sales. More importantly, this resulted in missing the opportunity to be considered for annual media buys. Often, The Journalist is considered something advertisers wish to “support” rather than an “investment” on their brand. The Journalist is often put into the sponsorship category and those decisions are made way in advance. By the time I approached them, their annual sponsorship
dollars were already allocated. I believe that The Journalist could be considered more of a valuable investment for these advertisers once The Journalist can be found on newsstands.

Suggestions for future editions of The Journalist

- Identify when to submit proposals to ensure we’re on the table for 2008 considerations.
- Create marketing material that better represents the quality of the product and highlights value in investment.
- Package The Journalist with Quill and Web to give companies a media mix that saturates the SPJ membership.
MEMORANDUM

DATE: July 30, 2007
FROM: Robert Leger
SUBJ: INTERNATIONAL EXCHANGE
FOR: Executive Committee

A few issues are arising in our current and potential international exchange programs that the executive committee should address. In this note, I’ll lay out the concerns I have, with the expectation that Dave Carlson will amplify upon them during your meeting this weekend.

Let me start at the beginning. President Lee Sang Ki and a delegation from the Journalists Association of Korea attended the 2002 convention in Fort Worth. They met with SPJ officers in Al Cross’ suite, proposing we begin a cultural exchange.

A year later, I led a delegation of 10 to South Korea for the first East Asia Journalism Forum. Dave Carlson, then the secretary-treasurer, Joel Campbell, Ian Marquand, Susan Kreifels and Sally Lehrman were in the group. SPJ provided a $500 stipend toward international airfare, and JAK paid our expenses in Korea. We were treated royally.

We returned in 2004, with President Irwin Grat leading a group that included Mac McKerral, Ann Augerton, Neil Ralston, Sonya Smith, Kreifels and me. In 2005, Carlson led the group; I did not make this trip. All of these visits were as guests of JAK.

JAK delegations returned for the Tampa and New York conventions, with their domestic expenses provided by the State Department. After the New York convention, the JAK delegates were treated to two- or three-day stays in the homes of SPJ members in cities large and small. In fall 2005, we put on a one-day symposium at the Freedom Forum for the JAK members as well as journalists from Taiwan. The delegations then dispersed to homestays across the country. Lee stayed at my home the first year, and with Irwin the second year.

That was the last year the embassy provided JAK with funding. Working with Terry Harper, I have been looking for a grants to continue our end of the exchange. We have not yet been successful.

In 2006, the relationship became complicated.

Lee, having served four years as JAK president, stepped down in 2005. He proceeded to set up an office for the Asia Journalists Association, an outgrowth of the forums he organized as JAK president. This group hosted a forum in 2006; we
sent Todd Gillman, Neil Ralston, Kevin Smith, Pueng Vongs and me. A few things made me uneasy:

- The underwriting had shifted from press foundations, newspapers and big corporations to private businessmen who may have had less-than-altruistic motivations.
- Lee was pushing harder than ever to make the group one that advocated for peace on the Korean peninsula, rather than one promoting what we would recognize as journalistic objectives.
- JAK was noticeably absent; Lee and an embassy press officer told me the new leadership was less interested in international exchanges. Later, however, it became clear that there is some conflict between Lee and his successor as JAK president. Smith and Joe Skeel noticed this when they traveled to Korea in March as guests of JAK for an International Federation of Journalists gathering. There, JAK leaders expressed an interest in coming to our Washington convention.

Lee phoned me recently and said we'll be invited to another forum in November. I was noncommittal, because these are the issues I see with our Korean exchange:

- Is our relationship with JAK or with Lee, who initiated the exchanges?
- How interested is JAK? I emailed the group's secretary general with that question two weeks ago, but have received no response. I sent the message again this morning.
- If JAK is not interested, should we continue a relationship with AJA despite concerns about the group's pro-peace agenda?

I don't know that we need answers this weekend, but I believe the executive committee should be involved in any discussion.

Addendum: I just visited the two Korean sites. JAK is in Korean. AJA is in English, includes a link to the SPJ web site, lists me as an honorary member and includes a description of the AJA Peace Train project. Take a look at http://www.ajanews.org/.

CHINA
Dave Carlson received an open-ended invitation to send a delegation to China. I find this very exciting, but I am concerned about how our travel would be underwritten. Dave's correspondent writes that the All-China Journalists Association is a nongovernment organization that receives no government money. I am skeptical of that answer, so I sought input from Susan Kriefels, whose job at the East-West Center makes her familiar with such issues. She passed the question on to Jocelyn Ford, a public radio correspondent in Beijing, who wrote:

I find it very interesting that the ACJA says there is "no need to worry about 'government subsidized travel'.

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I'd be very curious to know where they say they get their funding.

I believe the following article by CPJ more accurately describes the organization, which was established by the Chinese Communist Party.


The All-China Journalists Association (ACJA) is the only national organization whose mission is to protect journalists' rights. But it is a government institution, and regulations against the formation of independent, nongovernmental organizations prevent journalists from organizing outside official structures. Chinese journalists generally view the ACJA with derision as a weak, official organization that has the government's interests at heart, not those of journalists. Nevertheless, after their reporters are attacked, editors sometimes file a formal complaint with the ACJA, to put it on the record.

The ACJA announced in November 2003 that it had been contacted more than 350 times since 1998 by journalists requesting protection. The chairman of the organization's Committee to Protect the Legitimate Rights and Interests of Journalists said that while "quite a few of these cases were resolved satisfactorily with the committee's support, statements, and active hard work...efforts to protect journalistic rights are still inadequate in many ways," according to a report from Xinhua, China's state-run news agency.

Personally, I am uncomfortable in accepting the Chinese invitation, as much as I would like to see that country. I believe it would be difficult to defend under the tenets of the Ethics Code, as government and Communist Party money almost certainly would be used to pay our expenses.

Others may feel differently. I believe the executive committee should provide guidance.

TAIWAN

Just before writing this note, I learned we have an invitation from Taiwan to visit. If this invitation is from the Taiwan Journalists Association, I would have no qualms about accepting it. That organization is similar to SPJ — and for that matter, JAK — in its aims and relationship to the government. It advocates tirelessly for press freedoms in a nation not far removed from dictatorship.

If, on the other hand, the invitation is from the Taiwanese government, I'd have the same concerns as with the Chinese invitation.
MEMORANDUM

DATE: July 24, 2007
FROM: Heather Porter, Programs Coordinator
SUBJ: SIGMA DELTA CHI AWARDS-ISSUE
FOR: SPJ Executive Committee

Kevin Benz, from News 8 Austin, e-mailed me on Wednesday, July 18 at 5:18 p.m. I received his e-mail when I got to work on Thursday, July 19. Our e-mail exchange follows.

To summarize: The winners of SDX Category 37: Documentaries, All Other Markets (CBS 3 Philadelphia) should have entered in Category 36: Documentaries, Network/Top 25 Markets.

As you can see from their entry form and cover letter, they state category 37 (all other markets) on both instead of the appropriate category 36.

I did not catch this error while sorting entries, judges did not raise questions pertaining to this entry during the judging process and the entrants did not bring this to our attention when I notified them of their win and stated they had won in the Documentaries, All Other Markets category. We announced SDX Winners in April and did not hear anything from Mr. Benz until he contacted me on July 18. He is the first person to bring this to my attention.

I spoke with both Guy and Julie about this before I responded to Mr. Benz on Monday (attached) after I returned from Washington. Guy remembers an instance like this in the past concerning ESPN entering & winning in the all other markets category when they should have been entered in the Network/Top 25 Category. Their award stood and was not revoked because it was decided that no intent to deceive was made on the part of the entrant. It was also decided to not revoke the award in an effort not to harm the station's credibility or question their ethics.

Since this was brought to my attention, I have begun developing wording for the SDX brochure that requires proof of market size be submitted with entry.

Board Action: Please take a few moments to discuss this issue and let me and Guy know if you wish the organization revoke the award or let it stand. To alleviate any concerns from other organizations that entered in Category 37 (11 other entries) we can offer to refund their entry fee for entries in this category. Such a refund would total $740.
MEMORANDUM

DATE: July 30, 2007
FROM: Guy Baehr, chair, Awards & Honors Committee
SUBJ: INELIGIBLE WINNER IN SDX AWARDS COMPETITION
FOR: Executive Committee

I want to bring to the board’s attention a difficult situation involving this year’s SDX awards. It is serious enough that I believe it requires action by the board.

Background

Just a few days before this the SDX awards banquet earlier this month we found that one of the announced winners, CBS 3 Philadelphia, had entered and won in a category for which it was not eligible due to size.

Specifically, it entered and won in category 37, “Television Documentaries (all other markets),” when it should have been entry in Category 36, “Television Documentaries (Network/Top 25 Markets),” because it is in the nation’s 4th largest broadcast market.

This situation was brought to our attention by Kevin Benz, news director at News 8 in Austin, Texas, which is not one of the nation’s 25 largest broadcast markets.

Heather Porter, who handles administration of the SDX awards, called me about the situation as soon as she was able to confirm the error. She has been keeping me fully informed of the situation as it has developed and has been working closely with me to see that it is resolved appropriately.

Because the awards dinner was just a couple of days away and the awards had already been announced last spring, I decided to let the formal presentation of the award at the dinner go forward because there just wasn’t time to gather all the facts and consult with the board on how to handle the problem.

In addition, Heather explained that there did not seem to be any evidence that CBS 3 had intentionally entered in the wrong category. In consulting with other staff, she found that when a similar problem arose in the past, it was decided not to revoke the award because the mistake also seemed to be unintentional and doing so would have embarrassed the entrant.

I wasn’t entirely comfortable with using that rationale again, so I asked Heather to explain to Mr. Benz that we were going to go forward with the presentation pending a final decision by the board.

One problem that is complicating the issue is that it may be impossible to re-judge the category involved because judges are normally told to destroy the losing
entries following judging, although lists of all entrants are kept by headquarters. Heather has contacted the chief judge in the “all other markets” category and we are still trying to see if the entries were in fact destroyed. We may know more before your meeting.

At this point neither Heather nor I have talked to CBS 3 because we want to wait for a board determination on what to do. Heather has exchanged emails on the matter with Mr. Benz. I would add that I think Mr. Benz makes some convincing points in his email.

Recommendations

Based on the facts I am aware of so far, my recommendation would be to ask CBS 3 to voluntarily relinquish its award based on the fact that, for whatever reason, it submitted it in the wrong category. If it does not agree to do that, I would recommend that SPJ revoke the award unless CBS 3 can provide clear evidence of why that would not be appropriate.

My hope is that CBS 3 would choose to return the award once it realizes the situation. While not catching their mistake allowed this embarrassing situation to develop, I think they helped create the situation by mistakenly entering in the wrong category. In addition, they failed to notice — or tell us — that they'd won in the small-market category despite being a Top 25 outlet.

At the same time, I would recommend issuing a statement from SPJ indicating that we have no evidence to suggest that this was anything but an innocent error on CBS’s part and apologize for not catching it as part of our contest procedures.

We would also explain that as a result of this incident, we will be taking measures to prevent such mistakes in the future. If the board decides to take this action I as chair of the awards committee would be more than willing to draft the statement, contact CBS 3 and handle any inquiries.

In addition, I would recommend that we make an attempt to re-judge the “all other markets” category and select a winner from among the eligible entrants. This could be done relatively easily if the entries have not been destroyed. It might also be possible if the judges can recall that one of the eligible entries was the clear runner up to the CBS 3 entry. We would need to leave this judgment to the judges.

Ideally, we could announce the new winner at the same time that we announced CBS 3’s decision to relinquish its award and our determination to tighten procedures to avoid any such errors in the future.

While admitting and correcting this mistake is not easy or pleasant for either CBS or SPJ, I don’t see any other course of action that conforms with our Code of
Ethics, which calls on journalists to “Admit mistakes and correct them promptly.” I also believe that correcting this mistake is important to maintaining the credibility of the SDX awards. (No doubt Mr. Benz is not the only broadcast journalist who happened to notice that a big city station won in a category set aside for smaller market stations.)

Of course, I and my committee will put in place before the next contest cycle measures to ensure that future errors like this do not occur in any of our national awards and honors programs, including both SDX and MOE.

As you may know, I have recruited five new members for the Awards & Honors Committee. All are experienced as chairs of chapter or regional awards programs so their accumulated wisdom should be useful in putting in the required safeguards.
2006 SIGMA DELTA CHI AWARDS ENTRY FORM

Category: Documentaries

Documentary: Alex Scott: A Stand for Hope

A little girl and a dream can do amazing things.

June 7, 2006

Entrant(s):
Larry Mendte, Writer & Director
Mike Henry, Editor Jonelle Fabian, Producer Andrea Korff, Photographer

Media Organization
KYW

101 South Independence Mall East
Philadelphia, PA 19106

State: PA

Telephone Number: 215-238-4552
Fax Number: 215-238-4506

Mendte@KYW.com

Contact Information
Larry Mendte
215-247-7238
Mendte@KYW.com

Date(s) Published or Broadcast

Payment Information
Entry Fee
$50 per entry for SPJ members
$100 per entry for nonmembers

SPJ Membership
Renew my SPJ membership
I want to join. Sign me up! (Enjoy immediate savings on awards entry fees)

Name of Person Joining SPJ

Street Address

City
State
ZIP

Daytime Telephone Number
E-mail

Professional (new/renewal) - $72 annually
Post-graduate (up to two years after college graduation) - $36 annually

Total Enclosed $60.00

Mail With Entry Fee To:
Sigma Delta Chi Awards
Society of Professional Journalists
3909 N. Meridian St.
Indianapolis, IN 46208

For More Information
Contact the Society of Professional Journalists
Phone: 317/927-8000
Fax: 317/920-4789
Web site: www.spj.org
E-mail: awards@spj.org

Special Notification Requirements

Attach three copies of the completed form to each entry.
“Alex Scott: A Stand for Hope” is an emotional and inspirational story of a little girl who left a big mark. It is the story of Alex Scott, who started a national movement before she died at the age of eight. Alex was diagnosed with a rare form of cancer when she was an infant. As she grew up and watched other children suffer in the pediatric cancer ward, she decided to do something to help them. Alex started Alex’s Lemonade Stand and taught children across the country philanthropy. As of this writing, Alex’s legacy and her legion of lemonade stands have raised over ten million dollars. It is money that is keeping children alive and giving them hope.

To put this documentary together our team collected an extraordinary amount of video from across the country. Also, Alex’s parents granted us access to all of their home videos. The challenge was not in telling the story, but in fitting it all in to 23 minutes and doing it justice.

Alex Scott lived an amazing life. We were proud to tell her story.
27. FEATURE REPORTING

This award recognizes a reporter or team for features. Entries may be personality profiles, trend stories, human-interest stories or any feature that is not breaking news. Entries may be a single broadcast or series of no more than three parts.

28. DOCUMENTARIES

This award recognizes reporters and production teams that dramatically show or analyze a news event, issue or feature in a single broadcast. The broadcast may be part of a documentary series but must stand alone in telling its story. Documentary Series themselves may be considered in the Public Service category, if applicable.

29. PUBLIC SERVICE IN RADIO JOURNALISM

This award recognizes a radio news organization (station, network or group) that renders public service through extensive coverage of an issue facing the community it serves. Reporting may be conducted by one reporter or a team. Entries may be a single broadcast or a series of no more than five parts. Commercially sponsored programs are ineligible unless produced and controlled by the news organization. Individual documentaries should be submitted in the Documentary category.

TELEVISION

30. BREAKING NEWS COVERAGE

Network/Cable/Syndicated/Top 25 Markets

31. BREAKING NEWS COVERAGE

All other markets

Each award recognizes success and complete coverage of a major breaking news event. Emphasizes both deadline reporting and continuing coverage as the story develops over succeeding days. Entries must include both initial reports broadcast within 24 hours of the event and up to five follow-up reports.

32. INVESTIGATIVE REPORTING

Network/Cable/Syndicated/Top 25 Markets

33. INVESTIGATIVE REPORTING

All other markets

Each award recognizes a reporter or team for investigative reporting of a single event or issue. Entries may be a single broadcast or a series of no more than five parts. This category is for short reports; documentaries have a separate category.

34. FEATURE REPORTING

Network/Cable/Syndicated/Top 25 Markets

35. FEATURE REPORTING

All other markets

Each award recognizes a reporter or team for features. Entries may be personality profiles, trend stories, human-interest stories or any feature that is not breaking news. Entries may be a single broadcast or series of no more than three parts.

36. DOCUMENTARIES

Network/Cable/Syndicated/Top 25 Markets

37. DOCUMENTARIES

All other markets

Each award recognizes reporters and production teams that dramatically show or analyze a news event, issue or feature in a single broadcast. The broadcast may be part of a documentary series but must stand alone in telling its story. Documentary Series themselves may be considered in the Public Service category, if applicable.

38. PUBLIC SERVICE IN TELEVISION JOURNALISM - Network/Cable/Syndicated/Top 25 Markets

39. PUBLIC SERVICE IN TELEVISION JOURNALISM - All other markets

Each award recognizes a television news organization that renders public service through extensive coverage of an issue facing the community it serves. Reporting may be conducted by one reporter or a team. Entries may be a single broadcast or a series of no more than five parts. Commercially sponsored programs are ineligible unless produced and controlled by the news organization.

40. PUBLIC SERVICE IN NEWSLETTER JOURNALISM

This award recognizes a newsletter that renders outstanding public service through extensive coverage of an issue facing the community it serves. Entry may be a single article or a series of no more than 10 articles. Editorials and commentaries may be added. Entries are limited to independent newsletters that have been issued regularly for more than one year and are supported by advertising or paid subscriptions. House organs will not be accepted.

RESEARCH

41. RESEARCH ABOUT JOURNALISM

This award recognizes an investigative study about some aspect of journalism. The entry must be based on original research, either published or unpublished, and must have been completed during 2006. Entries may relate to any field of journalism. Judges will consider the value of the report, the significance of the subject matter, thoroughness of the research and soundness of the conclusions. Broadcast programs are not eligible for this category. Please submit a minimum of three copies of each entry.

ONLINE REPORTING

In all online categories: Entrants should keep their nominated sites intact and accessible through the judging period, until the winners are announced. Submit archived material, provided with proof of publication date and time, and not updated since the original posting. Web sites with parallel print or broadcast editors should explain how the entry differed from or enhanced the coverage and submit materials that show that the site did more than repurpose.

* Affiliated online publications are those owned by or partnered with print or broadcast media organizations whose primary outlets are not based on the Web.

* Independent online publications are stand-alone sites not owned or partnered with print or broadcast media organizations.

42. DEADLINE REPORTING

* Affiliated

43. DEADLINE REPORTING

* Independent

44. NON-DEADLINE REPORTING

* Affiliated

45. NON-DEADLINE REPORTING

* Independent

46. INVESTIGATIVE REPORTING

* Affiliated

47. INVESTIGATIVE REPORTING

* Independent

48. PUBLIC SERVICE IN ONLINE JOURNALISM - Affiliated

49. PUBLIC SERVICE IN ONLINE JOURNALISM - Independent

Each award recognizes a news organization that renders public service through extensive coverage of an issue facing society. Commercially sponsored programs are ineligible unless produced and controlled by the news organization.
Hi Heather,

Congratulations on another great year. I was looking over the winners of the awards this year and I noticed that KYW, Philadelphia won the award for Television Documentary – All other Markets. Philadelphia is the fourth (4) largest market in the country and should have been competing in the Network / Top 25 Market category... I'm wondering what happened there. Obviously we competed in that category and have an interest in how a large market station was able to win a small market category.

Thanks,
Kevin

Kevin Benz
News Director
News 8 Austin
1708 Colorado
Austin, Texas 78701

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Hi Kevin

Thanks for your message and for raising your concern about the results of the 2006 Sigma Delta Chi Awards. I am currently preparing to leave for Washington, DC and will check into your concern when I return to the office on Monday, July 23.

---Original Message---
From: Kevin Benz [mailto:kbenz@news8austin.com]
Sent: Wednesday, July 18, 2007 5:11 PM
To: Heather Porter
Subject: Question regarding SDX Awards

Hi Heather,

Congratulations on another great year. I was looking over the winners of the awards this year and I noticed that KYW, Philadelphia won the award for Television Documentary — All other Markets. Philadelphia is the fourth (4) largest market in the country and should have been competing in the Network/Top 25 Market category... I'm wondering what happened there. Obviously we competed in that category and have an interest in how a large market station was able to win a small market category.

Thanks,
Kevin

Kevin Benz
News Director
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Hi Kevin

Thanks again for bringing to our attention your concern with the results of the 2006 Sigma Delta Chi Awards.

After further review, we have found that CBS 3 Philadelphia entered in category 37, Television Documentaries (all other markets), when entry in Category 36, Television Documentaries (Network/Top 25 Markets) would have been appropriate. We believe there was an oversight made on the part of the entrant and by SPJ during the vetting process when this error was not caught.

After speaking with colleagues at SPJ, we feel there was no intent to deceive the contest on the part of CBS 3 Philadelphia. At this time, we will not be revoking the award from the station as doing so may cast a negative light on the station and it is not our intent to harm their credibility.

Our executive committee will be meeting the weekend of August 3 and will do a full review of this issue at this time. I will let you know if their review leads to a different outcome for the award.

Your concern has brought to our attention ways in which we can better our vetting process for entries/winners to ensure this situation does not happen in the future.

Should you have any additional questions, please contact me at 317-927-8000 ext. 204 or hporter@spj.org. I have also cc'd Guy Baehr, chair of the Awards & Honors Committee, on this e-mail.

---

Heather Porter
Programs Coordinator
Society of Professional Journalists
3909 N. Meridian Street
Indianapolis, IN 46208
Phone: 317.927.8000 x 204
Fax: 317.920.4789
E-mail: hporter@spj.org
www.spj.org

Heather Porter

From: Kevin Benz [kb@news8austin.com]
Sent: Thursday, July 26, 2007 12:37 PM
To: Heather Porter
Cc: Guy Baehr
Subject: RE: SDX Awards

Heather,
Thank you for looking into it. I'm amazed that an entry can go that far without the error being caught by anyone... especially the judges who I assume are television journalists familiar with market size and the rules. From the entry sorting to category judging to the printing of the awards and the Quill, no one caught this, I hope that concerns you because it suggests a problem with the contest at all of those levels.

I also believe it's harmful to the credibility of your contest if the small stations that followed the rules and entered the correct category are punished by the error and not allowed to compete within the rules you set up. If I may make a suggestion... allowing CBS 3 to keep their award is of course your decision, I have no dog in that hunt, but it would compound the error if you do not award a small market station winner in the category. If you see to re-judge the category then so be it. Perhaps the judges had a second place entry in mind and can decide during a conference call.

Obviously our station had entries in that category and we are interested in competing fairly. At this point I'm sure that the category was not judged fairly according to the rules set up by SPJ and Sigma Delta Chi. As former chairman of one of the largest contests in the country (the Texas AP Broadcasters Awards) I know how important it is to maintain the credibility of the contest and the judges. I look forward to the decision made by the executive committee next week.

It's never too late to do the right thing. Thanks,
Kevin

Kevin Benz
News Director
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Heather Porter

From: Guy Baehr [guybaehr@gmail.com]
Sent: Saturday, July 28, 2007 12:18 AM
To: Heather Porter
Subject: Re: SDX Awards Issue

Heather,

Thanks. I'm glad the SDX Awards banquet continues to grow. It's a great event and I'm sorry I had to miss it this year.

About the problem with the broadcast category, I think Kevin makes some valid points about the integrity of our contest and the unfairness to the smaller market entrants caused by CBS's mistake and our not catching it.

I know you said the entries have been destroyed so formally re-judging the category would be impossible. But would it be possible to explain the problem to the judges and see if there was a clear second place winner? I assume you have a list of all the entries in the category that we could use to refresh the judges' memories.

If so, we'd be able to offer the executive board an alternative to either ratifying an admitted mistake or not making any award in the category despite presumably decent entries from eligible entrants.

As I think about this, I am uneasy about just letting the mistake -- however honest -- stand essentially to avoid embarrassing both the mistaken winner and SPI. Perhaps this is similar to a newspaper running a correction. It's unpleasant and embarrassing, even mortifying in some cases, but necessary to maintain credibility and also the right thing to do.

We can certainly explain that there's no evidence of ill-intent on CBS's part, that this was an inadvertant error and that we're taking measures to ensure that it doesn't happen again.

As for CBS's entry, I assume it was not included in the judging for the Top 25 Markets category as it should have been, which means we can't say for sure that it would not have won there. However, I assume it would also be impossible to re-judge that category to see if it might have beaten out the actual winner.

While taking away CBS's award and giving it to a smaller-market entrant could be embarrassing to them, I think it's not entirely gratuitous. First, they created the situation by mistakenly entering in the wrong category. Second, they failed to notice -- or tell us -- that they'd won in the small-market category despite being a Top 25 outlet.

Have we talked to the relevant judges and/or CBS about this problem yet? It may be that by talking to CBS about this we can have them volunteer to give up the award, which would reduce their possible embarrassment. And by talking to the judges, we may be able to see if they feel there's a new winner we can give the award to.

If we have not yet talked to CBS and/or the judges, I can do that, either before or after the executive board meeting.
Let me know what you think.

Guy

On 7/26/07, **Heather Porter** <hporter@hq.spj.org> wrote:

Hi Guy

I hope you had a great vacation. The SDX Banquet went really well. We had just over 170 people join us.

The awards issue we spoke about last week is going to be reviewed by the executive committee on next week. If you have a recommendation for the board, please pass it along to me so I can include it in my packet.

**Heather Porter**
Programs Coordinator
Society of Professional Journalists
3909 N. Meridian Street
Indianapolis, IN 46208
Phone: 317.927.8000 x 204
Fax: 317.920.4789
E-mail: hporter@spj.org

[www.spj.org](http://www.spj.org)
MEMORANDUM

DATE: Aug. 3, 2007
FROM: Julie Grimes, Chris Vachon, Joe Skeel
SUBJ: STRATEGIC PLAN
FOR: Executive Committee

Behind this cover letter are two strategic planning documents. One is the overall plan to date; the other is the staff’s recommendations for 2007-08 priorities.

The overall plan is a compilation of ideas and suggestions from leaders, general membership and staff. The plan was born in November, vetted through our membership by way of a survey then expounded upon by the full board in May. Staff then compiled all suggestions and conducted conference calls with board members and committee leaders to review the plan. The result of this 9-month process is the document you see today.

After reviewing the current strategic planning document, staff then developed a list of priorities for 2007-08, taking SPJ’s resources and the plan’s goals into account. Most of the items on this list will lay the groundwork for reaching future goals and objectives.

For the purpose of this weekend’s meeting, we are asking the executive committee to give its input before the plan is taken to the full board in October. To help guide your evaluation of the documents, here are some questions you may want to ask:

1. Is there anything in the plan that doesn’t belong?
2. Is there anything that was left out of the plan?
3. Are the priorities for 2007-08 on target and realistic?
4. How do we reconcile new and current SPJ programs that aren’t addressed in the plan?
5. How will oversight of the plan occur?
6. What are some methods to increase SPJ’s public visibility through outlined goals and objectives?
STRATEGIC PLANNING PRIORITIES (PROPOSED)
2007-2008

MEDIA CREDIBILITY
1. Equip the public to evaluate all forms of journalism.
   A. Identify and present the components of ethical journalism.
   B. Facilitate communication between news consumers and news providers.
      ■ Consider development of a Web-based tool for consumers to
        communicate with news providers
      ■ Continue development of “Code Words” blog
   C. Increase dialogue about responsible journalism
      ■ Launch a speakers bureau to bring journalists to community and
civic groups.
      ■ Utilize the Project Watchdog effort more to create public
        engagement in the discussion about responsible reporting.
   C. Maintain commitment to the Society’s Ethics Campaign.
2. Educate journalists on the tenets of responsible journalism.
   A. Get the Code of Ethics into the nation’s newsrooms, chat rooms and other
      public forums where journalists and the public gather.
3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing
   basis, making it a “living document” that reflects the issues in the industry.
   A. Every member will receive a copy of the code.

PRESS FREEDOM
1. Initiate action to make/keep governmental meetings and records accessible.
   A. Evaluate the tools, resources, and effectiveness of the Sunshine Network.
      Recognize and use existing infrastructures and adapt to a changed
      environment.
2. Protect journalists from government impediments against a free press.
   A. Maintain support for a federal shield law.
3. Build public support for press freedoms and open government
   A. Be an active participant/partner in the ASNE First Amendment project.
   B. SPJ will be an active participant in Sunshine Week.

PROFESSIONAL DEVELOPMENT
1. Create a mechanism to determine the Society’s training priorities.
   A. Establish a training committee, separate from the current committee that
      plans the national conference, to help determine the Society’s annual and
      long-term training priorities.
2. Create training opportunities that reflect industry and membership needs.
   A. All training will include education about SPJ’s core values and mission.
INCLUSIVENESS
1. Increase the number/percent of under-represented populations in leadership positions and membership.
   A. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds.
   B. Increase SPJ’s visibility in new places (emerging media) and new populations (diverse backgrounds).
2. Create a welcoming culture for journalists of all backgrounds and disciplines.
   A. Identify and welcome first-time participants in SPJ events such as the national conference.
   B. Consider a definitive statement on the organization’s diversity position.

MEMBER CONNECTIONS
1. Develop Web features that facilitate interaction and information delivery.
   A. Strengthen members’ connection to the organization and each other through online resources.
2. Establish standards for effective communication with members.
   A. Evaluate content, format, frequency, and mailing lists for all regular communications.
   B. Ensure valid e-mail addresses for members
3. Organize the Society’s technology infrastructure.
   A. Assess the Society’s content management system and ensure it meets the current and future needs of the organization.
   B. Create a template for chapter Web pages along with “best practices” guides.
   C. Evaluate the association management software and ensure it meets the current and future needs of the organization.

SOCIETY OPERATIONS
1. Equip volunteers with necessary resources to understand and perform their duties.
   A. Develop action plans for all committees
   B. Create and distribute job descriptions for officers, directors and committee leaders
   C. Develop a leader training program for board members and committee chairs
   D. Prepare handbooks for board members, committee chairs and chapter presidents
2. Improve volunteer structure to increase its effectiveness.
   A. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans.
   - This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president.
- Annually review committee relevance and ability to meet strategic goals.

3. Ongoing evaluation of programs and services to ensure proper deployment of resources.
   A. Generate an annual compilation of all programs and services of the Society.
   B. Prioritize the annual programs and services of the Society.
   C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession.

4. Improve collaboration between staff and leadership.
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages.
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages.
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society.
   D. Create opportunities for staff and board to regularly collaborate about organizational issues.
      - Incorporate small-group work into regular board meetings.

5. Understand journalism trends and innovations
   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry.
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders.

6. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan.
   D. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities.
STRATEGIC PLANNING DOCUMENT (AS OF 7/31/07)

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society’s Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.

1. **Equip the public to evaluate all forms of journalism. (2007-2008)**
   a. **Identify and present the components of ethical journalism. (2007-2008)**
   b. **Facilitate communication between news consumers and news providers. (2007-2008)**
      - Consider development of a Web-based tool for consumers to communicate with news providers (2007-2008)
      - Continue development of “Code Words” blog (2007-2008)
   c. **Increase emphasis on exceptional, ethical journalism through Newsgrants, awards programs and other identified vehicles.**
   d. **Communicate with the public about responsible and irresponsible journalistic decisions.**
   e. **Increase dialogue about responsible journalism (2007-2008)**
      - Launch a speakers bureau to bring journalists to community and civic groups. (2007-2008)
      - Utilize the Project Watchdog effort more to create public engagement in the discussion about responsible reporting. (2007-2008)
      - Create a visible explanation of why SPJ does not enforce its Code of Ethics. (2007-2008)
      - Introduce the code to organizations outside of journalism. (2007-2008)
   f. **Expand the public and press section of spj.org.**
   g. **Maintain commitment to the Society’s Ethics Campaign.**

2. **Educate journalists on the tenets of responsible journalism. (2007-2008)**
   a. **Incorporate ethics components in all SPJ training.**
   b. **Partner with other associations to provide ethics training at outside conferences and training outlets.**
   c. **Seek to have the Code of Ethics included in journalism course curriculums.**
   d. **Make ethics training tools more appealing.**
      - Evaluate and improve the ethics section of spj.org
      - Web-based ethics content will become more interactive.
      - Create Web features for each of the Code’s guiding principles.
   e. **Use commonly asked questions from the ethics hotline and email queries and share the answers to those questions with a broader audience.**
   f. **Encourage other organizations to link to the Code of Ethics.**
   g. **Get the Code of Ethics into the nation’s newsrooms, chat rooms and other public forums where journalists and the public gather. (2007-2008)**
   h. **Continue to develop new ethics content for Society publications.**

3. **The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a “living document” that reflects the issues in the industry. (2007-2008)**
   a. **Evaluate the code in relation to electronic news delivery and new content providers.**
   b. **Every member will receive a copy of the code. (2007-2008)**
   c. **Maintain due diligence by regularly evaluating the language of the code.**
PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession’s discipline evolves.

1. Initiate action to make/keep governmental meetings and records accessible. (2007-2008)
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment. (2007-2008)
   b. Make the Sunshine Network more visible to journalists.
   c. Better identify threats and successes by making the Sunshine Network more active, identifying and reporting to the organization on both state and federal issues.
   d. Establish a method to follow legislation affecting openness.
   e. Maintain regular discussions with lawmakers at the state and national levels.
   f. Seek partnerships with organizations already engaged in this work.

2. Educate journalists on governmental access (laws, role in democracy, etc.).
   a. Evaluate and improve the FOI section of spj.org.
   b. Provide training in this area to other organizations.
   c. Make FOI information and laws readily available to newsrooms and journalists.
   d. Coordinate with state press associations, broadcast associations and open government groups.
   e. Continue to develop new FOI content for Society publications.

   b. Support statewide shield law efforts as they arise.
   c. Ensure that all actions undertaken by the Society include comprehensive information about why they are important to both journalists and the public’s right to know. (Generate comprehensive explanation about why reporters privilege is necessary.)

   a. Be an active participant/partner in the ASNE First Amendment project. (2007-2008)
   b. Develop organizational partnerships that support press freedom and open government.
   c. Create resources for individual members to facilitate discussion between the newsroom and the community about the need for press freedom.
   d. SPJ will be an active participant in Sunshine Week. (2007-2008)
   e. Increase public support for press freedom and open government at the high school and middle school levels.

5. Be visible and timely with responses to threats to press freedoms.
   a. Educate Sunshine Chairs and members about informing the national organization about potential threats.
   b. Staff will stay abreast of potential threats.
   c. Develop relationships with major media outlets.
   d. Consider a spokesperson who can respond quickly to issues without impediments.

6. Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.
   a. Encourage individual contributions to the LDF.
   b. Encourage corporate donations to the LDF.
c. Do more reporting on LDF grants and cases – initial notes, stories, personalization of the cases, and results.

7. Support a free press at the collegiate and scholastic levels.
   a. Create openness education tools for collegiate journalists.
   b. Develop relationships with the Student Press Law Center and other organizations that support a free collegiate press.
   c. Improve SPJ’s response to threats to scholastic and collegiate journalism.
   d. Educate professionals about the importance of press freedom for the scholastic and collegiate press.
PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members keep abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. Create a mechanism to determine the Society's training priorities. *(2007-2008)*
   A. Annually survey members, universities and employers regarding training needs.
   B. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society's annual and long-term training priorities. *(2007-2008)*
   C. Consider preparing an annual training calendar.

2. Create training opportunities that reflect industry and membership needs. *(2007-2008)*
   A. Generate reliable, quality audio/video recordings of Society programs.
   B. All training will include education about SPJ's core values and mission. *(2007-2008)*
   C. Create training plans tailored to identified membership populations.
   D. Create electronic complements to all training offerings.
   E. Focus on skills-based, hands-on training.
   F. Explore a continuing education program for journalists, with the implementation at regional and national levels.
   G. Society publications will include training resources.
   H. Seek to build partnerships that would facilitate SPJ's training efforts (universities, etc.)

3. Ongoing evaluation of training and professional development programs.
   A. Evaluate regional conference structure and implement changes to better meet the organization's training priorities.
   B. Annually review the Society's training offerings as a whole.
INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society’s leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.

1. **Increase the number/percent of under-represented populations in leadership positions and membership. (2007-2008)**
   a. **Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)**
   b. Add to national committee guidelines a suggested committee composition that reflects diversity.
   c. Increase connections and partnerships with other organizations to better reflect those communities.
   d. Ensure mission-based activities and training reflect needs and interests of diverse individuals.
   e. Make national opportunities for leadership more visible, more inviting and more easily understandable.
   f. **Increase SPJ’s visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)**

2. **Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)**
   a. Examine SPJ’s organizational structure and identify any “unwelcoming” areas.
   b. Facilitate connections among members based on interests and backgrounds
   c. Create an introductory video – Faces of SPJ – to be viewed at organization gatherings.
   d. Explore introductory memberships (possibly complimentary) for a number of identified journalists of diverse backgrounds.
   e. Evaluate a limited-basic membership available at no charge to every journalist.
   f. Publications will be welcoming to diverse individuals and will reflect diversity.
   g. Ensure that diverse individuals see themselves reflected at spj.org.
      ▪ Consider a content analysis of the site.
      ▪ Consider a site organization by discipline in addition to the current organization by mission-based resources.
   h. **Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)**
   i. **Consider a definitive statement on the organization’s diversity position. (2007-2008)**

3. **Ongoing assessment of membership makeup and needs.**
   a. Implement an annual survey to determine needs and interests within the organization’s demographic groups.
   b. Create a mechanism to prioritize the Society’s inclusiveness efforts based on industry and member needs.
      ▪ Re-purpose the Membership Committee to accomplish this task.
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.

1. Develop Web features that facilitate interaction and information delivery. (2007-2008)
   A. Create online networking opportunities aimed at membership recruitment and retention.
      - Through a mentor program, create opportunities for members to connect with potential mentors.
   B. Strengthen members’ connection to the organization and each other through online resources. (2007-2008)
   C. Introduce journalists to SPJ through online resources.
   D. Create electronic complements to all training/professional development.
   E. Web-only training programs
   F. Forum to foster lively debate about emerging journalism topics.
   G. Forum for industry leaders to communicate with young professionals.
   I. Expand the Society’s online training resources through appropriate means.
   J. Evaluate the success and reach of all current Web features as well as the site structure and technology.

2. Establish standards for effective communication with members. (2007-2008)
   A. Evaluate content, format, frequency, and mailing lists for all regular communications. (2007-2008)
   B. Ensure valid e-mail addresses for members. (2007-2008)
   C. Create interest sections to manage member communications, giving members a choice in communications topics.

   A. Create uniform technology practices/languages.
   B. Assess the Society’s content management system and ensure it meets the current and future needs of the organization. (2007-2008)
   C. Create a template for chapter Web pages along with “best practices” guides. (2007-2008)
   D. Expand chapter leader resources related to the database.
   E. Evaluate the association management software and ensure it meets the current and future needs of the organization. (2007-2008)
SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.

1. Equip volunteers with necessary resources to understand and perform their duties. (2007-2008)
   A. Develop action plans for all committees. (2007-2008)
   B. Create and distribute job descriptions for officers, directors and committee leaders. (2007-2008)
   C. Develop a leader training program for board members and committee chairs. (2007-2008)
   D. Prepare handbooks for board members, committee chairs and chapter presidents. (2007-2008)

2. Improve volunteer structure to increase its effectiveness. (2007-2008)
   A. Expand the composition of the Nominations Committee in order to better identify and develop potential leaders.
   B. Evaluate the structure of the national board and make recommendations for any necessary changes in order to meet strategic goals.
   C. Review the roles and responsibilities of each board position and evaluate the adequacy of resources provided to them to in order to accomplish their goals.
   D. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans. (2007-2008)
      • This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president. (2007-2008)
      • Annually review committee relevance and ability to meet strategic goals. (2007-2008)

3. Ongoing evaluation of programs and services to ensure proper deployment of resources. (2007-2008)
   A. Generate an annual compilation of all programs and services of the Society. (2007-2008)
   B. Prioritize the annual programs and services of the Society. (2007-2008)
   C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession. (2007-2008)

4. Improve collaboration between staff and leadership. (2007-2008)
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages. (2007-2008)
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages. (2007-2008)
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society. (2007-2008)
   D. Create opportunities for staff and board to regularly collaborate about organizational issues. (2007-2008)
      • Incorporate small-group work into regular board meetings. (2007-2008)
5. Create viable professional and campus chapter structures.
   A. Research association best practices regarding chapter structure.
   B. Review the current chapter ranking system, eliminating bureaucracy and creating a single set of standards for a viable chapter.
   C. Create a planning tool to guide a chapter's yearly activities.
   D. Revise the leader guidebook and create a working calendar for chapter leaders.
   E. Survey past chapter leaders about chapter management needs and expectations.
   F. Provide at least one annual training program/resource per year to all interested professional chapters.
   G. Consider an annual chapter leader meeting during the convention.
   H. Provide education, resources and one-on-one connections to chapter advisers.

6. Ongoing evaluation of organizational governance (one member, one vote)
   A. Review the work to date on governance work, particularly the current delegate representation system.
   B. Survey the full membership about governance issues to gain an understanding of its importance to individual members.
   C. Use survey results to set future course for governance discussions and proposals.

   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry. (2007-2008)
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders. (2007-2008)
   C. Follow demographic/discipline changes within the profession.
   D. Look for business opportunities within the profession.
   E. Stay abreast of technology changes and the influence of those changes on the profession.

8. Build member-to-member connections within the organization.
   A. Assist chapters with local, face-to-face networking opportunities.
   B. Encourage chapter-to-chapter collaboration, particularly professional/campus chapter collaboration.
   C. A national board or staff member should visit each pro chapter at least once every two years with the goal of increasing communication and local/national connections.
   D. Better communicate standards for successful chapters to chapter leaders.

9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan. (2007-2008)
   A. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities. (2007-2008)
Legal Defense Fund
Disbursement Grant Information

By majority vote, the Legal Defense Fund chairperson, the Freedom of Information Committee chairperson, and the SPJ President may approve grants of up to $1,000 from the Society’s Legal Defense Fund.

In order to disburse funds agreed to by the three-person committee, SPJ must have the following official correspondence from the Legal Defense Fund Committee Chair (or -- in absence of the LDF Committee chair -- the president or FOI Committee chair) that includes:

1. A statement that the grant was approved and by whom.
2. The amount of the grant.
3. The purpose of the grant.
4. Who the check should be made out to.
5. The mailing address for the check.
6. A brief (one or two paragraph) description of the case.

This correspondence should be separate -- and in addition to -- any e-mail discussions leading up to the decision.

Although not a voting member of the committee, the Society’s executive director should be included in all matters and correspondence pertaining to the Legal Defense Fund.
LEGAL DEFENSE FUND GUIDELINES
As adopted by the SPJ Board of Directors
Denver, Colorado – October 1997

Purpose of the Fund
The Society of Professional Journalists collects and distributes contributions for aiding journalists in defending the freedom of speech and press guaranteed by the First Amendment of the United States Constitution.

The Primary role of the Legal Defense Fund is to initiate and support litigation that enforces public access to government records and proceedings, which can be the most expensive way to defend the First Amendment. The fund can also be a source of support for FOI hotlines, coalitions and newsletters, as well as for legislative lobbying activities aimed at enforcing public access to government records and proceedings.

All requests for money from the Legal Defense Fund will be weighted with special consideration for activities that will effect the most far-reaching and positive outcomes.

How to Contribute
Send donations to the:
Society of Professional Journalists Legal Defense Fund
P.O. Box 77
Greencastle, IN 46135-0077

Be sure your check or money order indicates that the contribution is for the Legal Defense Fund.

How to Request an LDF Grant
Write a letter to the Legal Defense Fund at the above address, stating specifically the purpose for which you are seeking assistance. Be sure to apply any documentation you have to support your request.

If your request is an emergency, call national headquarters at (765) 653-3333 or call either the chairman of the Legal Defense Fund or the Freedom of Information committees. Be prepared to fax some documentation.

It is helpful for you to first enlist the support of a local SPJ chapter president or regional director. National headquarters can supply names and phone numbers.

How SPJ Responds to Requests
Grant requests are referred to either the chairman of the Legal Defense Fund or the Freedom of Information committee, or both, depending upon workload and origin of request. The request is reviewed by one or both individuals. Input is also sought from others familiar with the issue at hand. The LDF chairman will want to talk to your attorney, if you have one.

Items requiring immediate response will get immediate response by telephone with the understanding that documentation will follow.

Requests for grants of $1,000 or less can be approved by two or three persons: the chairman of the Legal Defense Fund and Freedom of Information committees and the president of SPJ.

Requests for grants of more than $1,000 require approval of the full SPJ board or its executive committee.
AGENDA
SOCIETY OF PROFESSIONAL JOURNALISTS
BOARD OF DIRECTORS
OCTOBER 3, 2007
1 – 5 P.M.
WASHINGTON, D.C.

1. Call to Order – Tatum

2. Roll Call – Aeikens
   a. Tatum
   b. Brewer
   c. Aeikens
   d. Carlsson
   e. Loop
   f. Lehrman
   g. McDonough
   h. Patrick
   i. Smith, E.
   j. Kateef
   k. Ralston
   l. James
   m. Augherton
   n. Fisher
   o. Smith, K.
   p. Roth
   q. Govier
   r. Sylvester
   s. Poling
   t. Hurley
   u. Henderson
   v. McAfee
   w. Albarado

3. Consent Agenda
   a. Approval of Minutes: SPJ Board of Directors Meeting, May 19, 2007
   b. Approval of Minutes: SPJ Board of Directors Meeting, August 30, 2007

4. Officer/Staff Reports
   a. SPJ President – Tatum
   b. SDX Foundation President – Geimann
   c. Executive Director/Staff – Harper
   d. Other Officers, Directors, Committees – various

5. Strategic Planning Update – Grimes

6. Action Items
   a. LDF Procedures for Grants and Amicus Briefs – Tatum/Aeikens
      i. Becker Report and Recommendations
      ii. Baker & Hostetler comments
   b. Blogging Recommendation from Ethics Committee – Tatum

7. Discussion
   a. Media Business Issues and SPJ – Tatum

8. Adjourn
MINUTES
MEETING OF THE BOARD OF DIRECTORS
SOCIETY OF PROFESSIONAL JOURNALISTS
MAY 19, 2007
INDIANAPOLIS, INDIANA

MEETING CALLED TO ORDER
With President Christine Tatum presiding, the meeting of the board of directors of the Society of Professional Journalists was called to order at 8:34 a.m. on Saturday, May 19, 2007, at the Eugene S. Pulliam National Journalism Center in Indianapolis.

ROLL CALL
In addition to President Tatum, the following were present for all or portions of the meeting: President-Elect Clint Brewer; Secretary-Treasurer Dave Aekens; Immediate Past President David Carlson; Vice President for Campus Chapter Affairs Mear Loop; Directors at-Large Sally Lehman and Molly McDonough; Advisers at-Large Sue Kopen Katecf and Neil Ralston; Campus Representatives Erin Smith and John Patrick; Regional Directors Carolyn James, Ann Aughton, Holly Fisher, Kevin Smith, Richard Roth, Gordon Govier, Travis Poling, Deb Hurley, Nathan Isaacs, Paul McAfee and Sonny Albright; and Executive Director Terrence G. Harper.

Sigma Delta Chi Foundation board members in attendance were: Steve Geimann, Robert Leger, Fred Brown, Al Leeds, Mac McKerral, Irwin Graff, Howard Dubin, Todd Gilman and Al Cross.

Staff members present for the meeting were Associate Executive Director Chris Vachon and Julie Grimes, Editor Joe Skeel; Programs Coordinator Heath Porter; Communications Manager Beth King; Web Administrator Billy O'Keefe; Membership Coordinator Emily Hall; Bookkeeper Shandra Price, Administrative Assistant Shaleen Hazelbaker, Membership Manager Wendy Hoke, Advertising Sales Manager Mary Morgan, Graphic Designer Andrew Parkas; and Controller Jake Koenig.

CONSENT AGENDA
Upon proper motion and second by Loop and Isaacs, respectively, the board approved the following items:

- Approved the minutes of its April 7, 2007 meeting;
- Permitted campus chapters to count Project Watchdog programs for other primary mission topics;
- Eliminated the photo illustration category from SDX Awards;
- Limited submitted images in SDX Awards breaking news photo category to no more than three;
- Changed the wording to permit podcasts and internet-only radio/TV for SDX and Mark of Excellence Awards.

CHAPTER MATTERS
Upon proper motion and second by Aekens and Loop, respectively, the board approved a request to elevate from provisional to active status the Snake River Pro Chapter.

Upon proper motion and second by Brewer and Loop, respectively, the board approved a request to elevate from provisional to active status the Sacred Heart University Campus Chapter.

Upon proper motion and second by Carlson and Loop, respectively, the board accepted the application for reactivation of the Drake University Chapter.
Upon proper motion and second by Govier and Poling, respectively, the board accepted the application to reactivate the charter of the Milwaukee Pro Chapter.

Upon proper motion and second by McDonough and Carlson, respectively, the board accepted the application to reactivate the charter of the St. Louis Pro Chapter.

Upon proper motion and second by James and Loop, respectively, the board created the City University of New York Graduate School Satellite Chapter of the New York Deadline Club.

Upon proper motion and second by Hurley and Poling, respectively, the board accepted the application for provisional status for the Wyoming Pro Chapter.

Upon proper motion and second by Aeikens and Hurley, respectively, the board removed the Inland Northwest Pro Chapter from probation and returned it to chartered status.

Upon proper motion and second by Kevin Smith and Brewer, respectively, the board removed the Detroit Pro Chapter from probation and returned it to chartered status.

Upon proper motion and second by Albarado and Fisher, respectively, the board placed the following chapters on inactive status: Mobile Pro, Northwest Ohio Pro, Middle Georgia Pro, Shreveport Pro and West Virginia Pro.

**SMALL GROUP WORK: IMMEDIATE CONCERNS & LONG RANGE/STRATEGIC PLANNING**
The board spent several hours working in small groups to brainstorm and discuss issues in effort to identify short term and long term goals for the Society.

The Immediate Concerns discussed were: National Leadership, Organization Relevance, Membership: Mid-Career, Membership: Generation X, and Spring Conferences.

The Long Range/Strategic Planning topics were: Society Operations, Press Freedoms, Professional Development, Member Engagement, Media Credibility, and Inclusiveness.

The staff will review and organize the results of the small group work and present it back to the board for next steps.

**FY 2008 BUDGET**
Aeikens reviewed the organization's budget proposal and explained that the Finance Committee met the previous day and reviewed the budget in detail. Koenig explained how the budget was prepared and answered questions from the board.

Upon proper motion and second by Aeikens and Poling, the board approved the 2007-08 SPJ budget as presented by the Finance Committee.

The budget is attached to these minutes as Exhibit A.

**EXECUTIVE DIRECTOR EVALUATION**
The board went into executive session to complete the evaluation of the Executive Director. When the board reconvened in open session, the following action was taken:

Upon proper motion and second by Aeikens and Poling, respectively, the board approved the evaluation and a four percent increase in the executive director's salary, effective August 1, 2007.
LIFE MEMBERSHIPS
Upon proper motion and second by Brewer and Carlson, respectively, the board endorsed the following proposed amendment to the bylaws to allow for life memberships.

ARTICLE TWELVE
Finance
Section Three. Members holding life memberships (available before but not after January 1, 1969) shall pay a one-time fee approved by the board of directors and an annual subscription fee as determined by the executive director to subscribe to Quill.

POST GRADUATE MEMBERSHIP
Upon proper motion and second by Isaacs and Ralston, respectively, the board endorsed the following proposed amendment to the bylaws to extend post graduate memberships from two to three years.

ARTICLE FOUR
Professional
Section Two. Professional and Retired Professional members shall be:
   b. Post Graduate members two three years after college graduation, whether or not working in journalism as specified in Article One, Section Two, who have elected to become professional members.

Student
Section Five. Student members shall be:
   b. Persons who were student members who have left school before receiving a degree, for up to two three years after leaving school.

Post Graduate
Section Six.
Post Graduate members must become professional members within two three years of graduation, or their memberships will be terminated.

NATIONAL ARAB AMERICAN JOURNALISTS ASSOCIATION
Ray Hanania, president of the National Arab American Journalists Association, submitted a proposal for consideration to form a partnership with the Society for the following purposes:
- To attract Arab Americans who are in journalism or who are journalism students and encourage them to join SPJ.
- To create programs, events, or activities in which SPJ members can meet and learn more about Arab Americans and the Middle East.

Upon proper motion and second by Aeikens and Brewer, the board voted to create an Arab American Journalism section within the Society. Membership is open to any SPJ member who pays a $10 annual surcharge. The money, administered by the Executive Director, would award grants based on recommendations of the Society’s programming committee. This section would raise awareness of issues pertaining to Arab American journalists, the Middle East and the Arab culture.

CAMERAS IN THE COURTHROOM IN INDIANA
Dan Byron, Indiana Pro Chapter, and Phil Brower, Bingham McHale, presented information about their efforts in trying to get cameras in Indiana courtrooms.
Upon proper motion and second by Kopen Kateef and Lehrman, the board voted to donate $5,000 from the Legal Defense Fund to the Indiana Broadcasters Association to support their efforts.

**Media Business Issues and SPJ**
Brewer discussed the development of criteria in matters related to corporate governance, media ownership and related media business issues. He plans to put together a group to discuss these issues with the objective of presenting a proposed policy to the board in October.

**Model Legislation for Student Press Freedom**
David Carlson proposed that SPJ begin work on anti-censorship legislation by drafting model legislation for college media for 2008. Carlson will contact attorneys to gather information about next steps and costs and he will bring these details back to the executive committee.

Upon proper motion and second by Roth and Smith, respectively, the board voted to spend up to $10,000 from the Legal Defense Fund to develop the model legislation.

**Region 10 Director**
Region 10 Director Nathan Isaacs announced that he will resign his position later in the summer to attend graduate school. He announced that he is resigning from the executive committee, effective immediately.

Upon proper motion and second by Isaacs and Albarado, respectively, the board appointed Holly Fisher to the executive committee to fill the remainder of Isaac’s term.

**New Business**
President Tatum reported that visits to the Web site are up.

President Tatum announced that the ethics committee is working on a textbook. In addition, she is looking for people for a sub-committee for the ethics campaign.

Legal Advocacy Network coordinator Joe Wessels reported that he has been making calls to law firms and he has a few definite commitments. The income from the network will be used for FOIA work.

President Tatum updated the board that her development of a movie based on spring conferences is almost complete.

Centennial chair Irwin Gratz, communicated to the group that Charles Fair is doing the history book for the centennial and Gratz will work with Fair on a contractual agreement regarding the expenses.

**Adjournment**
A motion was made by Isaacs and Carlson to adjourn the meeting at 4:45 p.m.
## Budget

### Society of Professional Journalists

#### FY 08

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<tr>
<th>Revenue</th>
<th>2008</th>
<th>2007</th>
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<td>Contributions Grants</td>
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<td>$424,990.00</td>
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<td>Membership Dues</td>
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<td>Advertising Revenue</td>
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<td>Merchandise Sales</td>
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<td>Interest Income</td>
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<td>Subscriptions Revenue</td>
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<td>Awards Revenue</td>
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<td>Registration Fees</td>
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<td>Royalties/Membership Benefits/Subscription Income</td>
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<td>SDF Foundation Management</td>
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<td><strong>Total Revenue</strong></td>
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<td><strong>$1,866,827.53</strong></td>
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<table>
<thead>
<tr>
<th>Expenses</th>
<th>2008</th>
<th>2007</th>
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<tbody>
<tr>
<td>Salaries</td>
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<td>$486,461.95</td>
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<td>Supplies</td>
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<td>Health Insurance</td>
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<td>Travel</td>
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<td>Employee Education/Training</td>
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<td>Internet/Telephone</td>
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<td>$4,144.32</td>
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<td>Property Taxes</td>
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<td>Utilities</td>
<td>$10,356.42</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$1,797,000.00</strong></td>
<td><strong>$1,866,827.53</strong></td>
</tr>
</tbody>
</table>

Net Change in Assets: $4,528.38

Cash on Hand from Previous Year: $75,848.71

Net Change in Assets: $84,822.88
MINUTES
MEETING OF THE BOARD OF DIRECTORS
SOCIETY OF PROFESSIONAL JOURNALISTS
AUGUST 30, 2007
VIA CONFERENCE CALL

MEETING CALLED TO ORDER
With President Christine Tatum presiding, the meeting of the board of directors of the Society of Professional Journalists was called to order at 2 p.m. EDT on Thursday, August 30, 2007, via a telephonic conference call originating in Indianapolis, Indiana.

ROLL CALL
In addition to President Tatum, the following were in attendance for all or portions of the meeting: President-Elect Clint Brewer; Secretary-Treasurer Dave Aikens; Vice President, Campus Chapter Affairs Mead Loop; Immediate Past President David Carlson; Directors-at-Large Sally Lehrman and Molly McDonough; Student Representative John Patrick; Regional Directors Carolyn James, Holly Fisher, Kevin Smith, Gordon Gower, Travis Poling, Tom Henderson, Paul McAfee and Sonny Albarado.

Also participating in the call was Bruce Sanford, partner with Baker & Hostetler, the Society’s legal counsel. Staff members on the call were Executive Director Terrence G. Harper; Associate Executive Directors Chris Vachon and Julie Grimes; and Editor Joe Skeel.

FAULKNER V. NATIONAL GEOGRAPHIC AMICUS BRIEF
The stated purpose of the call was to discuss a decision by the SPJ President and Legal Defense Fund Chairman – made in accordance with established practices – to sign the Society on to an amicus brief in support of National Geographic in the matter of Faulkner v. National Geographic now before the Second Circuit Court of Appeals. The issue before the Second Circuit involves the principal of contractual clarity. Another facet of the case involved copyright issues; however, the copyright matter had previously been litigated and denied certiorari by the U.S. Supreme Court. The copyright matter was not involved in the current aspect of the case.

It is added parenthetically to these minutes that the established procedure for handling amicus brief requests is that the requests typically flow from the Society’s legal counsel, Baker & Hostetler, to the SPJ President, Legal Defense Fund Chair and Freedom of Information Committee Chair to review and respond. In most cases, including Faulkner v. National Geographic, the Executive Director and other members of the Society’s Executive Committee are copied on the recommendations.

Like a request for a Legal Defense Fund grant, if the amount to participate in the brief is less than $1,000, the SPJ President, LDF Chair and FOI Chair may, by majority vote, decide to participate in an amicus brief. In Faulkner v. National Geographic, FOI Chair Joel Campbell was traveling and unable to participate, thus, the vote was 2-0 in favor of participation in the amicus brief.

Sanford explained that the attorneys for Time Inc. organized this particular brief. Baker & Hostetler associate Laurie Babinski wrote the E-mail to SPJ describing the case and issues involved, and recommending that the organization sign on given the firm’s belief that both publishers and writers would benefit from contractual clarity.

Sanford said he believed SPJ’s process worked fine in this case, but that the case was misperceived by some members of SPJ’s freelance community as an “us vs. them” situation. Sanford indicated that he thought it would be a good idea, in the future, to poll the SPJ board when appropriate.
Poling asked if would be possible for SPJ to take a position in a matter such as Faulkner v. National Geographic without taking sides. In other words, could SPJ file its own amicus brief? Sanford indicated that could be done.

Tatum reported that Bob Becker, a longtime SPJ member and attorney in Washington, D.C., has been asked to draft a set of recommendations in dealing with amicus briefs for the board's consideration at its October 3, 2007 meeting. Becker's report is due on Monday, September 10. Becker will work independently on his report although Harper was asked to share it with Baker & Hostetler who may offer its own recommendations or comments.

McDonough inquired as to whether SPJ's freelance committee was consulted on the Faulkner v. National Geographic amicus request. Tatum said she did not consult with the committee, but did speak with at least three other SPJ freelance members and one non-member about the merits of the brief.

McAfee inquired of Sanford whether there as any discussion at the firm of a possible perceived conflict of interest given that Baker & Hostetler has represented National Geographic, as well as many freelance authors, in the past. Sanford said there was not because no conflict existed. Sanford explained that while Baker & Hostetler has indeed represented National Geographic in other matters, those matters had nothing to do with either the Faulkner case specifically or contractual matters in general. The Code of Professional Responsibility by which attorneys must abide requires the attorney to disclose conflicts when they in fact exist.

Brewer followed up by asking Sanford if, in the future, the firm could let the Society know if they have represented in the past any of the parties that may be involved in a potential amicus brief. Sanford indicated that the firm could accommodate such a request and that it would accompany any such statements with its view that the firm could represent SPJ in the matter.

Lehrman inquired as to the genesis of the amicus brief because it was her impression that the Supreme Court had already decided not to hear the case. Tatum and Sanford pointed out that Lehrman was correct with respect to the copyright issues relating to the dispute, but that this action is related to contractual clarity and applies only to the Second Circuit litigation.

McAfee inquired as to how many amicus briefs SPJ has considered this year. Aikens responded that SPJ has been invited to participate in seven briefs and has signed on to six. Sanford indicated that SPJ's participation is good visibility for the organization.

McDonough requested that she be added to the distribution list any time SPJ is asked to participate in an amicus brief. Aikens said he would be sure to add McDonough and any other member of the board who so desired.

MEETING ADJOURNED

There being no further business to come before the board of directors, Tatum declared the meeting adjourned at 2:40 p.m. on Thursday, August 30, 2007.
MEMORANDUM

DATE: September 14, 2007
FROM: Terry Harper, Executive Director
SUBJ: STAFF REPORT
FOR: SPJ and SDX Foundation Boards of Directors

I’m trying something a little different with this report. Rather than give you several separate memos from the various departments, I am presenting a comprehensive staff report. Contributors include Associate Executive Directors Chris Vachon and Julie Grimes; Editor Joe Skeel; Advertising Sales Manager Mary Morgan; Web Administrator Billy O’Keefe; Communications Manager Beth King; Programs Coordinator Heather Porter and Membership Coordinator Linda Hall.

The strategic plan will be addressed by Julie Grimes elsewhere on the agenda and so is not included in this report.

STAFFING AND ADMINISTRATION

It has been an interesting summer to say the least. When I was temporarily felled by a brain tumor in late June, Chris Vachon, Julie Grimes and Joe Skeel stepped into the breach and did a marvelous job keeping things on track during my nearly two-month absence. It was not without its moments, however, as we lost two staff members during that period: our part-time membership manager and full-time administrative assistant.

As we decide how best to re-jigger staffing to meet the needs of the organization, particularly with respect to membership development and recruitment, the rest of the staff has picked up the slack in the interim. Given that the convention is bearing down on us, this was/is no small task. We do know that we need more administrative support than can be provided by our current staffing level. We are looking at options other than another full-time position including part-time help or an internship through one of our local colleges.

Beginning in January 2008, Associate Executive Director Julie Grimes will begin a three-month leave of absence from the staff. After more than 12 years of service to SPJ and the SDX Foundation, Julie and I have talked extensively in recent weeks and decided that some time away would be just the ticket for Julie to recharge her batteries. This should in no way be construed as anything other than giving a highly valued employee a break to contemplate her future, either with the organization or taking it in a different direction. I have discussed this with SDX Foundation President Steve Geimann who has in turn spoken with the Foundation’s leadership which has given the idea the green light. We will be working out the details in the coming weeks to make sure that the Foundation’s needs are met.

MEMBERSHIP

One of the tasks assigned to me during my annual evaluation was to present the board a better plan for obtaining and retaining membership beyond present efforts. Initially, this plan was due at the upcoming October 3 meeting, but an extension until the winter meeting of the executive committee was granted due to my illness and the recent turnover in the membership department.
Staff is in general agreement with the board that membership growth and retention requires the attention of a full-time staff person, perhaps along the lines of a director-level position. The person must be a doer as well as a strategist. A position description is being developed and will be presented to the board for feedback in short order.

Growing SPJ's membership, however, is not a one- or two-person job that can be carried out from the Headquarters in Indianapolis. But the staff must provide the tools and direction to those in the trenches to foster growth. The key will be striking the proper balance between staff- and volunteer-driven recruitment and retention efforts. We do know that we need a membership staff person with demonstrated success in recruitment and retention.

FINANCES
The field work on our annual, independent audit is scheduled to begin on Monday, September 24. The field work should take about a week. With the staff leaving for the convention on Monday, October 1, drafts of the audited financials will not be ready until after the convention. We are anticipating another smooth audit.

In all likelihood, we will not issue internal statements for the month of August, but will issue two months worth of data with the September 2007 statements.

As of today, SPJ has $276,334.13 in the bank, plus another $378,031.75 in savings for a grand total of $654,365.88. As of the end the fiscal year, those numbers were $169,236.64 and $378,742.38, respectively. Interest earned on the CDs in the savings account is transferred to the checking account each month.

As of today, the SDX Foundation has $79,350.93 in checking, plus $11,957,120.40 invested with Schwab and $1,246,978.36 at Morgan Stanley for a grand total of $13,283,449.69. As of the end of the fiscal year, those numbers were $60,926.29, $12,163,979.31 and $1,216,247.28, respectively, for a grand total of $13,441,152.98.

SIGMA DELTA CHI FOUNDATION
Annual Fund Update
The Sigma Delta Chi Foundation Annual Fund includes unrestricted gifts to the Foundation's grant-making and operational funds. Unless noted, specified gifts designated for specific purposes (such as educational programs of SPJ and the Beverly Kees Memorial Fund) are not included in the annual fund.

The goal for the 2006-2007 annual fund campaign was $36,000. The campaign closed on July 31, 2007. Total giving toward the annual fund was $35,699.79. This included 300 individual and chapter gifts. This giving was accomplished through: an ongoing appeal included with SPJ membership renewal invoices; a fall annual report mailing; an end-of-year mail appeal; a spring “challenge” appeal; and a spring/summer online giving appeal. For comparison, the 2005-2006 annual fund goal was $30,000 and the actual received was $27,911.82. Looking ahead, the 2007-2008 annual fund goal is $38,750.

Challenge Grant for Journalism III
SPJ and the Foundation successfully met the challenge issued by the Challenge Fund to raise $100,000 in new or increased gifts (including new memberships) between June 1, 2006, and May 31, 2007. By meeting that challenge, SPJ, the organization invited to apply for the grant, received a $50,000 unrestricted contribution from the Challenge Fund.

This challenge program identified approximately 300 new contributors to SPJ and the Foundation, as well as three potential major donors. We will continue to maintain those new relationships and seek
opportunities that are mutually beneficial for the individuals and the organizations. The complete Challenge Fund report is included in the Foundation board packet.

**Personal Outreach and Donor Development**

We are increasing this year staff attention to personal outreach and potential donor development. Our goal for 2006-2007 is to identify and reach out to at least 36 individuals with interests in line with the Foundation’s mission and priorities.

To that end, staff and board members have worked to increase SPJ and the Foundation’s presence at journalism gatherings. Staff members participated in the ASNE annual conference earlier this year as well as the annual AEJMC convention in August. These groups represent the nation’s daily newspaper editors and journalism educators. Contacts from those meetings continue to be nourished. Staff also attempts to plan personal visits with individuals in connection SPJ training programs. If you have a suggestion for an event or program where our organizations should be represented, please let us know.

**Grant Making Activities**

This year, the Foundation awarded 13 grants totaling $264,550 (does not include grants awarded in previous years and paid in the current year). In addition, the Foundation approved and awarded three donor-specified gifts totaling $53,500. This year’s funding included eight grants to SPJ and five grants to other organizations. In addition to SPJ’s ongoing educational efforts, Society grants for this period include two new programs – the Citizens Journalism Academy and a series of ethnic and community media training programs.

For comparison, in the prior year, the Foundation also awarded 13 grants, totaling $233,400; although, only a portion of the $25,000 designated for hurricane relief grants was actually utilized by students. Updates on several Foundation grants are included in the Foundation board packet.

**Foundation Awards and Programs**

This summer, Jenna Wundrow spent 10 weeks interning with SPJ as part of the Archibald Communications Internship, sponsored by the Foundation. Wundrow is a junior at St. Cloud State University in Wisconsin.

The Foundation also funded two Pulliam/Kilgore Internships this summer. One student worked at the SPJ offices preparing material for the Freedom of Information issue of Quill magazine, and the other focused on media law issues while working at the offices of Baker & Hosteller in Washington, D.C.

The Foundation’s Ward Neff Intern Program transferred from the University of Tennessee to South Dakota State University this fall. This program works in partnership with a university and provides funding for a graduate student and an adviser who prepare and distribute PressNotes, a daily summary of news in the media industry.

In May, three students received scholarships through the SPJ High School Essay Contest, sponsored by the Foundation. David Kelly of Broomfield High School in Colorado received a $1,000 scholarship for his first-place essay. The second-place, $500 award went to Dan Garon of Robbinsdale Armstrong High School in Plymouth, Minn. The third-place, $300 scholarship winner was Erin Gowdy of Bob Jones High School in Madison, Ala. The students each wrote essays about, “Why Free News Media Are Important.”

The Foundation awarded the Robert D.G. Lewis First Amendment Award to Breanne F. Coats of Pacific Lutheran University. Breanne has received a $500 award to fund her participation in the 2007 SPJ Convention & National Journalism Conference. This award is funded by a grant from the Lewis family in honor of Robert D.G. Lewis, a past president of SPJ. The award recognizes outstanding freedom of
information efforts on the part of a journalism student. Bresme is being recognized for her efforts to keep her school’s student newspaper free from administrators who sought to impose restrictions on the paper’s content.

The Foundation’s **Eugene S. Pulliam First Amendment Award** will be presented during the SPJ convention to Joe Adams of the Florida Times-Union. Joe was selected based on a career dedicated to educating journalists and the public about their rights and for his advocacy for the free flow of information. Joe will receive a $10,000 cash award and his tireless efforts on behalf of a free press will be recognized during the SPJ President’s Installation Banquet.

During the National Conference of Editorial Writers annual convention, Sept. 29 in Kansas City, Foundation President Steve Geimann will present the 2007 **Eugene C. Pulliam Fellowship for Editorial Writing** to Jeff Gerritt of the Detroit Free Press. During the next year, Gerritt will use the $75,000 fellowship to examine the problems facing urban America and prescribe opportunities for our country and its leaders to confront these problems.

The Grants and Awards Committee continues to examine the fellowship program and look for the best opportunities to use this fellowship to encourage editorial writers and the practice of editorial writing. The committee is interviewing past fellows about their experiences and requesting suggestions regarding the program.

**PROFESSIONAL DEVELOPMENT**
As you will read below, we have a very full and aggressive agenda for professional development this year...

**Citizens Journalism Academy**
The mission of the academy is to improve and protect journalism by instructing an emerging breed of “citizen journalists” on the tenets of responsible news-gathering and distribution; by promoting to the general public SPJ’s core missions, including ethics and the freedom of information; and by promoting greater awareness of legislative, legal and social issues affecting journalism, the First Amendment and the free flow of public information.

This is the first year for the program and the academy received funding from the SDX Foundation in the amount of $20,000 to develop the curriculum and to host three programs. The programs will include instruction in the following areas:
- Ethical decision-making skills
- FOI instruction
- Advice on selection and diversification of sources
- Tips on smart writing and editing and the gathering of audio and video content

**Journalism Education Series**
The objective of the program is to educate public relations practitioners on how to better understand and work with journalists. The seminars aim to provide PR professionals more meaningful instruction than is typically found in PR settings, where journalists are usually invited to provide only tips on how to pitch a story and navigate specific newsrooms. SPJ’s programming will not touch on these areas at all, but will focus on providing training in journalism ethics and diversity issues. Steve Geimann is our ethics trainer while Sally Leirman is coordinating the diversity sessions.

Currently, marketwire is our only client for the JES and they are the “exclusive” public relations client during the first year. One session covering ethics and FOI was convened earlier this spring in Washington,
D.C. with marginal success, mainly due to marketwire’s rush to get a program completed without adequate time to promote the event. While SPJ will assist in marketwire’s promotional efforts, filling the seats is ultimately the client’s responsibility.

The next three programs will focus on diversity and will convene in Miami in December, San Francisco in January and Los Angeles in February. The final two programs will focus on ethics with one returning to Washington, D.C. and the other in New York.

Narrative Writing Workshops
The goal of the workshop is to bring new training opportunities to journalists in diverse geographic locations, make the training appealing to a wide range of journalists and to do so with a new perspective - providing opportunities to reinvigorate journalists and excite them about their craft, helping to keep them in the profession longer.

The day-long workshops are led by Pulitzer Prize-winning journalist Tom Hallman, Jr. of The Oregonian. Not only do attendees enjoy hearing about Tom’s experiences and getting realistic tips from him, but they also appreciate his interest in their work which Tom critiques for participants.

The SDX Foundation provided funding for these workshops in 2006 and 2007, and the funding continues through 2008. To date, the workshop has been hosted in 10 cities and will visit approximately five new cities in 2008.

Newsroom Training Programs
The program is designed to raise the skill level of journalists nationwide by bringing the training to “their doorstep.” Newsrooms and chapter are offered a variety of topics from which to choose:

- Delivering on Deadline: How to Write Better Stories Faster
- Better Broadcast Writing: Doing it Daily
- Writing that Works Online
- Targeting New Audiences
- Newsroom Ethics/Values
- Creating a Document-Driven Newsroom

The program has been up and running since the end of 2004 and the funding for future programs is derived from a grant request to the SDX Foundation. The program will be visiting new cities and newsrooms in the upcoming year. We look forward to more opportunities to “double dip” as we plan to do newsroom programs on Fridays with chapter programs for our local groups on the following Saturdays.

Webinars
Most recently SPJ has been learning the ins and outs of Webinars. The Webinars would give the Society the opportunity to reach journalists far and wide. The topics for the programs would be solicited from our members. Staff is working with the public outreach committee to make these happen in the months following the convention.

We have come up with a pretty simple 7-step plan to implement a series of Webinars:

1. **Demo: DONE.** A vendor lined up by the committee performed a demo for staff and committee members. It is our gut reaction that we probably do not need to contract with an outside firm to conduct Webinars. The vendor that performed the demo uses the same software Julie Crimes has already demo’ed. Manpower would be a key consideration as to whether outside help is needed.
2. Poll SPJ membership — Staff will poll the membership to ascertain their interest in various program options. Said options could be pulled from current SPJ training programs and convention offerings.

3. Choose program topic — Pretty simple here; we give our members what they want.

4. Develop program — Staff will work with the committee to determine the best way to deliver the Webinar. Here we will determine speakers, moderators, instructors, technical requirements, etc.

5. Choose Webinar vendor (if needed, see #1 above)

6. Put on free Webinar — This will be our test run to gauge interest, shake out the bugs and get feedback from our participants.

7. Determine Webinar future — SPJ will analyze the future of conducting Webinars, taking into account interest from journalists, costs, etc. Will also determine future pricing structure for participants, any changes to the delivery platform.

**Convention 2008 Programs**

Before you know it, the Atlanta convention will be here. It is scheduled for Sept. 4-7 at the Hyatt Regency Atlanta. The Call for Programs will be going out in the fall and we will work hard to bring high caliber programing to our Atlanta convention-goers.

**FOI Training for Ethnic and Community Media Reporters and Editors**

The purpose of the program is to provide hands-on, interactive training on Freedom of Information laws and reporting tools and techniques for ethnic and community media. Participants will learn:

- How federal, state and local government documents can enhance reporting for ethnic and community audiences
- About federal, city, county and state Sunshine laws relevant to the area
- About the public’s rights to documents and how to ask for them
- About options for recourse when requests are denied
- How journalists can protect their sources
- How community and ethnic media journalists can collaborate with mainstream partners to do investigative stories (and win awards)

The program will be rolled out as chapter-level training on open meetings and public records laws for in 10 cities. New America Media invited SPJ to kick off the program with a session at their awards event Nov. 14 in Washington, D.C.

**Ted Scripps Leadership Institute**

Each year the institute brings together 50 chapter leaders to improve their leadership skills, to help them gain a better understanding of SPJ and to facilitate networking among our leaders. The program has been funded since 1996 by the Scripps Howard Foundation and it is our hope that they will continue to fund it for 2008.

**The Reporters Institute**

The first Reporters Institute will take place November 11-14, 2007, at The Poynter Institute in St. Petersburg, Fla. The program is funded by grants from the Sigma Delta Chi Foundation and the Harnisch Family Foundation. The program is a crash course in the characteristics of outstanding journalism and the techniques of exceptional journalists. It is designed for young journalists who have graduated from college and are in their first three years as full-time journalists.
This year's program will accept 35 participants, and the application process is competitive. Participants (or their news organizations) pay a $300 registration fee and are responsible for their travel costs to St. Petersburg. The Institute funding covers the remaining program costs.

The program includes training in: ethics and responsible reporting; using public records and information; understanding and thriving in the newsroom culture; writing and advanced reporting skills building; and a tutorial on using the latest technology to tell stories. A complete program description is available online at spj.org.

From the initial planning meeting last fall, response to this program has been overwhelmingly positive. All agree that now is the right time for this program and this is the right group for SPJ to reach with tools to build a foundation for the highest quality of reporting that lives up to the mission of SPJ.

AWARDS
One hiccup to report on relating to the SDX Awards...the winner in Category 37 (Documentaries, All Other Markets) should have been entered in Category 36 (Documentaries, Network/Top 25 Markets). The entrant listed the wrong category and staff did not catch the error. It was brought to our attention by another Category 37 entrant on the eve of the SDX Awards Banquet in July. The Executive Committee discussed the situation at its August 3-4 meeting and decided to let the award stand. During a follow-up meeting on August 22, the executive instructed staff to coordinate a re-judging of Category 37 and make an additional award in the category. This was done to preserve the integrity of the SDX Awards. Re-judging is underway and will be completed by September 21. Staff and volunteers have taken steps to ensure that all future entries are verified to be in the proper categories. The 2007 SDX Awards brochure is being updated and will be printed shortly.

The 2007 Mark of Excellence Awards brochure is at the printer. Last year's entries were up by close to 200 and staff will be utilizing the Vocus PR software to build the mailing lists. SDX and MOE brochures will mail in mid-October. A redesign is planned for the promotional materials for the Foundation's Pulliam Editorial Fellowship.

PUBLICATIONS
The Journalist: Perhaps the most exciting news regarding publications this year is related to The Journalist. For the first time, the yearly publication will be sold on newsstands. They will be sold in more than 1,300 retail outlets that belong to Borders, Borders UK, Barnes & Noble, B. Dalton, Hastings, etc. The first purchase order we received was for 7,000 copies (about five per store).

Although we have no way of knowing how they will sell, our distributor thinks the "magazine is great, and it will do great!" At best, SPJ will make some money to help make up for the loss in ad revenue (which you can read more about below). At the very worst, SPJ's name will be displayed on newsstands nationwide.

For the first time, all the content and design was handled by staff. Joe Skeel served as editor while Andrew Farkas served as chief designer. Our goal is that readers will not notice a change in the quality content our design. I have already started making a list of hopeful contributors for the 2008-09 issue.

Quill: Our member magazine continues to roll along. In the past year, we have introduced a digital edition, which has been well received by most members. A few students (who no longer received the printed version) have requested a print version, but it's less than 20.

Looking forward, our goal is to kick the content (and contributors) up a notch. Working on The Journalist has led to a few more contacts and a few lessons about how to reach the best of the best in the journalism
world. Our hope is to get some of those industry leaders into the pages of Quill. No sense in saving all of them for The Journalist.

We are also in the early stages of a re-design for Quill. When Joe came to SPJ in December 2004, we began tweaking some things here and there. But we think Quill deserves a much more classic and professional look. Andrew is working on this project and we hope to launch the new look in March.

MARKETING AND PUBLIC RELATIONS

SPJ’s communications efforts continue to grow, improve and make an impact. Less than two years ago, SPJ didn’t have a full-time PR person. We spent the first year finding our way with each changing season, from awards to training programs to a Web redesign to convention, each month was truly a new learning experience. Now that we are in our second year of this cycle, we feel like we are now beginning to hit a good stride. The best sign of this is, and of things to come, is the marketing of this year’s convention.

Our marketing campaign (carried out by Communications Manager Beth King) took on three goals: to drive attendance, generate news coverage and raise awareness of SPJ.

To drive attendance, we created marketing messages that were distributed via SPJ’s in-house communications tools. We reached non-members through messages that were distributed using various methods: marketwire, Vocus, partnerships with other journalism organizations, etc. At the time this report was written, registrations were up 33 percent over the same time last year.

To generate news coverage, we created and distributed messages centered around our major convention sessions and headliners: Woodward and Bernstein, Robert Novak, Bob Schieffer, Jim Bohannon, Len Downie, Ken Paulson, Bob Cox, etc. Hours after our first release, which were staggered over a four-week period, we received requests for media credentials. All were declined. (Of course they weren’t, I just added that just to see who was still reading).

To increase awareness of SPJ, Beth King worked to schedule newsroom visits for President-Elect Brewer and President Tatum. We also plan to cover many of our own super sessions and issue press releases from the convention. These releases could also lead SPJ.org each day (as well as copy from The Working Press).

Because of our success with convention, we plan to adopt a similar model for other ongoing and new SPJ projects that may be identified in SPJ’s strategic plan.

Below are some highlights from the past six months.

- **Marketing** continues for the Freelancer Directory, Narrative Writing Workshops, Journalism Training and Generation J. We will continue to market these benefits and events to members and non-members using Vocus and other means, such as marketwire.

- **SPJ Leads** continues to be distributed each week. To spread the work amongst volunteers, a Leads team has been developed. In order to be more efficient with all of our electronic communications (and because our Internet Service Provider told us we had to), we recently secured an e-mail service provider. Leads is distributed to about 7,000 SPJ members each week.

- From May to August, SPJ issued about 13 major releases, and according to Google, the Society received 418 press clippings (about 3.5 per day). We believe this number as not all mentions are picked up by Google.

- As a way of fueling SPJ blogs and providing proactive news opportunities for SPJ leaders, Beth began providing a run down of journalism news for consideration by the executive committee and national committee chairs. As a result, two statements (NFL, political contributions) and various blog posts were made. We will continue this practice to keep the Society’s name out there. Additionally,
we will continue to build relationships with key editors, producers and news directors with the intent of establishing SPJ leaders as experts.

**ADVERTISING REVENUE**
The past five months have been essential in building a foundation for future success of SPJ advertising revenue. Mary Morgan, SPJ’s advertising sales manager, spent her first few months developing contacts, learning about SPJ and what we have to offer, developing sales strategies, establishing ad rates and producing new marketing material. More importantly, she started to generate advertising revenue for SPJ. Below you will find a few noteworthy points.

- June/July issue of Quill generated $25,320 in ad revenue, a 90% increase over last year.
- August issue of Quill generated $10,555 in ad revenue, a 93% increase over last year.
- September issue of Quill generated $11,115 in ad revenue, a 59% increase over last year.
- The Annual Education Issue (August) was received well by universities, resulting in eight journalism departments advertising.
- We are beginning to secure advertisers on an annual basis, contracting media buys for future issues of Quill. This gives us a better view into future revenue. Example: as this report was written in early September, we already had $6,000 sold for the December issue of Quill.
- The Journalist was unable to generate the revenue we had hoped for. To beef up the magazine, we asked convention sponsors to participate in this year’s issue. Looking forward, we believe that these two things will contribute greatly to selling the product next year. Furthermore, we now have someone on staff who can start selling The Journalist now, during budget season. Our goal is to come to the spring board meeting with enough advertising commitments to sustain a 2008 issue. In the interim, staff requests that the board take no action on the future of The Journalist.
- SPI.org is gearing up for its first digital ad buy with **FORWARD, The Jewish Daily**. Many more prospects are on the horizon.
- Now, every advertising proposal offers a digital or Web component at a minimal rate. This is to help advertisers increase their exposure to all SPJ members with a media mix of print, Web, Digital Quill and/or Leads. In addition, a Web only prospect list is being developed.
- A partnership with Getty Images is in the works, with the potential to save SPJ $30,000 in image costs. This partnership will greatly enhance the quality of Quill, SPI.org and nearly every other marketing product.

**WEB SITE UPDATE**
SPI.org continues to evolve and improve, thanks to some great ideas from our volunteers and the know-how of our Web administrator, Billy O’Keefe. SPI.org will continue to grow and will be instrumental in pulling off some of the items in SPJ’s strategic plan.

Since the board meeting in May, numerous interface improvements have taken place, including a better site search platform, a “what’s new list” for the front page, and a new “Top Story” design that allows more items to share the spotlight at one time on the front page.

Other highlights include:
- A new Reading Room platform allows for better storage of content that doesn’t fit into Quill/SPJ News/Leads.
- More security improvements that make it easier for members to log in and stay logged in.
- Two new blogs: Journolce.edu and technolo-j were added.
- We created a significantly larger convention mini-site that goes beyond last year’s presentation.
• A Working Press content management system was created to allow students to post stories instantaneously rather than in one single update. This will make SPIJ.org much more fluid and up-to-date during convention.

• We used the Web to pull off the very successful "Senator Secrecy" campaign, in which SPIJ outed Sen. Kyl as the person who put a secret hold on FOIA legislation.

• We've made additions to multimedia areas, including new videos and podcasts.

• And, we have created an online presence for the Legal Advocacy network, Reporters Institute and other new initiatives. This will continue into the future as new programs and services are created.

For a brief overview of how visitors are using our site. Below is a Week in the Life of SPIJ.org. Information was captured the week of Aug. 12.

| Visits      | 77,167 |
| Hits        | 860,868 |
| Page Views  | 563,281 |
| Page Views per visit | 7.31   |
| Time per visit | 5 minutes, 15 seconds |

CLOSING
I hope this report provides you with the information you need to make sound decisions. If you need any additional information, please do not hesitate to be in touch and we will do our utmost to provide it in a timely manner.
REGION ONE REPORT
SEPTEMBER 18, 2007

REGIONAL CONFERENCE
News from the Maine Pro Chapter is that things are moving along for the
CE08 Regional Conference. A core group of volunteers is expected to meet shortly to
finalize details on the date and location of the event.
Kara Matuszewski and Irwin Gratz of the Maine Pro Chapter are taking the lead on
this. Anyone who would like to offer suggestions or help can reach Kara at
karamatuszewski@hotmail.com.

SPJ CONVENTION
Thanks to all the local chapters in Region One who have put information on their
website about the Convention Oct. 4-7 in Washington, D.C. Anyone who has not
registered for this event, which will offer training in new media, election coverage, career
development, investigative reporting and more is encouraged to do so. These annual
conventions provide a wealth of information about journalism as well as an opportunity
to meet and discuss issues with your colleagues from around the country.

REQUEST FOR LEGAL DEFENSE $$$ REJECTED
A New York city author who wrote a book about a rogue FBI agent who has been
indicted was subpoenaed for a pre-trial hearing on the case and sought funding for legal
counsel in her case. Her publisher, St. Martin Press, provided only limited support. After
discussion and review the committee decided against providing this support based on the
fact that the writer had previously cooperated with the prosecutor in the case.

The New England Pro chapter has a new look. It’s website has been redesigned to make it
easier to navigate and there are new features with area job listings, events and
information about the chapter and its officers. You can check it out at
www.spi.org/newengland

Emily Sweeney reports that a separate website, unrelated to SPJ, might be fun for
members to check out at www.journalistfightclub.com. She has placed clips from
journalism movies, live news, broadcasting blunders and more on the site and is looking
for more clips to add. She invites her colleagues to send them to her at
emily.sweeney@yahoo.com
MEMORANDUM

DATE: September 10, 2007
FROM: Ann Augherton, Region 2 Director
SUBJ: REGION 2 REPORT
FOR: Board of Directors

CHAPTERS IN THE NEWS

D.C. Pro

The Washington, D.C. Pro Chapter's President Bob Webb detailed the chapter's lively series of events this year. An ethics program in May at National Public Radio focused on Crime, Mass Media and Virginia Tech. New York Times and Washington Post reporters who covered the Tech massacre joined as panelists Ted Gest, who heads Criminal Justice Journalists, and the mothers, Roberta Roper and Gail Seaton, of two daughters murdered in earlier years. With NPR's Robert Siegel moderating, the panel generated extensive discussion with a diverse audience of more than 40. NPR taped the program for internal use with links offered SPJ Web sites and also produced a CD.

The chapter held its annual Dateline Awards Dinner at the National Press with National SPJ President Christine Tatum and Executive Director Terry Harper among the notables at the head table. Hall of Fame inductees included Muriel Dobbin, retired from McClatchy; Bob Franken, formerly of CNN; Terry Hunt, Associated Press; and Mark Knoller, CBS News. Past National SPJ President Reginald Stuart, also a Wells Key winner, received the Distinguished Service Award. In addition to these honors, the annual Dateline awards were presented to media in the DC area.

The chapter joined SPJ members from all over the country for the Sigma Delta Chi dinner in July. The National Zoo was the setting for the chapter's July board meeting that included a tour and a picnic open to all SPJ members.

DC members worked on a new open meetings bill for the Washington, D.C., council; served on a panel at a conference called "Trust and Integrity in the Global Economy" in Switzerland; talked to journalists from China in D.C. under the U.S. State Department's International Visitor Leadership program; met with journalists from Mexico who were in D.C. to file a complaint with the Inter-American Human Rights Commission about the unsolved death of a colleague; and chaired or otherwise served on SPJ's national International, Ethics and Bylaws committees.

DC Pro was named a four-star chapter by SPJ for the fifth consecutive year in 2006. The new electronic newsletter, Dateline, goes out electronically and by regular mail every month. A new fun feature this year is a Q&A profile called "Introducing..."

Looking ahead to the fall, the chapter is holding a discussion with editors and reporters from the Washington area ethnic media. With ever-growing ethnic communities in the area, it becomes more important for all journalists to learn more about the concerns and needs of those communities. Journalists from local
Hispanic, Asian, and Arab media outlets have been invited to speak. The chapter plans to host monthly social hours to enable networking and continue helping with the national convention.

Maryland Pro

Things are moving fast at the Maryland Pro Chapter as longtime president John Rydell is working with Bryan Sears to collect nominations and formulate a ballot for the chapter’s new officers. Stay tuned for some new names on the leadership ranks of the chapter.

Virginia Pro

There’s a new president for the Virginia Pro Chapter. Jason Roop succeeds Paula Otto, associate director of Virginia Commonwealth’s School of Mass Communications who organized the Region 2 conference this past spring. Roop, editor of Style Weekly in Richmond, will kick things off this year with a board meeting on Sept. 19.

North Carolina (Triangle) Pro

SPJ’s executive committee gathered at Chapel Hill, N.C., in early August to meet and participate in an afternoon journalism program at the university that drew nearly 50 local journalists. Plans are underway to reinvigorate the local pro chapter.

Convention Preparations

DC Pro Chapter members and local volunteers — led by Todd Gillman of the Dallas Morning News Washington bureau and Bill McCloskey as the point-person for the chapter — have a corps group of people who have worked throughout the year with national staff creating the programming for the October convention. Several Chapter members are “producing” panels.

McCloskey notes that chapter member Reginald Stuart has beat the bushes for donations to cover convention expenses and has had a fantastically productive cycle. He also got an agreement from the Wall Street Journal to print The Working Press for the convention for free. On site at the convention approximately 20 chapter volunteers and volunteers from other Region 2 chapters will help with registration and generally be runners, helping to keep events running smoothly. Sixteen DC Pro members are also volunteering to critique resumes and audition tapes in two-hour sessions at the convention.

Regional Conferences

2008

Plans have begun for next year’s regional to be held on the campus of Washington-Lee University in Lexington, Va., on March 28-29.

2009

I’ve dialogued with Carolyn James, Region One director, about combining forces for a joint regional conference in 2009 in either Annapolis or Baltimore, Md.

Mark of Excellence Awards

Former VA Pro President Brian Eckert, director of Media and Public Relations at the University of Richmond, will serve as MOE coordinator again this year and will likely swap with Carolyn James, Region One.
MEMORANDUM

DATE: September 10, 2007
FROM: Holly Fisher, Region 3 Director
SUBJ: REGION 3 REPORT
FOR: Board of Directors

After six years as Region 3 director, it's time for me to step down. I have thoroughly enjoyed my time as regional director and as a member of the SPJ national board of directors. I have met some terrific people in my region over the years, people who are doing such great work for SPJ. I appreciate the Region 3 members who have allowed me to serve in this role for six years. I look forward to watching our region grow—and don't expect to completely disappear from SPJ. I plan to hang around as an active volunteer.

With fall upon us, many professional and students chapters are gearing up for a productive year of SPJ activity.

University of Alabama
Greetings from the University of Alabama Chapter as we begin our first full academic year since re-organizing in the fall of 2006. Our officers met for a planning luncheon over the summer. We're starting the semester with a full slate of activities, including a field trip to The Tuscaloosa News, which is installing a television studio adjacent to its newspaper newsroom. Now as a registered student organization, the UA SPJ Chapter was able to participate in "Get On Board Day," a semi-annual student activities fair, which was held on the Campus Quadrangle Aug. 29. While the turnout at our first regular meeting (Aug. 30) was low, we are hoping for many new members at our September meeting. And, the best news of all—we expect to send our first delegate to the SPJ National Convention in October.
From: George L. Daniels, chapter adviser

University of South Carolina
The SPJ Campus Chapter at the University of South Carolina will host the 2008 Regional Conference, March 28-30, on the USC campus. Mark your calendars.

Executive Officers for 2007-2008 school year are Nick Needham, president; Chelsea Hadaway, vice president; and Keshia Rice, secretary-treasurer.

The chapter's tentative fall calendar includes meetings with a former embedded reporter fresh from Iraq, a controversial sports columnist, a Miami reporter who covers gay and lesbian issues and a former news director for CNN.
From: Ernie Wiggins, chapter adviser
Flagler College
Our chapter president, Andrew Bernius, was chosen for the Ted Scripps Leadership Institute this summer, and he is back full of ideas on how to generate interest for our chapter. Some of the activities for the fall semester include a campus-wide journalism competition, guest speakers and movie nights. Please check out our new blog at http://www.flaglercollegespi.blogspot.com/
From: Helena Särkö, chapter adviser

Winthrop University
Our chapter is actually in what I am terming a rebuilding stage. Most of our members graduated last year, but we have approximately 30 new students who have expressed interest. We are having our first meeting on Sept. 17 to tell them about SPJ, our plans for the year, etc. Then in October we are planning a program on internships. We will be having students who have completed both broadcast and print internships, and we hope to have the editor of a local paper who can give his opinions on what he is looking for.

Our other plans for the year are to have a program about ethics in journalism. In the past, the chapter has also held a resume workshop, and we are always involved in the essay contest, hosting a reception for the winners in our area.

Chris Corrado is serving as treasurer and other positions should be filled soon.
From: Robyn L. Bunch, chapter president

Georgia State University
The chapter is just getting organized for the 2007-8 school year. Last spring we held two programs. In the first, we had about 25 students show up for a session with Dr. Doug Barthlow, the coordinator of internships for the Georgia State Department of Communications. He spoke on the issue of getting internships, writing resumes and developing audition tapes. In the second, WAGA-TV investigative reporter Dale Russell spoke to a smaller group of about 12 students about his career as a long-time Atlanta investigative reporter.
From: Carolyn S. Carlson, chapter adviser

South Carolina
Liz Carey, a reporter with the Anderson Independent Mail, has been busy generating interest in a new chapter in Upstate South Carolina. She's hosted an initial organizational meeting and is meeting with newsrooms in Greenville and Spartanburg to raise the SPJ flag. About 40 people are interested in getting involved with this new chapter.

2008 Convention
Mark you calendars for the 2008 Convention & National Journalism Conference – it’s in our own backyard. The conference will be Sept. 4-7, 2008, at the Hyatt Regency Atlanta in downtown Atlanta.
Region 6 report for September, 2007

The Milwaukee Pro Chapter has been reactivated after almost a decade of inactivity. The first meeting of the newly reactivated chapter was August 23rd. Elections were held: Tony Anderson is president; Carlos Laack is treasurer; Brandon Lorenz is secretary.

The leadership team held a planning meeting August 27th. Advisors at both UW-Milwaukee and Marquette have expressed an interest in teaming up with the pro chapter on future projects and building mentoring opportunities for their students. The board has cited this as a priority to get young people involved early and to help energize the chapter by keeping them involved following graduation.

The Minnesota Pro Chapter has planned a program for Tuesday September 25 called How to Write a Book...and Get it Published. A number of present and former journalists who have written books are on the panel.

The Minnesota State University student chapter met Sept. 11, 2007, with pizza and information for potential new members. Students planned some fall events, including a "pizza with the professors" night, an informal sit-down with mass comm professors, a resume and cover letter workshop, and a fundraiser on Nov. 5 at a local retail establishment.

The St. Cloud State student chapter started the year with a booth in the SCSU Mainstreet event where all student organizations recruit new members. Additional recruiting is being done with the new journalists entering the Mass Communications program.

The University of Wisconsin-Madison student chapter held its first meeting on Monday, Sept. 17th.
Over 50 students attended, and discussed programming plans for the coming school year, including a resume’ workshop and roundtables with professional journalists. The next meeting will be held Wednesday evening September 26th with special guest speaker, national SPJ president Christy Tatum.

The University of Wisconsin-Eau Claire student chapter scheduled its first meeting on Tuesday, Sept. 18th.
From: Paul McAfee [region11@gmail.com]
Sent: Monday, September 17, 2007 4:39 AM
To: pmcafee@spj.org
Subject: SPJ Region 11 Newslne -- September 2007

SPJ REGION 11 NEWSLINE – SEPTEMBER 2007
News and information for the Society of Professional Journalists, Region 11
Arizona, California, Hawaii, Nevada and the Pacific Islands

Paul McAfee, Region 11 Director
E-mail: region11@gmail.com
Phone: (951) 236-2096

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Register now for next month’s national convention

There's still time to register for the 2007 SPJ Convention & National Journalism Conference, which runs Oct. 4-7 at the Hyatt Regency Capitol Hill in Washington, D.C.

A full slate of programming promises plenty of rewarding activity for everyone, from the Opening Night Reception and half-day training workshops, to the many professional development workshops and Journalism Expo. This year SPJ is offering four large group gatherings on important topics to the journalism community, called Super Sessions. And for you chapter delegates, there are the annual business sessions and board elections.

Full information can be found on SPJ's Web site: http://www.spj.org/convention.asp

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Awards pile up in Region 11

SPJ bestows many awards at its annual conventions, and Region 11 has some very special award recipients this year. Among the winners:

* **Claudia Peschut**ta, a member of the Greater Los Angeles Chapter board, is being honored with the Howard S. Dubin Outstanding Professional Member Award. Claudia currently serves as the L.A. chapter's publicity and events chair. Earlier this year, she organized a meeting for 10 journalism groups to meet with Los Angeles Police Chief William Bratton in the aftermath of the violence at MacArthur Park on May 1. She also has organized numerous mixers, and was co-chair this year of the chapter's banquet committee. Read the L.A. Chapter's release at: http://www.spj.org/losangeles/Peschut_Dubin_award.htm

* **John Markoff**, a senior technology writer for The New York Times based in San Francisco, has been named a Fellow of the Society -- the highest honor SPJ bestows on a journalist for extraordinary contributions to the profession.

* More than a dozen students and former students from Region 11 will be honored with national Mark...
of Excellence Awards for 2006 campus journalism judged among the best in the nation. For the second consecutive year, Students from the Walter Cronkite School of Journalism and Mass Communications at Arizona State University will nab the most national student journalism awards – 10 this year, including four first-place awards.

Other awards will be announced in the coming days and at the convention, including a regional Campus Chapter of the Year – and perhaps even national honors for a lucky Region 11 chapter or two!

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A personal note

I have deeply enjoyed the past two years of serving as your regional director. Thanks to my involvement on the national level, I have met many wonderful people, both here in Region 11 and across the country. Chapter leaders, thank you for your support and for your tireless work on behalf of SPJ over the past two years.

My term is expiring and so I’m handing over the reins to Sonya Smith, president of the Orange County Satellite Pro Chapter. Sonya is running unopposed for the Region 11 director position at next month’s convention.

If you’re going to the convention, please attend the Region 11 meeting on Friday, Oct. 5 from 4:30 to 5:30 p.m. and introduce yourself to Sonya. Actually, chances are very good you’ve already met her: Sonya has been very active in SPJ for the past 5 years, first in her campus chapter at Long Beach State and then as the founding president of the OC Satellite Chapter. She was a national campus representative on the national board from 2004-05, and is currently a member of SPJ’s national Generation J committee.

Congrats to Sonya. And to the rest of you, a fond farewell.

* * * * * * * * * * * * *

Reach the world (the journalism world, that is)

Do you have a chapter program scheduled between June 25 and Dec. 31, 2007? If so, let SPJ help you get the word out through JournalismTraining.org. Send a quick note to Jamie Fallon at jfallin@spj.org and include the following information for each scheduled event:

Program Name
Sponsoring Chapter
Brief Description
Event Location (place and address with zip code)
Cost (if any)
Contact (name, number and/or email address)

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Save the dates!

Here’s a look at some imminent -- and not-so-imminent -- chapter, regional and national events:

Sept. 27, 2007 - 7-9 p.m. – The Greater L.A. Chapter hosts a Freedom of Information panel discussion

9/19/2007


Nov. 13, 2007 - 6:30-8:30 p.m. -- The NorCal Chapter will host Reese Erlich, author of "The Iran Agenda: The Real Story of U.S. Policy and the Middle East Crisis." London Wine Bar, 415 Sansome St., San Francisco. For more info, contact Lani Silver: 415-665-4761 or lanisilver@aol.com

April 11-12, 2008 -- 2008 Region 11 Spring Conference in Tucson, AZ. In a first for the region (in recent memory, anyway!), a campus chapter will host the regional conference. Hats off to the University of Arizona Chapter for volunteering to present next year's conference, which will be held at the University Marriott near the campus. More information will be forthcoming.

Sept. 4-7, 2008 -- Next year's SPJ Convention and National Journalism Conference will be held at the Hyatt Regency Atlanta in downtown Atlanta, GA.

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I hope you enjoy receiving this periodic update on SPJ activities in Arizona, California, Hawaii and Nevada. If you don't want to receive this newsletter, please send a note to: region11@gmail.com. Your e-mail address will be immediately removed from the distribution list.

Paul McAfee
Region 11 Director
region11@gmail.com
(951) 236-2096

9/19/2007
MEMORANDUM

DATE: September 10, 2007
FROM: Dave Aeiikens, LDF Chairman
SUBJ: LEGAL DEFENSE FUND REPORT
FOR: Board of Directors

GRANTS
The committee and board issued seven grants worth $18,200 since the Chicago convention in August. As of July 31, the fund totals $81,565.50.

- $1,000 in support of an amicus brief on behalf of the Associated Press in an effort to release audio recordings in the Scooter Libby trial.
- $1,000 to Carlos Miller, a Miami photographer who was arrested while taking pictures on the street.
- $5,000 to the Indiana Broadcasters Association to support an effort to allow cameras in Indiana courtrooms (board approved).
- $10,000 to create draft legislation for to protect student journalists from censorship (board approved).
- $500 in support of an amicus brief on behalf of the Associated Press and Washington Post, which are seeking the letters to the judge in the Scooter Libby case. The letters are seeking leniency on Libby's behalf.
- $200 to Justin McLaughlin of West Virginia University to access the applications in the West Virginia Innocence Project.
- $500 to reporter Martin O'Shea in an effort to get notes from a closed school board meeting.

The committee decided against two grant requests and one applicant withdrew his request.

AMICUS SUPPORT
The committee approved six amicus briefs that did not include money:

- Hammer v. Ashcroft, seeking access for in-prison interviews in federal prisons.
- Castellini v. Scranton Times, seeking to maintain broad protection of confidential sources in Pennsylvania.
- Joining a media coalition seeking to fight restrictions to access to the AIPACT prosecution.
- Joining Radio Television News Directors Association on behalf of an Orlando TV station seeking access to the notes of a political consultant.
- Griffis v. Pinal County, supporting the Arizona Republic, which was seeking 90 e-mails when state investigators were investigating the conduct of a public official.
- Forensic Advisors v. Matrixx, a Maryland shield law case.

The committee decided against one amicus brief and another one is still under consideration and is waiting for it to reach a different jurisdiction.
**LDF AUCTION**

As of Labor Day, the committee, staff and others have raised almost 20 items for the live auction and dozens for the silent auction. The items are pictured on the organization's web site.

Bob Schieffer and Jim Bohannon will be celebrity auctioneers.

This year, the auction will be included with the Opening Night Reception. Bidders will receive bidding cards and lists of available items.

**POLICIES**

The SPJ board approved a policy laying out how grant applications are publicized.

**LDF COMMITTEE (VOTING MEMBERS):** Chairman Dave Auikens, President Christine Tatum and Freedom of Information Chairman Joel Campbell.

**LDF SUBCOMMITTEE (NON-VOTING MEMBERS WHO PROVIDE ADVICE AND SUPPORT):** Neil Ralston, Julie Kay, Mike Knaak, Ellen Mrja and Rebecca Neal.
MEMORANDUM

DATE: October 3, 2007
FROM: Steve Geimann
SUBJ: ACCREDITATION COUNCIL FOR EDUCATION IN JOURNALISM AND MASS COMMUNICATIONS - FALL 2007 REPORT
FOR: Board of Directors

The Accreditation Council for Education in Journalism and Mass Communications debated a global mission, threats to accredited programs from a research initiative and welcomed a new member group during a brief meeting in Chicago Aug. 31.

RESEARCH/GRADUATE PROGRAM CONCERNS

The Council was updated on possible fallout for journalism programs from a National Research Council assessment of more than 200 graduate communication programs. The NRC study is aimed at setting standards for doctoral programs and improving research.

Council members are concerned the NRC rankings will result in redirecting government funding away from smaller journalism programs, and especially those units “embedded” in other departments or within colleges of Arts and Sciences or Liberal Arts.

ACEJMC accredits professionally directed graduate programs, rather than the more research-intensive programs in typical doctoral programs. The Council is monitoring the work and may weigh in to help smaller programs rally additional resources for their programs.

The Council’s research standard has been increasingly difficult for smaller units focused on teaching, as classroom and public service contributions are given more weight than scholarly work. Such programs are seen as most vulnerable under the NRC review.

COMMISSION ON PUBLIC RELATIONS EDUCATION

The Commission on Public Relations Education is seeking to improve its relations with colleges, creating a “professional bond” to help students enter the profession.

The group’s 2006 report, presented at the meeting, recommended five basic courses for any PR-accredited curriculum: Introduction to PR (theory, origin and principles); PR research, measurement and evaluation; PR writing and production; Supervised work experience; An additional PR course in law and ethics, planning and management, case studies or campaigns.

The Public Relations Society of America requires a curriculum that meets its minimum standards before establishing a campus chapter. The group has its own accreditation process.

Unlike the journalism groups that are part of ACEJMC, the PR profession offers certification for practitioners, allowing them to call themselves “Accredited
NEW COUNCIL MEMBER

The Council added the American Journalism Historians Association as an educator group. AJHA, with fewer than 350 members, represents, teachers of mass communications history at accredited and non-accredited programs. AJHA is the first member since Arthur W. Page Society, or PR practitioners, joined ACEJMC in 2004.

ACCREDITING DECISIONS


For the 2007-08 academic year, 12 accredited schools are due for review and Buffalo State, Roosevelt University and Jacksonville State are seeking initial accreditation.

ACCREDITATION OUTREACH

Training for new site-team members resumes this month with at least one SPJ member joining about two-dozen other practitioners. The Council is especially seeking professional broadcasters to participate in visits to schools.

A call for potential SPJ participants in the site-work of the Council this spring drew fewer than a dozen responses. A recheck this summer generated responses from just two, both of whom will take part in the team-member training.

The Council treats SPJ as an industry group, and seeks working journalists in print and broadcast for site visits. I’ve visited more than a dozen colleges. Former At-Large Director Jim Parker has made two visits and is set for a third this fall, and former SPJ President Kyle Niederpruem has also been on site visits.

ACEJMC meets in May, to review programs, and in late summer or fall to discuss policies and issues. Each year, teams of educators and practitioners visit schools to review programs against nine standards. A committee meets in March to review team conclusions. Member fees are based on budget, $5,000 for SPJ, with $7,000 for groups with bigger budgets. School dues are $1,000.

The Council, founded in 1945, is the only body accrediting journalism, public relations, advertising or telecommunications programs, with 14 industry groups and five educational organizations. SPJ joined in 1977, withdrew in 1989, and returned in May 1996. I am completing my 10th year as a Council member.
MEMORANDUM

DATE: Oct. 4, 2007
FROM: SPJ Staff
SUBJ: ORGANIZATION STRATEGIC PLAN
FOR: SPJ and SDX Foundation Board of Directors Meetings

Following this cover memo is a strategic planning document that is the product of a year’s work and input from SPJ national and local leaders, staff and the organization’s membership.

The plan was born in November 2006 when a group of volunteers met in Denver to begin reviewing the Society’s current state and mapping out plans for its future. The group left with six broad goals, which were vetted through SPJ’s membership by way of a survey. In the spring, board members and staff reviewed input and began outlining how the organization would meet those goals. During the summer, staff compiled all the suggestions and conducted conference calls with board members and committee leaders to review the plan. This fall, SPJ’s Executive Committee also reviewed and tweaked the plan into its current state.

As you begin your review of this work, you will see that the plan is organized into three distinct documents:

- **Broad Goals.** Use this section to “keep your eye on the goal.” This is a high-level look at where the organization’s priorities will be in the coming years. Changes to this portion of the plan should be very rare in the coming months and years, and must be the result of very thoughtful consideration by the Society’s leadership. Here is where SPJ’s “agenda” is set, and it should guide decision making when it comes to budget planning, activities, program consideration and staffing. Any new activity should reflect progress toward an outlined goal here, and all current programs will be measured against these goals when considering whether the program should continue.

- **Master Document.** This piece of the plan adds to the broad goals all identified — and approved — implementation methods to help the organization reach its goals. This is the most fluid part of the plan, the tasks to be accomplished. Many tasks already have been identified. Those will be researched and decisions about implementation will be made throughout the life of the plan. Tasks may occasionally be added or deleted, based on research, progress other areas of the plan, and industry factors. This portion of the document does not include every current activity of the organization, but it does note the development of new programs and those current programs that will be refined to better meet a strategic goal.

- **Current Year Goals (2007-2008).** This piece of the plan will keep the organization — and the plan — on track and provide a measure for success. Goals and progress will be evaluated yearly and goals for the coming year will be established.
For the purpose of this meeting, please give thoughtful consideration to this document. If endorsed by the board of directors, it will become the “guiding light” for staff and leadership.

To help guide your evaluation of the documents, ask yourself these questions:

1. Is there anything in this plan that does not belong? Would any item here be contrary to the Society’s mission?

2. Are there any gaps in the plan? When considering this question, begin by looking at the broad goals section. Many “tasks” may be added to the master document in the future, but it is important that the broad goals and methods are where we want them to be.

3. Can you personally endorse and support this plan in the coming years?
SOCIETY OF PROFESSIONAL JOURNALISTS
STRATEGIC PLAN: BROAD GOALS

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society's Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.
1. Equip the public to evaluate all forms of journalism.
2. Educate journalists on the tenets of responsible journalism.
3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a "living document" that reflects the issues in the industry.

PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession's discipline evolves.
1. Initiate action to make/keep governmental meetings and records accessible.
2. Educate journalists on governmental access (laws, role in democracy, etc.).
3. Protect journalists from government impediments against a free press.
5. Be visible and timely with responses to threats to press freedoms.
6. Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.
7. Support a free press at the collegiate and scholastic levels.

PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.
1. Create a mechanism to determine the Society's training priorities.
2. Create training opportunities that reflect industry and membership needs.
3. Ongoing evaluation of training and professional development programs.

INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society's leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.
1. Increase the number/percent of under-represented populations in leadership positions and membership.
2. Create a welcoming culture for journalists of all backgrounds and disciplines.
3. Ongoing assessment of membership makeup and needs.
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.
1. Develop Web features that facilitate interaction and information delivery.
2. Establish standards for effective communication with members.
3. Organize the Society’s technology infrastructure.

SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.
1. Equip volunteers with necessary resources to understand and perform their duties.
2. Improve volunteer structure to increase its effectiveness.
3. Ongoing evaluation of programs and services to ensure proper deployment of resources.
4. Improve collaboration between staff and leadership.
5. Create viable professional and campus chapter structures.
6. Ongoing evaluation of organizational governance (one member, one vote)
7. Understand journalism trends and innovations.
8. Build member-to-member connections within the organization.
9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan.
SOCIETY OF PROFESSIONAL JOURNALISTS
STRATEGIC PLAN: MASTER DOCUMENT
(AS OF AUGUST 4, 2007)

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society’s Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.

1. Equip the public to evaluate all forms of journalism. (2007-2008)
   a. Identity and present the components of ethical journalism. (2007-2008)
   b. Facilitate communication between news consumers and news providers. (2007-2008)
      - Consider development of a Web-based tool for consumers to communicate with news providers (2007-2008)
      - Continue development of “Code Words” blog (2007-2008)
   c. Increase emphasis on exceptional, ethical journalism through Newsgems, awards programs and other identified vehicles.
   d. Communicate with the public about responsible and irresponsible journalistic decisions.
   e. Increase dialogue about responsible journalism (2007-2008)
      - Launch a speakers bureau to bring journalists to community and civic groups. (2007-2008)
      - Utilize the Project Watchdog effort more to create public engagement in the discussion of responsible reporting. (2007-2008)
      - Provide context for discussions about the Code of Ethics, including an explanation for why the Society voluntary and not mandatory. (2007-2008)
      - Consider a forum for the public to comment on their local and national news.
      - Introduce the code to organizations outside of journalism. (2007-2008)
   f. Expand the public and press section of spj.org.
   g. Maintain commitment to the Society’s Ethics Campaign.

2. Educate journalists on the tenets of responsible journalism. (2007-2008)
   a. Incorporate ethics components in all SPJ training.
   b. Partner with other associations to provide ethics training at outside conferences and training outlets.
   c. Seek to have the Code of Ethics included in journalism course curriculums.
   d. Make ethics training tools more appealing.
      - Evaluate and improve the ethics section of spj.org
      - Web-based ethics content will become more interactive.
      - Create Web features for each of the Code’s guiding principles.
   e. Use commonly asked questions from the ethics hotline and email queries and share the answers to those questions with a broader audience.
   f. Encourage other organizations to link to the Code of Ethics.
   g. Get the Code of Ethics into the nation’s newsrooms, chat rooms and other public forums where journalists and the public gather. (2007-2008)
   h. Continue to develop new ethics content for Society publications.

3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a “living document” that reflects the issues in the industry. (2007-2008)
   a. Evaluate the code in relation to electronic news delivery and new content providers.
   b. Every member will receive a copy of the code. (2007-2008)
   c. Maintain due diligence by regularly evaluating the language of the code.
PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession’s discipline evolves.

1. **Initiate action to make/keep governmental meetings and records accessible. (2007-2008)**
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment. (2007-2008)
   b. Make the Sunshine Network more visible to journalists.
   c. Better identify threats and successes by making the Sunshine Network more active, identifying and reporting to the organization on both state and federal issues.
   d. Establish a method to follow legislation affecting openness.
   e. Maintain regular discussions with lawmakers at the state and national levels.
   f. Seek partnerships with organizations already engaged in this work.

2. **Educate journalists on governmental access (laws, role in democracy, etc.).**
   a. Evaluate and improve the FOI section of spj.org.
   b. Provide training in this area to other organizations.
   c. Make FOI information and laws readily available to newsrooms and journalists.
   d. Coordinate with state press associations, broadcast associations and open government groups.
   e. Continue to develop new FOI content for Society publications.

3. **Protect journalists from government impediments against a free press. (2007-2008)**
   a. **Maintain support for a federal shield law. (2007-2008)**
   b. Support statewide shield law efforts as they arise.
   c. Ensure that all actions undertaken by the Society include comprehensive information about why they are important to both journalists and the public’s right to know. (Generate comprehensive explanation about why reporters' privilege is necessary.)

   a. Develop organizational partnerships that support press freedom and open government.
   b. Create resources for individual members to facilitate discussion between the newsroom and the community about the need for press freedom.
   c. **SPJ will be an active participant in Sunshine Week. (2007-2008)**
   d. Increase public support for press freedom and open government at the high school and middle school levels.

5. **Be visible and timely with responses to threats to press freedoms.**
   a. Educate Sunshine Chairs and members about informing the national organization about potential threats.
   b. Staff will stay abreast of potential threats.
   c. Develop relationships with major media outlets.
   d. Consider a spokesperson who can respond quickly to issues without impediments.

6. **Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.**
   a. **Encourage individual contributions to the LDF.**
   b. Encourage corporate donations to the LDF.
   c. Do more reporting on LDF grants and cases – initial notes, stories, personalization of the cases, and results.

7. **Support a free press at the collegiate and scholastic levels.**
   a. Create openness education tools for collegiate journalists.
b. Develop relationships with the Student Press Law Center and other organizations that support a free collegiate press.

c. Improve SPJ's response to threats to scholastic and collegiate journalism.

d. Educate professionals about the importance of press freedom for the scholastic and collegiate press.

e. Encourage states to pass legislation ensuring freedom of expression in student media.
   • Utilize model legislation.
PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. **Create a mechanism to determine the Society's training priorities. (2007-2008)**
   A. Annually survey members, universities and employers regarding training needs.
   B. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society's annual and long-term training priorities. (2007-2008)
   C. Consider preparing an annual training calendar.

2. **Create training opportunities that reflect industry and membership needs. (2007-2008)**
   A. Generate reliable, quality audio/video recordings of Society programs.
   B. All training will include education about SPJ's core values and mission. (2007-2008)
   C. Create training plans tailored to identified membership populations.
   D. Create electronic complements to all training offerings.
   E. Focus on skills-based, hands-on training.
   F. Explore a continuing education program for journalists, with the implementation at regional and national levels.
   G. Society publications will include training resources.
   H. Seek to build partnerships that would facilitate SPJ's training efforts (universities, etc.)

3. **Ongoing evaluation of training and professional development programs.**
   A. **Evaluate regional conference structure and implement changes to better meet the organization's training priorities. (2007-2008)**
   B. Annually review the Society's training offerings as a whole.
INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society’s leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.

1. Increase the number/percent of under-represented populations in leadership positions and membership. (2007-2008)
   a. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)
   b. Increase connections and partnerships with other organizations to better reflect those communities.
   c. Make national opportunities for leadership more visible, more inviting and more easily understandable.
   d. Increase SPJ’s visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)

2. Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)
   a. Examine SPJ’s organizational structure and identify any “unwelcoming” areas.
   b. Facilitate connections among members based on interests and backgrounds
   c. Create an introductory video – Faces of SPJ – to be viewed at organization gatherings.
   d. Publications will be welcoming to diverse individuals and will reflect diversity.
   e. Ensure that diverse individuals see themselves reflected at spj.org.
      ▪ Consider a content analysis of the site.
      ▪ Consider a site organization by discipline in addition to the current organization by mission-based resources.
   f. Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)
   g. Consider a definitive statement on the organization’s diversity position. (2007-2008)

3. Ongoing assessment of membership makeup and needs.
   a. Implement an annual survey to determine needs and interests within the organization’s demographic groups.
   b. Create a mechanism to prioritize the Society’s inclusiveness efforts based on industry and member needs.
      ▪ Re-purpose the Membership Committee to accomplish this task.
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.

1. Develop Web features that facilitate interaction and information delivery. (2007-2008)
   A. Create online networking opportunities aimed at membership recruitment and retention.
      • Through a mentor program, create opportunities for members to connect with potential mentors.
   B. Seek opportunities to engage journalists who are not currently members. This may include creating a process for all site users to first register at sjp.org or other methods to identify journalists interested in SPJ and its resources. (2007-2008)
   C. Strengthen members' connection to the organization and each other through online resources. (2007-2008)
   D. Introduce journalists to SPJ through online resources.
   E. Create electronic complements to all training/professional development.
   F. Forum to foster lively debate about emerging journalism topics.
   G. Forum for industry leaders to communicate with young professionals.
   I. Expand the Society's online training resources through appropriate means.
   J. Evaluate the success and reach of all current Web features as well as the site structure and technology.

2. Establish standards for effective communication with members. (2007-2008)
   A. Evaluate content, format, frequency, and mailing lists for all regular communications. (2007-2008)
   B. Ensure valid e-mail addresses for members. (2007-2008)
   C. Create interest sections to manage member communications, giving members a choice in communications topics.

   A. Create uniform technology practices/languages.
   B. Assess the Society's content management system and ensure it meets the current and future needs of the organization. (2007-2008)
   C. Create a template for chapter Web pages along with "best practices" guides. (2007-2008)
   D. Expand chapter leader resources related to the database.
   E. Evaluate the association management software and ensure it meets the current and future needs of the organization. (2007-2008)
   F. Continue to explore and utilize emerging technology resources such as YouTube, Facebook, etc. (2007-2008)
SOCIETY OPERATIONS

Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.

1. **Equip volunteers with necessary resources to understand and perform their duties.** (2007-2008)
   A. Develop action plans for all committees. (2007-2008)
   B. Create and distribute job descriptions for officers, directors and committee leaders. (2007-2008)
   C. Develop a leader training program for board members and committee chairs. (2007-2008)
   D. Prepare handbooks for board members, committee chairs and chapter presidents. (2007-2008)

2. **Improve volunteer structure to increase its effectiveness.** (2007-2008)
   A. Expand the composition of the Nominations Committee in order to better identify and develop potential leaders. (2007-2008)
   B. Evaluate the structure of the national board and make recommendations for any necessary changes in order to meet strategic goals.
   C. Review the roles and responsibilities of each board position and evaluate the adequacy of resources provided to them in order to accomplish their goals.
   D. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans. (2007-2008)
      - This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president. (2007-2008)
      - Annually review committee relevance and ability to meet strategic goals. (2007-2008)

3. **Ongoing evaluation of programs and services to ensure proper deployment of resources.** (2007-2008)
   A. Generate an annual compilation of all programs and services of the Society. (2007-2008)
   B. Prioritize the annual programs and services of the Society. (2007-2008)
   C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession. (2007-2008)

4. **Improve collaboration between staff and leadership.** (2007-2008)
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages. (2007-2008)
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages. (2007-2008)
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society. (2007-2008)
   D. Create opportunities for staff and board to regularly collaborate about organizational issues. (2007-2008)
      - Incorporate small-group work into regular board meetings. (2007-2008)

5. **Create viable professional and campus chapter structures.**
   A. Research association best practices regarding chapter structure.
B. Review the current chapter ranking system, eliminating bureaucracy and creating a single set of standards for a viable chapter.
C. Create a planning tool to guide a chapter's yearly activities.
D. Revise the leader guidebook and create a working calendar for chapter leaders.
E. Survey past chapter leaders about chapter management needs and expectations.
F. Provide at least one annual training program/resource per year to all interested professional chapters.
G. Consider an annual chapter leader meeting during the convention.
H. Provide education, resources and one-on-one connections to chapter advisers.

6. Ongoing evaluation of organizational governance (one member, one vote)
   A. Review the work to date on governance work, particularly the current delegate representation system.
   B. Survey the full membership about governance issues to gain an understanding of its importance to individual members.
   C. Use survey results to set future course for governance discussions and proposals.

   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry. (2007-2008)
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders. (2007-2008)
   C. Follow demographic/discipline changes within the profession.
   D. Look for business opportunities within the profession.
   E. Stay abreast of technology changes and the influence of those changes on the profession.

8. Build member-to-member connections within the organization.
   A. Assist chapters with local, face-to-face networking opportunities.
   B. Encourage chapter-to-chapter collaboration, particularly professional/campus chapter collaboration.
   C. A national board or staff member should visit each pro chapter at least once every two years with the goal of increasing communication and local/national connections.
   D. Better communicate standards for successful chapters to chapter leaders.

9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan. (2007-2008)
   A. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities. (2007-2008)
SOCIETY OF PROFESSIONAL JOURNALISTS
STRATEGIC PLAN: CURRENT YEAR GOALS (2007-2008)
(AS OF AUGUST 4, 2007)

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society’s Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.
1. Equip the public to evaluate all forms of journalism. (2007-2008)
   a. Identify and present the components of ethical journalism. (2007-2008)
   b. Facilitate communication between news consumers and news providers. (2007-2008)
      • Consider development of a Web-based tool for consumers to communicate with news providers (2007-2008)
      • Continue development of “Code Words” blog (2007-2008)
   c. Increase dialogue about responsible journalism (2007-2008)
      • Launch a speakers bureau to bring journalists to community and civic groups. (2007-2008)
      • Utilize the Project Watchdog effort more to create public engagement in the discussion about responsible reporting. (2007-2008)
      • Provide context for discussions about the Code of Ethics, including an explanation for why the Society voluntary and not mandatory. (2007-2008)
      • Introduce the code to organizations outside of journalism. (2007-2008)

2. Educate journalists on the tenets of responsible journalism. (2007-2008)

3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a “living document” that reflects the issues in the industry. (2007-2008)
   a. Every member will receive a copy of the code. (2007-2008)

PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession’s discipline evolves.
1. Initiate action to make/keep governmental meetings and records accessible. (2007-2008)
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment. (2007-2008)

2. Protect journalists from government impediments against a free press. (2007-2008)

   a. SPJ will be an active participant in Sunshine Week. (2007-2008)
PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. Create a mechanism to determine the Society's training priorities. (2007-2008)
   A. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society's annual and long-term training priorities. (2007-2008)

2. Create training opportunities that reflect industry and membership needs. (2007-2008)
   A. All training will include education about SPJ's core values and mission. (2007-2008)

3. Ongoing evaluation of training and professional development programs.
   A. Evaluate regional conference structure and implement changes to better meet the organization's training priorities. (2007-2008)

INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society's leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.

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   a. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)
   b. Increase SPJ's visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)

2. Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)
   a. Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)
   b. Consider a definitive statement on the organization's diversity position. (2007-2008)
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.

1. **Develop Web features that facilitate interaction and information delivery.** *(2007-2008)*
   A. Seek opportunities to engage journalists who are not currently members. This may include creating a process for all site users to first register at spj.org or other methods to identify journalists interested in SPJ and its resources. *(2007-2008)*
   B. Strengthen members’ connection to the organization and each other through online resources. *(2007-2008)*

2. **Establish standards for effective communication with members.** *(2007-2008)*
   A. Evaluate content, format, frequency, and mailing lists for all regular communications. *(2007-2008)*
   B. Ensure valid e-mail addresses for members. *(2007-2008)*

3. **Organize the Society’s technology infrastructure.** *(2007-2008)*
   A. Assess the Society’s content management system and ensure it meets the current and future needs of the organization. *(2007-2008)*
   B. Create a template for chapter Web pages along with “best practices” guides. *(2007-2008)*
   C. Evaluate the association management software and ensure it meets the current and future needs of the organization. *(2007-2008)*
   D. Continue to explore and utilize emerging technology resources such as YouTube, Facebook, etc. *(2007-2008)*

SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.

1. **Equip volunteers with necessary resources to understand and perform their duties.** *(2007-2008)*
   A. Develop action plans for all committees. *(2007-2008)*
   B. Create and distribute job descriptions for officers, directors and committee leaders. *(2007-2008)*
   C. Develop a leader training program for board members and committee chairs. *(2007-2008)*
   D. Prepare handbooks for board members, committee chairs and chapter presidents. *(2007-2008)*

2. **Improve volunteer structure to increase its effectiveness.** *(2007-2008)*
   A. Expand the composition of the Nominations Committee in order to better identify and develop potential leaders. *(2007-2008)*
   B. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans. *(2007-2008)*
      - This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president. *(2007-2008)*
      - Annually review committee relevance and ability to meet strategic goals. *(2007-2008)*

3. **Ongoing evaluation of programs and services to ensure proper deployment of resources.** *(2007-2008)*
   A. Generate an annual compilation of all programs and services of the Society. *(2007-2008)*
   B. Prioritize the annual programs and services of the Society. *(2007-2008)*
C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession. *(2007-2008)*

4. Improve collaboration between staff and leadership. *(2007-2008)*
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages. *(2007-2008)*
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages. *(2007-2008)*
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society. *(2007-2008)*
   D. Create opportunities for staff and board to regularly collaborate about organizational issues. *(2007-2008)*
      - Incorporate small-group work into regular board meetings. *(2007-2008)*

5. Understand journalism trends and innovations. *(2007-2008)*
   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry. *(2007-2008)*
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders. *(2007-2008)*

6. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan. *(2007-2008)*
   A. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities. *(2007-2008)*
MEMORANDUM

To: Christine Tatum, President, and the Board of Directors
From: Robert S. Becker
CC: Terry Harper, Executive Director
Date: September 13, 2007
Re: Changes to procedures for reviewing and approving LDF grants and amicus efforts

In the wake of a series of events following SPJ’s decision in late June to sign on to an amicus curiae brief in Faulkner v. National Geographic, followed in early August by reversal of that decision, President Christine Tatum asked me to review procedures for considering and approving Legal Defense Fund expenditures. The purpose of this review is not to dissect recent events, second-guess decisions that were made, or to comment on the relationship between SPJ and its legal counsel, which opponents of the initial decision criticized. The goal is to explore changes that will ensure in the future prompt, comprehensive review of applications for LDF grants and requests for SPJ’s amicus support, and avoid controversy within and outside the organization.

I have reviewed the procedures published on the SPJ website, which apparently have been in place since about 1997,¹ and some historical documents Reggie Stuart provided of Board discussions of the Legal Defense Fund in the early 1990s, when he was LDF chair. I have had telephone conversations with Terry, some Board members who participated in discussions about Faulkner after the initial decision to join the brief, and email communications with others and with past presidents and LDF chairs who were not involved in this matter.

For reasons that will become clear below, I did not start with the proposition that the procedure is flawed and ask what changes would be necessary to fix it. The Faulkner amicus request is atypical, and it arrived at headquarters at a bad time, about when Terry learned of his illness and while Joel Campbell was traveling. Joel did not take part in the initial decision. In a sense, the controversy may have been the result of “a perfect storm” scenario.

That said, my conclusion is that some procedural changes are needed. In addition, SPJ leaders involved in LDF decisions need to develop best practices for reviewing proposals, regardless of whether applications arrive with Baker & Hostetler’s positive recommendation.

The Procedure

Requests to the Legal Defense Fund for financial assistance and to SPJ for amicus support generally

¹ One change in the procedure since 1997 is noteworthy. Originally applications were submitted to SPJ headquarters. Now they are sent to either Bruce Brown or Laurie Babinski at Baker & Hostetler.
have been handled in the same manner, even if the latter did not include financial commitments. Using a form available on the SPJ website, applicants submit requests to Baker & Hostetler. Requests for amicus support may reach Baker & Hostetler through other channels, such as calls from other media associations in Washington. Applicants seeking emergency assistance are advised to contact headquarters, the LDF Chair or the FOI Chair, in addition to sending the application to Baker & Hostetler.

Baker & Hostetler reviews requests and passes each along with a recommendation for LDF action, that the request either be granted or rejected. This process takes about two business days. My understanding is that the Executive Committee, the LDF Chair, the FOI Chair and the Executive Director receive email notice of every request. The 1997 LDF procedures said requests would be reviewed by the LDF and FOI chairs, and that "[i]nput is also sought from others familiar with the issue at hand."²

If the request is for a financial commitment of up to $1,000 it may be approved by a majority vote of the SPJ President, the LDF Chair and the FOI Chair. Requests for more than $1,000 must be approved by the Executive Committee or the SPJ Board of Directors.

When a request is granted SPJ posts a press release on www.spj.org. The LDF Committee publishes a semi-annual report of grant activity on the website as well.

**Issues for Board Consideration**

There are at least two issues the Board should consider at this juncture:

- The scope of the LDF grant program; and
- Whether the LDF application procedures should be changed and, if so, how?

**The LDF’s Mandate**

Terry provided me a copy of the 1997 LDF Guidelines, but he was unable to provide information about the formation of the LDF and definition of its function.⁵ Reggie Stuart provided documents from about 1990, when he was LDF Chair.

The 1997 LDF Guidelines state that

> [t]he primary role of the Legal Defense Fund is to initiate and support litigation that enforces public access to government records and proceedings.... The fund can also be a source of support for FOI hotlines, coalitions and newsletters, as well as for legislative lobbying activities aimed at enforcing public access to government records and proceedings.

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² I mention this because one of the complaints about how the Faulkner request was handled was that the case involved freelancers, but the Freelance Committee Chair was not consulted. Christine agrees that she did not consult the committee chair, but said she talked to other SPJ freelancer members about the request. Others who shared their thoughts with me said the committee should have been brought into the discussion. The relevance of this issue depends on your decision regarding the range of issues for which the LDF may make grants in the future.

⁵ Apparently many files were lost or destroyed in the move from Chicago to Greencastle.

● Page 2
Today, the SPJ website augments the above, saying the fund is

a unique account that can be tapped for providing journalists with legal or direct financial assistance. . . .

The Society of Professional Journalists collects and distributes contributions for aiding journalists in defending the freedom of speech and press guaranteed by the First Amendment of the United States Constitution.

The clear import of these statements is that expenditures from the Legal Defense Fund must further First Amendment or FOI litigation and projects. It is not a source of funding for any other litigation SPJ might be asked to support. This interpretation is supported by events in 1990, when the Board voted in May to allocate up to 50 percent of the LDF’s funds to cover legal counsel’s retainer. The decision apparently was an attempt to cope with the Society’s financial crisis. After Reggie and Paul McMasters, then FOI Chair, raised objections, the Board appointed a task force headed by Fred Brown, and including Lucy Dalglish, Ernie Ford and Steve Gelmann, to review the decision. The task force concluded that “[p]eople contribute to the fund with the expectation that money will be used for specific cases, not for operating expenses.” It recommended that the Board rescind its decision to pay the FOI Counsel’s retainer out of the LDF, and the Board complied.

For your purposes now this history is important because the Faulkner case has nothing to do with First Amendment or FOI issues. In an earlier incarnation it involved copyright and contract issues, but currently it involves only contract law issues. The Board could broaden the focus of the LDF to allow grants for purposes other than First Amendment and FOI activities, but I do not think its current scope permits such expenditures.  

Procedural Changes

The LDF is a channel for two distinct categories of legal projects: those to which SPJ solely provides some measure of financial support, and those to which it lends its name. Yet, under the current procedure they are handled in the same manner. The procedure changes only if the financial commitment exceeds $1,000.

No one who has discussed this with me has expressed concern about the handling of requests solely for financial support and, with one caveat, I do not think that procedure needs to be changed. My reservation concerns possible future requests for grants outside the First Amendment and FOI areas. If the Board votes to broaden the range of subjects the LDF makes grants for, it should amend the procedure to require review of the request by chairs of relevant committees.

In light of recent events the Board should consider creating a new procedure for reviewing requests for amicus support, whether they would require financial commitments or not. The Board could set up one procedure for all amicus requests, or it could adopt a special procedure for cases that do not involve First Amendment or FOI issues. My recommendation would be a uniform procedure for all amicus requests which requires approval by the Executive Committee. The uniform approach will avoid confusion in the future when close cases arise and when institutional memories have faded.

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*I believe those involved in the decisions regarding Faulkner, Christine Tatum and Dave Aitken, did not realize they might be venturing beyond the fund’s limits. They received a request from counsel and acted upon it as they would any such request.

• Page 3
As I understand it, the Executive Committee is copied by Baker & Hostetler on all requests now. It should not place a great burden on the staff or committee members to review the requests, where necessary raise questions by email and vote by email. Unlike grant requests, amicus requests usually cannot wait to be considered at semi-annual board meetings. It is true that some members of the Executive Committee may be unavailable when a request is circulated, but that should not be a problem if at least a quorum votes.

The important point to keep in mind is that when SPJ signs on to an amicus brief it is lending its name and stature in the media community to the case. Its lawyer and officers may be quoted in news coverage, and its name will appear in the court’s published opinion.

Best Practices
I think it would be a good idea to create a checklist and/or written internal guide for reviewing LDF grant requests and amicus requests. The advantage of doing so is that institutional memory will be carried forward, and we may avoid similar problems in the future. This guide should be included in materials given to every Society officer and board member involved in the review process at the beginning of his/her term of office. What follows are my suggestions for inclusion in that guide. I’m sure the Board will come up with others.

1. There is a guiding principle that for many years has informed SPJ’s decisions regarding amicus requests. SPJ historically has not joined amicus briefs addressing relations between working journalists and their employers. This policy reflects a fundamental difference between SPJ and other media associations, that is not understood by many SPJ members. SPJ includes working journalists and their employers. Other associations’ members are either on the management side or the labor side. The closest analogy to the Faulkner case where this policy prevailed probably is Tasi a. New York Times, a copyright case regarding payments to freelancers for republication of their work in online databases. SPJ did not get involved in that litigation. It is possible that SPJ has broken this unwritten rule in the past, and a case may arise in the future where the Society gets involved. But the decision to join such a case must be made with utmost care.

2. Amicus briefs usually do not arise suddenly and are not written and filed overnight. The decision to join one, particularly when it involves issues outside the First Amendment and FOI areas, should not be rushed, and those involved in the decision should not feel pressured to make a decision. It is not uncommon for a potential amicus that is asked merely to sign on to say “we generally agree with the issues to be raised, but we will reserve our final decision until we see a draft of the brief.” SPJ should not hesitate to follow this course.

3. Those involved in the approval process should have an opportunity to read a draft of the brief before making a final decision, and they should avail themselves of that opportunity. They should not view this as an invitation to edit or critique the brief. Rather, they are far more sensitive than outside counsel to the concerns of SPJ’s membership, and may raise valid concerns about joining.

4. Another long-standing principle worth noting is that SPJ generally has not joined amicus briefs supporting petitions requesting review by the U.S. Supreme Court or petitions for rehearing. Such petitions are rarely granted and the expenditure of funds and effort often would be unwarranted. I don’t think this should be a hard and fast rule. In nine years as a staff attorney at the Reporters Committee I wrote two such briefs and supervised a third, and the Supreme Court heard all three cases. Nonetheless, SPJ should be very selective in this area.
DATE: September 13, 1990

TO: Lucy Dalglish, Ernie Ford, Steve Geimann, Bruce Sanford

FROM: Fred Brown

Here is my draft of a suggested LDF Task Force report to the board. I could have added more supporting material, but I wanted to keep it to less than two full pages. Please call me Friday before noon MDT with any suggested changes (303-820-1240). Carolyn wants to include this in the board packets, which will be mailed Saturday.

Last May, at Tulsa, the SPJ Board adopted a policy "to use up to half of the balance of the Legal Defense Fund to fund up to half of the expenses of the First Amendment counsel, whichever is lower." It was intended to help solve our budget problems, but it had policy ramifications that perhaps had not been considered as fully as they should have been.

LDF Chairman Reginald Stuart and FOI Chairman Paul McMasters were the first to protest. The fund, they said, was intended for legal contingencies, not for operating expenses like Bruce McMasters' $40,000 annual retainer.

Accordingly, the Board, meeting in Chicago in July, decided not to implement the policy for the current fiscal year, which began Aug. 1. If it had been implemented, $19,000 in LDF money would have been used for McMasters' expenses.

Instead, President Carolyn Carlson appointed this task force to recommend both short-term and long-term policy on use of the Legal Defense Fund. "Your primary duty," she told us in a July 17 memo, "is to bring a recommendation to the board at the pre-convention meeting in October on whether the policy should be followed, rescinded or modified and, if modified, how."

The four of us — Lucy Dalglish, Ernie Ford, Steve Geimann and I — have talked to a number of people. We have faxed and phoned and coffeeed with dozens of them, including Reggie Stuart, Bruce Sanford, Bruce McMasters, Carolyn Carlson, Frank Gibson, Ira Perry, other LDF committee members, a libel lawyer in Denver and various rank-and-file members of the Society. The Planning Committee also discussed the issue at its meeting in Greencastle in August.

We have heard a number of suggestions not directly related to the task force's charge.

At the planning committee meeting, Howard Dubin suggested going to a cash basis, rather than a retainer, for McMasters' fees. "It's a matter of control," he said. Paul Davis' suggested SPJ needs to get FOI and LDF back into the mix. "It's never clear to us what we're getting," he said. There seemed to be some feeling that Washington operates with a great deal of autonomy, and FOI and LDF are its special province.

There also was some concern that SPJ retain its position as the pre-eminent voice on First Amendment issues. The Reporters' Committee, which has been getting a lot of favorable national attention in the trade press, has the disadvantage of being even more D.C.-oriented than we are. It also has a full-time paid staff, a proposal that has been considered for the LDF.

There is no question that we should maintain a major presence in Washington, as well as be prepared to respond to FOI problems around the country. Our FOI and LDF activities are the services most valued by members. In our April 1990 membership survey, 74 percent said having an attorney-liaison in Washington, D.C., was "very important" or "important." It led the list of most-favored services, 2 percentages points ahead of Project Watchdog and the Quill.

People contribute to the fund with the expectation that money will be used for specific cases, not for operating expenses.

"Most folks I've talked to consider the LDF an emergency fund," Dalglish reported. "... The attitude about tapping the fund for a lawyer's retainer is generally negative."

Geimann found the same thing: "It is pretty clear the Legal Defense Fund was established for a specific purpose: to make emergency payments for legal services. This is stated in September 1989 guidelines for seeking grants."

There also was a feeling that now is not the time to make major changes in the Society's lawyer-lobbyist effort. It will take a while to recover from the move to Greencastle. We won't know for some time how the move has affected us financially. We expect to save money; we should be able to afford to wait before tampering with our most visible and most appreciated activity.
Accordingly, the LDF Task Force recommends the following:

A. That the Board rescind the resolution adopted at Tulsa, which authorized using LDF money for the FOI counsel's retainer.
B. That we adopt a new resolution with one or more of the following elements:
   - 1. Continue to fund the FOI counsel's retainer out of general operating expenses.
   - 2. Reimburse the counsel's LDF-related expenses from the LDF to a maximum of $10,000 a year. In the event a nonprofit FOI case, like Starbucks v. greenpeace, generates
   - 3. Define related expenses as travel, outside secretarial, amicus and deposition costs related specifically to cases approved by the LDF chairman and committee.

The current budget includes $10,000 for all the counsel's expenses. About $5,000 a year goes for LDF-related expenses. If this policy is adopted, that $5,000 would come out of the LDF. The rest — lobbying and entertaining expenses, for example — would come from the general budget. The $10,000 included in the recommended resolution is thus a fairly generous maximum. The Board may wish to set a lower figure.

There's an ongoing agreement with the FOI counsel, not a contract with a specified term. We did not consider the rate of reimbursement a part of the task force's charge. And also, as Geimann pointed out, "While it is possible to secure less expensive services in Greencastle, Ind., this plan would not consider the high visibility provided by a Washington, D.C., presence in battling First Amendment issues at the source — the Congress and Supreme Court."

Nor did we consider the method of reimbursement: The Board may wish to consider that separately. Tom Kelly, The Denver Post's attorney, says retainers are losing favor. "Most consumers have dumped the idea," he said. But they do have the advantage of ensuring that an attorney will be available when needed.
Memo to: SPJ Legal Defense Fund Members  
From: Reginald Stuart, LDF Chair  
October 22, 1990

Greetings:

This is a brief update on the results of the annual meeting in Louisville and a heads-up about our agenda for the coming months. More details later.

The board of directors unanimously reversed its policy, adopted last spring, allowing up to 50 percent of the balance in the Legal Defense Fund to be used to pay the cost of the general counsel. Acting on a report from a task force headed by Fred Brown, the directors realized this was bad policy and acted accordingly. The directors did approve a resolution allowing the LDF chair to pay up to $10,000 a year from the fund of expenses incurred by counsel for First Amendment related work. This policy does not represent a dramatic shift from what we have been doing in the past, although it does allow the executive director of the Society to steer more costs in our direction. The expenses would have to be approved by the LDF chair before being paid.

The board also approved $5,000 to pay for an appeals court brief in support of the Dannie Martin/San Francisco Chronicle challenge of the Bureau of Prisons regulations aimed at inmates who write for the "news media." The directors approved a supplemental grant to the Student Press Law Center of $3,000 direct cash and $2,000 challenge, payable in 1991, to assure the success of the Access to Campus Crimes Reports Project. This is a major effort in which we are playing a major role.

Traci Bauer, editor of The Southwest Standard, came to the convention, met many of us and walked away with her enthusiasm reinforced. The directors were so impressed that they voted her a First Amendment Award, believed to be the first awarded a student in the nearly 10 year history of the honor. Traci is very greatful for the help we have given her in her legal challenge to the Buckley Amendment and we are honored to be part of her team.

The Legal Defense Fund auction raised $5,523.00, plus another $600 from a special Michael Gartner auction of his suspenders, bow tie and video tape. My thanks to those who donated items for auction and to Christi Harlan and Bill Holland for taking the lead in getting matters organized. A special thanks to each of you who helped line up and deliver items for auction. Put your thinking cap on for next year.

Finally, welcome aboard Jim Mustard (Baltimore) and Rob Prieve in Corvallis, Oregon. Congrats to Ray Marcano, Dayton, who was elected a director of The Society.

In my next memo: Plans for fundraising: Project Sunshine and committee profiles and roster. Best, Reginald.

Reginald
Hi Terry -- I have read the memo and just have a few thoughts. Bob did an excellent job pulling together the institutional history -- I feel as if I received a real education! Please thank and commend him for me.

The only real issue of substance I would raise is the notion of the LDF having jurisdictional “limits” and that certain cases may fall “outside” of those limits and thus never be supportable. It seems to me that what constitutes a “freedom of speech” or “freedom of press” case is forever shifting and SPJ should not categorically rule out certain disputes as per se beyond the bounds of LDF. The landmark Harper & Row copyright case at the US Supreme Court in the 1970s, for example, presented First Amendment issues, and in this world of international jurisdictional battles, I could imagine an intellectual property case of some sort involving a media company having strong free speech overtones. As you know, Bruce and Laurie and I have just sued the Illinois Supreme Court in a federal civil rights action that technically turns on state procedural rights but has everything to do with the speech interests of the small Chicago newspaper sued by Chief Justice Thomas of the Illinois Supreme Court. The El Dia case we litigated in Puerto Rico in the late 90s concerned cancelled legal advertising and withdrawn permits for a cement company -- but underneath was retaliation by a power-mad governor against a newspaper whose coverage was critical of his administration. So let's not insist on strict jurisdictional bars for LDF. I certainly was never aware that any such bars, in theory, already existed.

I agree, of course, that prudential limits make a lot of sense -- as everyone learned from Faulkner, there are some cases the Society will keep its distance from because the organization as a whole cannot reach consensus on whether to participate.

The only other point I would add is that while Bob is exactly right that amicus briefs are not written “overnight,” requests to join amicus briefs often do come in to us on a “rush” basis. We'll always need to have a procedure in place for quick turn-arounds.

I hope these thoughts are helpful and I hope you are feeling better. Yours, Bruce
MEMORANDUM

DATE: September 14, 2007
FROM: Christine Tatum, President
SUBJ: BLOGGING RECOMMENDATION
FOR: Board of Directors

SPJ’s blogs have had a successful first year. They have improved communication and collaboration among SPJ leaders and members. At times, they have generated solid Web traffic and great attention in the media.

Because these blogs should be admirable examples of robust and responsible debate, I asked SPJ’s Ethics Committee to consider the issue of user registration. Under the current system – which I believe is unwise to continue – people posting comments may do so anonymously and using bogus e-mail addresses.

REGISTRATION:
- would not require someone to share his or her real name, but it would require at least a working e-mail address. As a result, it would be much easier for SPJ to identify problem posters.
- would continue to allow members AND non-members to post comments on SPJ blogs.

SPJ does not edit or pre-approve any postings to its blogs and would continue that practice. Any posts deemed offensive or inappropriate can/will be removed. It is a given that determining what is offensive or inappropriate is a subjective judgment. We will err on the side of caution in limiting the Society’s liability as recommended by our legal counsel.
MEMORANDUM

DATE: September 17, 2007
FROM: Christine Tatum, President
SUBJ: SPJ INVOLVEMENT IN BUSINESS MATTERS AFFECTING JOURNALISM
FOR: Board of Directors

The issue: Crafting a policy that guides SPJ’s involvement in business matters affecting journalism

History: While SPJ historically has said it avoids taking stances on business matters, the Society has no formal policy stating that this is, indeed, the case – much less guidelines stipulating how and under what circumstances SPJ should be involved in such matters. As a result, SPJ has acted inconsistently. Some leaders, including national presidents, have spoken about problems and general issues associated with corporate media ownership (Job cuts, ownership, stocks and the journalism workforce have been the top questions news organizations have asked this year of President Christine Tatum). The Society took a stance in matters involving a joint-operating agreement in California. The Society’s delegates approved a resolution calling on publishers to provide insurance benefits to domestic and same-sex partners. SPJ has supported amicus briefs tethered to lawsuits significantly focused on matters of commerce. In the last year, SPJ leaders have attended FCC hearings focused on media ownership.

Things to note:
- It is becoming increasingly difficult for SPJ to be an authoritative and relevant voice on many journalistic issues if it does not also address the business of the news media. This is particularly true in the field of journalism ethics. In many cases, how newsrooms address any given situation is often dictated at a corporate level. The ability for news operations to aspire to any kind of ethical behavior can be affected by the demands made upon them by management and ownership, which are consumed with audience share, readership, demographic strengths and subsequent returns to the bottom line.
- As previously stated, news organizations wanting input from the nation’s largest journalism-advocacy organization are increasingly asking about issues concerning the business of the news business.
- Freelancers frequently look to SPJ for help with business matters. They want information about how to negotiate contracts, how to market themselves and how to score job leads.
- It has been very easy to steer clear of disputes and issues involving labor unions. That appears to be one bright-line boundary that SPJ leaders have found it easy to navigate without question.

Recommendation: This subject should be discussed with all SPJ members. SPJ’s national board should begin immediately to craft a survey that is distributed to all members. That survey should seek members’ input about the degree to which they want SPJ to get involved in, or speak about, business matters.
Questions for the board:

1. Is there a need for a policy?
2. If so, is there a need for a member survey?
3. If so, what questions should the survey contain for the purposes of informing the board’s policy discussions?
4. By when should the survey be distributed?
5. What other means should the board use to draw members into this conversation?
MEMORANDUM

DATE: September 17, 2007
FROM: Terry Harper, Executive Director
SUBJ: CITIZEN JOURNALISM ACADEMIES
FOR: Board of Directors

In recent weeks, President Tatum, President-Elect Brewer, Secretary-Treasurer Asikens and Region 4 Director have been discussing via E-mail where SPJ might look to hold its inaugural Citizen Journalism Academies in 2008. President Tatum has asked me to present those discussions so that the full board can weigh in on October 3.

SDX FOUNDATION GRANT
The grant from the Sigma Delta Chi Foundation was for $20,000, including $5,000 for curriculum development and three CJAs at a cost of $5,000 each. There are certain fixed costs for each program – speaker honoraria, for example – but location and travel costs have a lot to do with the final cost for each program. On average, a newsroom training program costs $6,350 which I envision the CJA being similar to. If we remove the costs associated with the complimentary memberships we provide to non-members in attendance, the cost is reduced to $4,550. Newsrooms pay a nominal fee of $400 to host the program, bringing the final average cost to $4,150.

We must keep in mind, however, that staff manpower is a key factor in pulling off a successful program. We have a total of 15 newsroom and narrative writing programs on the docket for 2007-2008; the new Reporters Institute scheduled for November; five ethnic media training programs; five Journalism Education Series programs; the Ted Scripps Leadership Institute in June and the 2008 convention in September. And there is the series of Webinars we have been discussing with the Public Outreach Committee. We are at our capacity given current staffing levels.

TERRY’S TWO CENTS
One of the hallmarks of SPJ’s programming in recent years has been that we develop top-notch curriculum with the best presenters available. With our newsroom training programs and the narrative writing workshops, we draw from the same stable of presenters because they are known commodities and rate highly with participants.

While I’m sure we could save money by recruiting new speakers in every location, I would be hesitant to recommend/agree to that course of action simply because of the opportunity for inconsistency in the delivery. The people who develop the curriculum are typically the ones who present it. We recently deviated from our time-tested practice of having the content developer also serve as the presenter and the result was less than desirable. The presenter basically read from a script and was unable to answer many of the questions from the participants. Lesson learned.

POTENTIAL CJA LOCATIONS
I found it easier to just cut and paste the E-mail discussion rather than try to boil things down.
President Tatum:

CHICAGO. In a previous message I provided information about Geoff Dougherty, editor of The Chi-Town Daily News in Chicago. Because he's got Knight money, working with him stands to be a VERY smart way for SPJ to continue its great working relationship with Eric Newton of the Knight Foundation. Eric stresses the importance of collaboration, and would be delighted to see a partnership between SPJ and Chi-Town, I bet. I like the idea of choosing one major metro market because if we develop a smart working model there, it could be scaled appropriately to meet the needs of smaller markets, I bet. Given SPJ's strong local support in Chicago and the truly impressive upstarts there (Politico.com, The Daily Kos, The Beachwood Reporter and The Chi-Town. Never mind the projects busting out of Medill and Columbia College Chicago), this one makes the most sense of the nation's largest metro markets.

GREENSBORO, N.C. -- or maybe even CHAPEL HILL. When in North Carolina, Clint and I spoke with J.R. Robinson, editor of The News & Record (in Greensboro). The paper has a national reputation for its blogging and external outreach to the citizen-journalist ranks. J.R. told me that he would fling open the doors to SPJ -- and try to free up some sponsorship money -- if we want to deliver this academy in that market. It's a collaboration that would make sense. For what it's worth, Lex Alexander of the N-R is a pioneering journalist-blogger who is very involved in the Media Bloggers Association and in N. B. I also like the idea of working within what is a relatively small media market. Chapel Hill, as we recently saw, is the perfect central location to draw journalists from throughout that state. With the right marketing, I bet you'll also get folks from southern Virginia, eastern Tennessee and South Carolina -- all states where SPJ could stand to build its presence. Hold the events in Greensboro, and you still would draw from quite a territory.

SAN DIEGO AND/OR SEATTLE. When I first floated the idea of the CIA to local chapters, I received overwhelmingly positive response from San Diego and Seattle. The woman in charge of training at the San Diego Union-Tribune -- as well as the paper's online editors -- said they would be delighted to have their organization sponsor SPJ's CIA in their neck of the woods. SPJ also has members who head the online news org in San Diego, and they said they would be happy to be involved, drive traffic, etc.

OMAHA AND/OR NAPLES, FLA. For the same reason that it would be smart to hit a very large market, it would be smart to hit a very small one. The World is most impressive. Ditto for The Naples News, which is a national model for its use of citizen contributions. If we're going to move to train citizen journalists, we'd be smart to choose places where the practice is alive, well, and growing.

DENVER. And last, but not least, there's Denver. Colorado Pro is one of SPJ's strongest chapters, and its outreach to the general public and the local blogging community is quite impressive. I mentioned all of this to editors at The Denver Post and am pretty sure I could get sponsorship money out of this joint, too. I think the Rocky Mountain News would cough up dough so that it's not left out.

President-Elect Brewer:

First, this concept as originally floated was to drive our strategic planning, namely helping to change the image and perception of journalism nationally by reaching out to citizens about the ideals of ethical journalism. Therefore, I think each session location needs to be considered in terms of both potential attendance and media coverage of the event, ie. large urban centers. The target audience for these kinds of events, in my mind, are the blogging and hyper-local citiMedia web sites in each market. Logic suggests the larger the market the deeper the pool of prospective attendees. In my mind, smaller markets do not give us enough bang for our buck when it comes to these kinds of events.

Also, we need to use these sessions as opportunities to reach out to markets where we have NOT been in the last year or so. We have had an executive committee meeting in both Colorado and North Carolina in the last year. We had a national convention in Chicago last year. We need to branch out and touch some
new folks.

Specifically, we have a national convention coming up in Atlanta and we presently do not have a chapter there. It has a massive media community and a large social media community as well. It is begging to be a location for a CJA session. A one-two punch of a CJA and national convention could bring Atlanta’s journalism community back into the SPJ fold. In addition, we have not been to Los Angeles in a very, very long time as an organization. We have hit NYC, DC and Chicago, but not Los Angeles. We need to go there for this as it is one of the largest media markets in the world. We would have good attendance and good coverage. Seattle, though, sounds like a winner.

**President Tatum:**
When I first devised, and floated, this idea of the CJA during my earliest presidential trips, it was for a few reasons:

1. To help SPJ take root with, and receive support from, a burgeoning segment of journalists.
2. To promote all of SPJ’s core missions -- not just ethics. (Any CJA also should include primers on media law; responsible reporting, writing and editing; etc. I also received suggestions that we go over some of the basics of smart blogging tools and smart gadgets to use when reporting.)
3. To help SPJ -- both on a national and local level -- develop new streams of revenue (whether in the form of “admission fees,” sponsorship dollars and/or cross-promotional opportunities involving other SPJ initiatives -- including, but not limited to, regional and national conferences, the Legal Advocacy Network, the Sunshine Network, Quill magazine, etc.).

It is great that the CJA might aid elements of SPJ’s strategic plan, too. But I think we also should look at all of this from the perspective of developing a solid and sustainable model by which citizen journalists can be trained for years to come. It would be very smart for SPJ leaders to think of this not only as the noble instruction it is -- but also as a way of generating financial support for the Society’s other very good work. This was very much a topic of conversation among executive committee members in Denver last year -- and it was a concept the group embraced.

I have no problems with hitting a bunch of major markets. Hey, I like major markets! :) But I also think we’d get a lot of attention and support in smaller markets that are nationally respected for their CItJournalism involvement. If we collaborate with news orgs -- both traditional and online -- that have really made waves in this arena, and if we are very smart about promotion and marketing, we’ll still draw healthy crowds from wide regions. Greensboro, N.C.; Naples, Fla.; and Omaha, Neb., are worthy of consideration for these reasons. I’m sure the Media Bloggers Association could come up with still others ...

As for the other cities Clint mentions:

Atlanta -- as long as the conference and a CJA are combined -- is an excellent suggestion.

Seattle is, indeed, a no-brainer -- although I bet we won’t draw from too far out of Washington state (and we should be prepared for that). That’s just a hunch given what I know about that area. If I had to knock out a metro market for consideration of another (and perhaps smaller) one, this would be the one I’d choose...

Los Angeles is also a smart location for the reasons Clint cites.
I think we'd be missing a HUGE opportunity by not going to Chicago -- where Knight money and large-scale plans for something similar are in the works -- and where there are open arms welcoming our collaboration. We wouldn't have to do nearly as much work to make things happen there and to get BIG media glory in the nation's third largest market. Chicago is also a short hop from Indy -- and we have the resources of Medill and a strong local chapter at our ready disposal. SPJ likely wouldn't have to incur much expense to produce something big -- very, very big -- so I'd love to see us shoot to include Chicago in the '08 lineup. I'd be happy to work on this CJA specifically because I know so many players in Chicago and know how to work there with my eyes closed and on a shoestring budget.

If we develop the solid curriculum and pitch in with marketing from HQ, I also could round up folks in Colorado for a CJA very easily -- and for VERY minimal expense. I'm obviously here -- as are John Ensellin of the Rocky Mountain News and "Mr. Ethics" Fred Brown. With people who know what they're doing on the ground and ready to help with plenty of freebies, I'm not sure why we wouldn't add that session to the mix, too. The recent SPJ Narrative Writing Workshop drew people from Nebraska, Wyoming and Kansas (states where SPJ really needs to wave the flag as much as it can).

Secretary-Treasurer Aekens:
I don't think going back to Denver, Chicago and North Carolina is necessary. Let's work with those we met in N.C. and let them build down there. Chicago and Denver are doing great. It is a big country. We could go anywhere with these things. I believe we have some chapter building to do in Atlanta and probably a couple dozen places around the country. I might argue that we can't do much more for Atlanta than to have our premier event there and having a CJA event there is redundant as well.

SPJ had its conventions in L.A. in 1998 and Seattle in 2001. Those are great places with strong chapters. It would be fine to return or we could talk about areas that really need our presence.

I'd love to see us get to the upper Midwest. Milwaukee is fighting to get going again after a five-year hiatus. How about Oklahoma City?

Region 4 Director Smith:
Since we are trying to get messages to people who work in cyberspace and these people feel comfortable in that medium, why would we want to spend all of our resources trying to get them to leave their computers and come sit in a classroom? Some will, but we can offer an alternative. Is there a way to use distance learning here to spread our work more effectively? Harper adds: Potential Webinar?

Let's say we have a session in Atlanta and offer an internet simulcast of our program to two other smaller markets where we have site facilitators? We can hit three markets at once. There is little cost in the two ancillary sites, since we have a couple locals we can trust there to direct things. One site broadcasting to two others over the internet. Or, we offer broadcasts over the internet so people can sit at home and learn.

It's just a thought that does take some planning, but we want to reach people who are techno-savvy then we might have to play the game in ways they understand and appreciate.

And I'll bet Dave Carlson would be a perfect person to explain how to use distance learning.
INTERNATIONAL JOURNALISM COMMITTEE

Christine Tatum’s objectives for the Society for Professional Journalists’ International Journalism Committee were described in an e-mail:

1. Content for spj.org

It’s crucial that all national committee members get into the habit of writing for the Web. This could be simple as sharing the contents of an e-mail or generating some sort of first-person perspective. Submissions also could be as formal as case studies and white papers. Multimedia contributions to the site, such as audio and video clips, are welcome. The committee is responsible for generating one submission to spj.org each month. EVERY committee member should contribute at least one item for the site before the 2007 conference. Committee members will recruit other SPJ members to make submissions. Specifically, this committee seeks the following types of content:

a. Checklists outline everything a person should consider before leaving the United States (how to set up your mortgage payments? How to negotiate fees with U.S.-based news organizations? Whether to take the cat with you?)

b. Insight from foreign journalists -- or those who have significant experience working abroad -- about things American journalists should know about various (but specific) cultures/countries. The most useful formats are lists (or personal essays) to which SPJ could add additional content anytime. The ultimate goal is to create a database that allows people to search by a country’s name and easily find all relevant information.

c. First-person stories filled with useful information, insight and humor. Volunteers are encouraged to submit tight and bright profiles about themselves or other SPJ members working abroad.

2. Blogging for spj.org

SPJ’s blogs have become a timely and interactive way to communicate with members at large. This committee plans to launch a blog and will strive to assemble a team of bloggers to maintain this important, educational publication.

3. A guide to visa requirements

This guide aims to help U.S. journalists wanting to travel to other countries. The committee aims to launch this guide online by May 2007 in time for International Press Freedom Day. Please contact committee Chairman Dan Kubiske to find out how you could contribute to this important project.

As chairman of this committee for the past six months, I have come to realize how impractical these objectives have been. I have submitted two stories to SPJ — one was turned into a four-page photo display and the other article never appeared. I have no intention of spending time to donate any more of my time to write stories for SPJ — I don’t have enough time to complete several paying stories.

Secondly, I believe the emphasis on blogging and podcasting is severely misplaced. New technological toys do not make good journalism. Those of us who are involved with international
journalism at any level are fast to explain. We don’t have time for cute stories that belong in a private diary. Any stories of any value should be left for an international journalist’s employer. And besides, since when have journalists become the subject of their own story?

If I have an opinion or an editorial comment, I’ll publish it in the op-ed section of the newspaper or save it for a speaking engagement.

OVERVIEW

First of all, the concept of the SPJ International Journalism Committee needs to be revamped. SPJ seems to treat the committee like the other committees and I think this is an injustice to the concept of international journalism.

For my end-of-the-year report, I would like to summarize the discussions, inquiries and other information that has crossed by desk. With that information, I would like to offer a recommendation at the conclusion of my report.

Dan Kubiske appropriately gave me wise advice when I raised the blogging issue with him. I also asked him what could be done as a committee to raise the credibility of international journalists. A third question was “How can the IJC help foreign journalists who come to us for help?”

“Like you, I am not sold on the blog as a way to go. When we used the IJC list that Bertil maintained, we had some discussion and people dropped in ideas based on articles and events I and a few others dropped into the list serve. Despite my efforts to explain that the IJC is not like the Ethics or FOI committees, there are some who do not understand that.

“On your second point -- international journalism. The issue -- the issue as I see it is to get more editors and reporters to understand that there is a world out there. I doubt that the efforts of this committee or any organization will reverse the dismal trend to drop foreign reporting through bureaus. What we need is to get journo to see that small town and big city America are tied to the rest of the world. That could be done by showing the international connections to local stories. We can also encourage more editors of local papers to look for freelancers overseas and encourage them to take stories about other countries that mean something to the local community. For example -- why doesn’t the Marysville, Ohio paper do more stories about the politics, economy, and social issues of Japan? This is where the Honda Pilot is made. Clearly the paper cannot afford its own correspondent in Japan but there are lots of freelancers it can use.

“We do not have the money or infrastructure to run training programs for other countries. Hell, the SPJ can’t even afford to do training right here in the States as it should be.”

BLOGGING and PODCASTING:

During the past few years, several organizations have released studies that describe why the general public is leaving the “mainstream media” in droves. One of the key factors is that journalists are letting too much of their personal opinion enter their writing. So why is SPJ championing the use of blogs as the “new media”? Instead of trying to rectify the ills of our profession, we are promoting exactly what the public has told us they resent about us. This is insanity at the highest level.

Last May, the committee was told one of the regular bloggers “has generated some GREAT entries for the IJC’s blog, Journalism and the World. Ideally, ALL of you would find time
occasionally to write about something happening in your part of the world -- or about something on the international landscape that interests you."

Personally, I believe that diaries should be kept to a private journal and not part of a news-and-information venue. Sitting around the cracker barrel over a beer is great fun and a wonderful way of ventilating steam. It doesn’t belong here. I’ve already had to reel in the same blogger that was praised because she wanted to make her blog more controversial.

I CAN see value to a blog or podcast if it is developed to fulfill an educational role with active participation. The availability of the internet in even rural villages of sub-Saharan Africa have proven that critical news and information, communicated through cell phones and the internet, can determine survival in these villages. But once again, SPJ seems to believe that American-style journalism can be shared with other countries despite the differences in language, customs and culture. This issue will be described in depth later in this report.

During the past year, a limited number of posts were made to the SPJ/ICF “Journalism and the World” blog. The participating comments were dismal:

**IFJ joined with Guild to pressure US Govt. to free AP photographer (Dan Kubiske)**
240 views, 43 agg views, 0 comments

Feral Media (Alan Kania)
482 views, 49 agg views, 2 comments (that had nothing to do with the blog)

Journalists and bad job-hunting skills (Maria Trombly)
507 views, 58 agg views, 2 comments

High school questions about being a foreign correspondent (Maria Trombly)
524 views, 63 agg views, 0 comments

60th World Newspaper Congress & 14 World Editors Forum (Alan Kania)
334 views, 46 agg views, 0 comments

2007 Kurt Schock Awards in International Journalism (Alan Kania)
272 views, 45 agg views, 0 comments

World Association of Newspapers - Cape Town Conference (Alan Kania)
294 views, 46 agg views, 0 comments

Outrage continues to build about jobs outsourcing (Maria Trombly)
349 views, 42 agg views, 2 comments

Lack of Press Freedom Inhibits African Development (Alan Kania)
227 views, 44 agg views, 0 comments

World Conference on Journalism in Cape Town SA (Alan Kania)
230 views, 37 agg views, 0 comments

Busy season (Maria Trombly)
211 views, 39 agg views, 0 comments
Fellowship Opportunity (Alan Kania)
243 views, 39 agg views, 0 comments

How (not to write a China article (Maria Trombly)
376 views, 43 agg views, 2 comments

How to avoid paying bribes (Maria Trombly)
299 views, 40 agg views, 0 comments

You don’t need to fly around the world to edit for a China pub... (Maria Trombly)
361 views, 42 agg views, 1 comment

Email interviews a boon for overseas and foreign reporters (Maria Trombly)
228 views, 33 agg views, 0 comments

Email interviews a boon for overseas and foreign reports (Maria Trombly)
195 views, 32 agg views, 0 comments

Nepalese Journalism (Alan Kania)
189 views, 39 agg views, 0 comments

International Journalism Committee-Goals and Objectives (Alan Kania)
200 views, 38 agg views, 0 comments

Go overseas for free as a Fulbright Scholar (Maria Trombly)
210 views, 26 agg views, 0 comments

Looking back on the biggest mistakes of my career (Maria Trombly)
196 views, 27 agg views, 0 comments

Taiwan, the UN, WHO, and press freedom (Dan Kubiske)
182 views, 28 agg views, 0 comments

Both high-end and low-end reporting jobs can be outsourced (Maria Trombly)
180 views, 21 agg views, 0 comments

Shanghai Foreign Correspondents Club holds elections (Maria Trombly)
164 views, 25 agg views, 0 comments

International Journalism Committee (Alan Kania)
204 views, 25 agg views, 0 comments

Prior to my becoming chairman, the blog statistics were equally unimpressive. Most entrees generated few comments (if any at all) and no civil discourse developed as a result of any of the posts.

Perhaps the SPJ Forum would be a better location to stimulate civil discourse of critical issues affect international journalism? Since January 1, 2007, only six postings have been made with only one response made in total. This is even more of a pathetic indication that people aren’t interested in someone getting on their own soapbox to talk about international journalism. Even though the agg views of the blogs are increasing slightly, the lack of comments made to those
blogs continues to be un-stimulating.

RECOMMENDATION: Disband the International Journalism blog and discussion group. I only check those venues when I have to write a report, and it looks like the rest of the potential audience for these sites are not responding to the postings. From a business perspective, this is a waste of time and band-space on the internet. Based on the statistics for these two sites, I see no other recourse.

PURPOSE OF THE INTERNATIONAL JOURNALISM COMMITTEE:

I believe Dan Kubiskie may be correct – SPJ needs to determine what international journalism is and what role it plays in the American press. Considering the number of American media corporations who have disbanded their foreign-news bureaus, reduced the amount of valuable international news (as opposed to pop-culture and catastrophic events), it is clear that American media ownership does not care what affect this committee has on the news culture.

If anything, perhaps the foreign news organizations should invite us to participate in their international news training programs.

Foreign news organizations are discovering that their foreign news is being well-received by their viewers, readers and listeners; but it's also profitable. Until our American news organizations share in that understanding, I believe this committee is operating in a vacuum.

At a time when the United States is in the early stages of what may be one of the most important and controversial federal elections, the need for international news is at the highest level I have ever seen in my lifetime. And yet when I view the cable news networks, I see excruciating time spent on pop-culture icons, dramatic videos of catastrophes that have no honest international or domestic value, and politic demonstrations of pure speculation by "pundits" or shallow news reporters. I see this as a tragic miscarriage of our journalistic obligations to the public.

Why is it that Americans see CNN-Domestic and the rest of the world sees CNN-International? Why is it that Americans see BBC-America and the rest of the world sees BBC-World? What is it about the American public that we require our own version of international news? Why is it that it is impossible to see full versions (or any versions) of the English language broadcasts from Deutsche Welle, the BBC World, CNN International, Israel Radio International, Euro News, Asia Times, France 24, CCTV International, Russia Television, Al-Jazeera, or the many other foreign broadcasts being offered in English? The cable distributors I have talked to blame the broadcasters; the broadcasters blame the cable distributors.

Recently I spoke with David C. Scott, world editor for the Christian Science Monitor. I asked him what it would take to make the American public interested in international news. He did not know and sought my opinion on how to accomplish that.

Last year I spoke with two reporters from the BBC and asked them the same question. They were the first who provided some insight into why Americans are not interested in foreign news. Approximately 20 percent of Americans have passports, and even fewer actually use them. The BBC reporters believe Americans read/view/listen to topics where there is a basis of familiarity; that would mean domestic issues instead of international issues. Until Americans are exposed to international events and are shown how those events impact them, the demand for international news will continue to be limited.
RECOMMENDATION: There are numerous public affairs seminars and other venues where the public can hear international leaders speak on international issues. These are fairly well attended, but receive limited coverage in local media. This clearly is a missed journalistic opportunity. The decision to under-report international news falls squarely on the shoulders of the media ownership. SPJ/IJC committee needs to (1) provide a quantifiable business evaluation of the benefit (and profit) of international journalism coverage in local and regional newspapers, television news, and radio news, and (2) encourage journalists to begin reporting on local news stories that have local impact.

ALTERNATIVE ROLE OF THE INTERNATIONAL JOURNALISM COMMITTEE:

1. During the last six months, I have received many requests for help. As I have reported in the past, I have fielded questions from journalists in Turkey, Gambia, Brazil, India, Kazakhstan, Swaziland (representing 14 sub-Saharan countries in Africa). These representatives would have appreciated a road-show visit from American journalists willing to teach workshops in their countries. This is not practical for the International Journalism Committee to take on. However, I believe it is within the capabilities of an International Journalism Committee to create a journalism program that can blend the capabilities of the Internet with interactive CD programming.

If the journalistic world is interested in high-tech toys, perhaps we can re-channel journalistic geek-ism into developing educational technology that can help train journalists in poor countries instead of self-aggrandizing blogs and pod casts.

2. The Society for Professional Journalists has a wonderful clipping service, published online as “Press Notes.” If sufficient funding is available, I would like to recommend the International Journalism Committee publish a similar product. This would be a good way of sharing news and information pertaining to international journalism.

3. The International Journalism Committee can get behind an individual project. For example, Crossey Mwanza co-director of the Southern Africa Media Alliance, is developing an effort throughout a 14-country area of Sub-Saharan Africa. His objective is to bring quality journalism to the most rural villages of countries that are comprised of 75 percent rural countryside where even community-radio coverage is minimal. With the assistance of American journalists, he would like to train villagers to become quality journalists to provide news and information in a form that will re-establish trust in the media, particularly in countries where state-controlled media trumps freedom of the press.

At this time, I don’t believe the committee is willing to take on any of these three projects, primarily because the rest of the committee does not believe funding is available. I believe it is possible to underwrite all three of these projects through corporate and foundation funding. All we need is a commitment from the Society for Professional Journalists to commit to at least one of these projects so we can begin developing partnerships with other organizations, foundations and/or corporations.

I welcome any comments the SPJ administration would like to provide.

Cordially,
s/ Alan J. Kania, chairman
International Journalism Committee
September 24, 2007
Contacted sunshine chairs and renewed commitment and expectations. Some
chairs did not wish to continue. The committee filled empty chair positions. All states
now have FOI sunshine chairs.
- Developed e-mail list of Sunshine chairs for issuing FOI alerts
- Facilitated Sunshine chair meetings at the NFOIC conference in Seattle and will
hold a chairs training at the national SPJ conference.
- Launched an FYIFOI blog on SPJ Web site. About 177 items were posted through
the year. Readership varied from more than 800 page views to 77 page views of blog
items.
- Posted FOI committee bios and pictures on SPJ Web site.
- Produced monthly items for the FOI Web site area.
- Produced FOI items for SPJ Leads.
- Provided FOI columns for Quill.
- Provided two quarterly reports.
- Committee members fielded dozens of calls from journalist about access to
records and meetings, including inquiries from the Associated Press Washington Bureau,
Palm Beach Post, Arizona Daily Star, Portland (Ore.) Business Journal, Army Times,
Raleigh News & Observer, Bellingham (Wash.) Herald, Rhode Island Public Radio and
various campus papers.
- Continue to field calls from reporters trying to gain access to state and federal
prisons because of SPJ's Prison Access Project.
- Under the direction of committee member Charles Davis, SPJ successfully
"outed" Senator Secrecy Jon Kyl, R-Arizona in a national SPJ effort.
- Joel Campbell testified at California Senate Prison Access Hearing in
Sacramento.
- SPJ supported Rachel Olson when subpoenaed by the U.S. Army to testify. The
army eventually dropped the subpoena.
- In an effort that included SPJ and other groups, Josh Wolf was released from
federal prison.
- The committee takes on the cause of Ed Baier, a San Diego freelance
photographer. The San Diego Police Department reissued credentials to Baier after an
appeal.
- More than 60 FOI Alerts were issued through the FOI committee, SPJ officers
and from Quill and online content.
- The Committee supported National Sunshine Week through the work of
Journalists Coalition for Open Government.
- The Committee and sunshine chairs participated in the National FOI Summit in
Seattle.
- FOI Committee Chair participated in many LDF decisions.
• FOI Committee members led newsroom training sessions for The Seattle Times, San Diego SPJ Chapter, New America Media Conference, New Scientist Magazine, Columbus, Ohio, SPJ chapter, First Amendment Coalition of Arizona and Investigative Reporters & Editors national conference.
• In conjunction with the Diversity Committee, received an SDX grant to provide FOI training to minority-owned media and related organizations.
• Carolyn Carlson trained college journalists on access to campus crime records during the College Media Conference in St. Louis.
• Helped organize efforts to contact members of Congress to pass Open Government Act.
• Signed on to several letters with other organizations that address FOI and First Amendment issues.

While we can’t report all of the work of Sunshine Chairs, the committee is highlighting the work of a few

Pennsylvania
Susan Schwartz, Sunshine Chair for Pennsylvania, put together a list of regular citizens who had run into open records problems. The list was requested by the Pennsylvania Newspaper Association, which is spearheading the effort to get the law changed in Pennsylvania. She also wrote to members of the state House committee that has a bill to change the law, offering her support for some of the changes and refuting some of the testimony offered by groups trying to restrict public access to government records.

She wrote letters to every editor and SPJ member in the state urging them to include questions about public records access in their interviews with political candidates last November. She also wrote an editorial and alerted other newspapers to Sunshine Week.

Maine
Mal Leary, Sunshine Chair in Maine, was active in working with the Maine Department of Corrections as it considered new journalist prison access policies.

Alaska
Paola Banchero, Alaska Sunshine Chair, helped as police attempted to subpoena photos from the Anchorage Daily News.
AGENDA
SIGMA DELTA CHI FOUNDATION
BOARD OF DIRECTORS MEETING
OCTOBER 4, 2007
8 – 10 A.M.
HYATT REGENCY ON CAPITOL HILL
WASHINGTON, D.C.

1. Call to Order – Geimann

2. Roll Call – Gratz
   a. Geimann
   b. Leger
   c. Gratz
   d. Dubin
   e. Acikcas
   f. Aughterton
   g. Brewer
   h. Brown
   i. Bunting
   j. Carlson
   k. Cross
   l. Gillman
   m. Harnisch
   n. Jones
   o. Ketter
   p. Kirtley
   q. Leeds
   r. Levins
   s. Loop
   t. Mauro
   u. Maynard
   v. McKerral
   w. Porter
   x. Pulliam
   y. Tatum

3. Consent Agenda
   a. Approval of April 11, 2007 Executive Committee Meeting minutes [Page 1]
   b. Approval of May 20, 2007 Board of Directors meeting minutes [Page 2]
   c. Approve specified gifts [Page 7]

4. Officer & Staff Reports
   a. President’s Report – Geimann
   b. SPJ President’s Report – Tatum
   c. Staff Report – Harper/Grimes [Page 8]

5. Action Items and Updates
   a. Strategic Planning – Grimes [Page 18]
   b. Conflict of Interest Policy – Harper [Page 34]
   c. Campaign for Ethical Journalism – Brown
   d. Officer and Director Elections – Geimann/McKerral

6. Grant Updates
   a. Coalition of Journalists for Open Government [Page 41]
   b. Ethics AdviceLine for Journalists [Page 47]
   c. South Florida SPJ Chapter (First Amendment Free Food Festival) [Page 50]
   d. University of Georgia (Cox Center) [Page 53]
   e. Western Kentucky University [Page 58]

7. Adjourn to Committee Meetings
   a. Communications
   b. Development
   c. Finance
   d. Governance
   e. Grants and Awards
   f. Projects
MINUTES
MEETING OF THE EXECUTIVE COMMITTEE
SIGMA DELTA CHI FOUNDATION
APRIL 11, 2007
INDIANAPOLIS, INDIANA

MEETING CALLED TO ORDER
With President Steve Geimann presiding, the meeting of the Executive Committee of the Sigma Delta Chi Foundation was called to order at 2:15 p.m. on Wednesday, April 11, 2007, via a telephonic conference call originating in Indianapolis, Indiana.

ROLL CALL
In addition to Geimann, the following were present: Treasurer Howard Dubin; Secretary Irwin Gratz; Past President Todd Gilhman; Director Robert Leger; SPJ President Christine Tatum; Executive Director Terrence G. Harper; and Associate Executive Director Julie Grimes.

SPECIFIED GIFT
Dubin asked the executive committee to accept a specified gift of $5,000 from the Howard and Ursula Dubin Foundation to be used to fund the publication of past SPJ president Jean Otto's memoir. The total cost of the project is $8,000 and Dubin will provide the other $3,000 through another specified gift. The funds will be transferred to Marion Street Press which is publishing the book.

Dubin explained that the book is due to be published in 2008 with an initial press run of 1,000 copies.

Upon proper motion and second by Leger and Tatum, respectively, the executive committee agreed to accept the $5,000 specified gift from the Howard and Ursula Dubin Foundation for the publication of Jean Otto's memoirs by Marion Street Press. Dubin abstained.

MEETING ADJOURNED
There being no further business to come before the executive committee, Geimann declared the meeting adjourned at 2:35 p.m. on Wednesday, April 11, 2007.
MINUTES
MEETING OF THE BOARD OF DIRECTORS
SIGMA DELTA CHI FOUNDATION
MAY 20, 2007
INDIANAPOLIS, INDIANA

MEETING CALLED TO ORDER
With President Steve Geimann presiding, the meeting of the board of directors of the Sigma Delta Chi Foundation was called to order at 8:48 a.m. on Sunday, May 20, 2007, at the Eugene S. Pulliam National Journalism Center in Indianapolis.

ROLL CALL
In addition to President Geimann, the following board members were present: Secretary Irwin Gratz; Treasurer Howard Dubin; Directors Dave Aeikens, Ann Aughton, Fred Brown, Clint Brewer, David Carlson, Al Cross, Todd Gillman, Alex Jones, Al Leeds, Robert Leger, Mead Loop, Mac McKerral, and Christine Tatum. Staff members present included Executive Director Terrence G. Harper; Associate Executive Directors Julie Grimes and Chris Vaichon; Editor Joe Skeel; and Controller Jake Koenig.

VICE PRESIDENT RESIGNATION AND ELECTION
Geimann noted that he had accepted with regret the recent resignation of Vice President Betsy Ashton.

Loop and Aeikens nominated Mac McKerral to fill the position of vice president until the fall elections. Dubin and Aeikens nominated Leger.

Upon proper motion and second by Carlson and Gillman, respectively, the board voted to close nominations.

A vote by secret ballot was taken and Leger was elected to serve as vice president of the Sigma Delta Chi Foundation.

APPROVAL OF MINUTES
Upon proper motion and second by Gratz and Aeikens, respectively, the board approved the minutes of the August 24, 2006, board of directors meeting.

Upon proper motion and second by Gratz and Leger, respectively, the board approved the minutes of the November 8, 2006, executive committee meeting.

PRESIDENT’S REPORT
Geimann presented an oral report about his recent contacts with Foundation donors. He also reported on the presentation of the Eugene C. Pulliam Fellowship for Editorial Writers during the National Conference of Editorial Writers convention in Pittsburgh. The fellowship was awarded to Karin Klein of the L.A. Times.

Geimann reminded board members to be thinking about board nominations and share ideas for potential board members with McKerral, who is overseeing the nominations process, by July 1.

SPJ PRESIDENT’S REPORT
Tatum presented an oral report. She shared with the group these SPJ highlights: the Society is preparing a strategic plan to guide the organization in the coming years; national committees have
been reorganized and are working toward new goals this year; the organization continues to push for a federal shield law for journalists and leaders will be lobbying lawmakers June 13-14 in Washington, D.C.; a second lobbying trip will take place in conjunction with the Sigma Delta Chi Awards Banquet in July in D.C.; and Tatum encouraged board members to share their “Why I Belong” stories for use at spj.org.

Jones suggested that now is the most important time for professional journalists to come together in support of the profession. He urged SPJ to examine whether it had necessary resources and strategy to bring professionals into the organization.

EXECUTIVE DIRECTOR’S REPORT
Harper presented an oral report. He noted that SPJ has a communications person on staff that will be focusing on external communications efforts for the organization. Harper reported that the Foundation is in good financial shape and encouraged board members to review the regular financial statements provided to them.

Other items of note:
- News veterans and new journalists were appreciative of the personalized training they received through “Training on the Go,” the SPJ newsgroup training initiative funded by the Foundation.
- The Foundation will be inviting a select group of guests to attend the Sigma Delta Chi Awards Banquet in D.C. in July. Board members should share names of those who should be introduced to the organization to Julie Grimes.
- SPJ will soon be launching a Legal Advocacy Network that will include First Amendment attorneys and others who support SPJ’s work on behalf of openness. Please share potential contacts in this area with Tatum.

ASSOCIATE EXECUTIVE DIRECTOR’S REPORT
Grimes referred to her written report, which was available in the board packets. She noted that the Challenge Grant for Journalism III was coming to a close, and there is still time for board members to participate.

FOUNDATION GRANTS
Upon proper motion and second by Leger and Aeikens, respectively, the board transferred $20,000 from the Pulliam Editorial Fund to the Pulliam General Fund and awarded the following grants:

- SPJ: SPJ Training Programs, $75,000 from the Pulliam General Fund
- SPJ: Ethics in Journalism Week, $22,720 from the Pulliam General Fund
- SPJ: 2007 National Convention Education, $48,150 total with $19,000 from the Professional Development Fund and $29,150 from the Pulliam General Fund
- SPJ: Mark of Excellence Awards Staff, $13,000 from the Pulliam General Fund
- Reporters Committee for Freedom of the Press: Open Meetings and Records Study, $15,000 from the FOI Fund
- SPJ: 2008 Spring Conferences, $6,000 from the Pulliam General Fund
- SPJ: Ethnic/Community Media Training, $17,550 from the Pulliam General Fund (one year grant)
- SPJ: Citizen Journalism Academy, $23,200 from the Pulliam General Fund
- National Freedom of Information Coalition: 2008 Annual Conference, $7,500 from the FOI Fund
• Indiana University: The American Journalist Survey, $10,000 from thePulliam General Fund
• Headline Club: Ethics AdviceLine for Journalists, $10,000 from the Pulliam General Fund
• South Florida SPJ Pro Chapter: First Amendment Free Food Festival, $2,000 from the Pulliam General Fund

Upon proper motion and second by Gratz and Carlson, respectively, the board approved a $14,430 one-year grant to SPJ for its Diversity Outreach Project. Leger and Loop abstained.

Grant approved totaled $264,550.

The group discussed the uses of the Pulliam Editorial Fund. The fund will be reviewed to determine the amount needed to support the activities of the editorial fellowship.

**SPJ Membership Survey**

Board members discussed a survey of members. This would examine members' needs and interests; expectations of SPJ; and the importance of advocacy, lobbying and solidarity issues of SPJ. A survey also should be directed to nonmembers. Both should be created and implemented by professionals. It should reflect motivations for joining, expectations and demographics of respondents.

Upon proper motion and second by Brown and Aikens, respectively, the board authorized the Executive Committee to proceed with plans for the survey, with a budget of $10,000.

**Specified Gift Requests**

Upon proper motion and second by Leger and Loop, respectively, the board approved the following specified gifts:

• A $50,000 grant to SPJ (specified gift from the Scripps Howard Foundation) for the 2007 Ted Scripps Leadership Institute of the Society of Professional Journalists.
• A grant of up to $5,000 to Marion Street Press (specified gift from the Howard and Ursula Dubin Foundation) for publication of a book by former SPJ President Jean Otto.
• A grant of $500 to SPJ Region 4 (specified gift from Joe Grimm) to support the SPJ Region 4 Spring Conference.

**Fiscal Year 2008 Budget Approval**

Upon proper motion and second by Carlson and Brown, respectively, the board approved the Fiscal Year 2008 Foundation Budget as presented.

The budget is attached to these minutes as Exhibit A.

**Eugene C. Pulliam Fellowship for Editorial Writers**

Board members discussed the current arrangement for the editorial fellowship. Discussion topics included: marketing of the fellowship; the addition of information about the importance of editorial writing to spj.org; and awarding funds based on a budget with the potential for more than one fellow each year. Leger and Loop were instructed to evaluate the program and present any proposals for changes to the board at a future meeting.

**Campaign for Ethical Journalism**

Tatum updated the board on SPJ's progress toward items outlined in the strategic communications plan for the ethics campaign. The ethics committee has been reorganized; a public blog is now in place; and SPJ's ethics textbook is under revision.
Cross pointed out that it was time for the advertising portion of the campaign to get underway.

As plans move forward, these individuals will be involved: Brown (chair), Cross, McKerral, Gratz, Tatum (ex officio), and Andy Schotz, SPJ Ethics Committee chair (ex officio). Grimes will provide staff support.

FINANCE COMMITTEE
Dubin recommended the Foundation continue its arrangement with a funds manager from Morgan Stanley. In addition, Dubin recommended the board establish a relationship with another fund manager in order to compare the two managers' work.

Upon proper motion and second by Dubin and Brown, respectively, the board authorized transferring $1.2 million to a Schwab Private Client (i.e., managed) Account.

The new Schwab account will focus on international investments and will be compared to the performance of the Morgan Stanley managed account.

Staff should examine the Foundation's investments in the next month to ensure they remain in accordance with the Foundation's 70/30 equity to fixed income allocation ratio.

Upon proper motion and second by Aeikens and Carlson, respectively, the board voted to add Leeds as an additional authorized person to the Foundation's accounts.

NEW BUSINESS
Board members discussed a written advisory on the expectations of Foundation board members. Proposed language was:

As a member of the Sigma Delta Chi Foundation board of directors, you agree to commit to at least one of the following:
- Commit to regularly attend the two Foundation board meetings each year;
- Be willing to make a financial commitment to contribute or raise at least $500 per year;
- Agree to accept committee assignments and regularly participate in E-mail discussions and conference calls.

ADJOURNMENT
There being no further business to come before the board of directors, Geimann declared the meeting adjourned at 11:36 a.m. on Sunday, May 20, 2007.
## Budget

**Sigma Delta Chi Foundation**

**FY 08**

### Revenue

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<td>Advertising Revenue</td>
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<td>Other Revenue</td>
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### Expenses

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**Net Change in Assets**

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ACTION ITEM
SPECIFIED GIFTS FOR APPROVAL BY THE SIGMA DELTA CHI FOUNDATION

1. A grant of $15,000 to SPJ (specified gift from the Harnisch Family Foundation) to support The Reporters Institute training program.

2. A grant of $500 to Mid-Michigan SPJ Pro Chapter – Region 6 (specified matching gift from Joe Grimm) to support the SPJ 2007 Region 4 Spring Conference.

3. A grant of $15,000 to SPJ (specified gift from the Howard and Ursula Dubin Foundation) to support the general educational programs of the Society of Professional Journalists.

4. A grant of $10,000 to SPJ (specified grant from the Gannett Foundation) to support the diversity programs at SPJ's 2007 convention in D.C.
MEMORANDUM

DATE: September 14, 2007
FROM: Terry Harper, Executive Director
SUBJ: STAFF REPORT
FOR: SPJ and SDX Foundation Boards of Directors

I'm trying something a little different with this report. Rather than give you several separate memos from the various departments, I am presenting a comprehensive staff report. Contributors include Associate Executive Directors Chris Vachon and Julie Grimes; Editor Joe Skeel; Advertising Sales Manager Mary Morgan; Web Administrator Billy O'Keefe; Communications Manager Beth King; Programs Coordinator Heather Porter and Membership Coordinator Linda Hall.

The strategic plan will be addressed by Julie Grimes elsewhere on the agenda and so is not included in this report.

STAFFING AND ADMINISTRATION

It has been an interesting summer to say the least. When I was temporarily felled by a brain tumor in late June, Chris Vachon, Julie Grimes and Joe Skeel stepped into the breach and did a marvelous job keeping things on track during my nearly two-month absence. It was not without its moments, however, as we lost two staff members during that period: our part-time membership manager and full-time administrative assistant.

As we decide how best to re-jigger staffing to meet the needs of the organization, particularly with respect to membership development and recruitment, the rest of the staff has picked up the slack in the interim. Given that the convention is bearing down on us, this was/is no small task. We do know that we need more administrative support than can be provided by our current staffing level. We are looking at options other than another full-time position including part-time help or an internship through one of our local colleges.

Beginning in January 2008, Associate Executive Director Julie Grimes will begin a three-month leave of absence from the staff. After more than 12 years of service to SPJ and the SDX Foundation, Julie and I have talked extensively in recent weeks and decided that some time away would be just the ticket for Julie to recharge her batteries. This should in no way be construed as anything other than giving a highly valued employee a break to contemplate her future, either with the organization or taking it in a different direction. I have discussed this with SDX Foundation President Steve Geimann who has in turn spoken with the Foundation's leadership which has given the idea the green light. We will be working out the details in the coming weeks to make sure that the Foundation’s needs are met.

MEMBERSHIP

One of the tasks assigned to me during my annual evaluation was to present the board a better plan for obtaining and retaining membership beyond present efforts. Initially, this plan was due at the upcoming October 3 meeting, but an extension until the winter meeting of the executive committee was granted due to my illness and the recent turnover in the membership department.
Staff is in general agreement with the board that membership growth and retention requires the attention of a full-time staff person, perhaps along the lines of a director-level position. The person must be a doer as well as a strategist. A position description is being developed and will be presented to the board for feedback in short order.

Growing SPJ’s membership, however, is not a one- or two-person job that can be carried out from the Headquarters in Indianapolis. But the staff must provide the tools and direction to those in the trenches to foster growth. The key will be striking the proper balance between staff- and volunteer-driven recruitment and retention efforts. We do know that we need a membership staff person with demonstrated success in recruitment and retention.

FINANCES
The field work on our annual, independent audit is scheduled to begin on Monday, September 24. The field work should take about a week. With the staff leaving for the convention on Monday, October 1, drafts of the audited financials will not be ready until after the convention. We are anticipating another smooth audit.

In all likelihood, we will not issue internal statements for the month of August, but will issue two months of data with the September 2007 statements.

As of today, SPJ has $276,334.13 in the bank, plus another $378,031.75 in savings for a grand total of $654,365.88. As of the end the fiscal year, those numbers were $169,236.64 and $378,742.38, respectively. Interest earned on the CDs in the savings account is transferred to the checking account each month.

As of today, the SDX Foundation has $79,350.93 in checking, plus $11,957,120.40 invested with Schwab and $1,246,978.36 at Morgan Stanley for a grand total of $13,283,449.69. As of the end of the fiscal year, those numbers were $60,926.29, $12,163,979.31 and $1,216,247.28, respectively, for a grand total of $13,441,152.98.

SIGMA DELTA CHI FOUNDATION
Annual Fund Update
The Sigma Delta Chi Foundation Annual Fund includes unrestricted gifts to the Foundation’s grantmaking and operational funds. Unless noted, specified gifts designated for specific purposes (such as educational programs of SPJ and the Beverly Kees Memorial Fund) are not included in the annual fund.

The goal for the 2006-2007 annual fund campaign was $36,000. The campaign closed on July 31, 2007. Total giving toward the annual fund was $35,699.79. This included 360 individual and chapter gifts. This giving was accomplished through: an ongoing appeal included with SPJ membership renewal invoices; a fall annual report mailing; an end-of-year mail appeal; a spring “challenge” appeal; and a spring/summer online giving appeal. For comparison, the 2005-2006 annual fund goal was $30,000 and the actual received was $27,911.82. Looking ahead, the 2007-2008 annual fund goal is $38,750.

Challenge Grant for Journalism III
SPJ and the Foundation successfully met the challenge issued by the Challenge Fund to raise $100,000 in new or increased gifts (including new memberships) between June 1, 2006, and May 31, 2007. By meeting that challenge, SPJ, the organization invited to apply for the grant, received a $50,000 unrestricted contribution from the Challenge Fund.

This challenge program identified approximately 300 new contributors to SPJ and the Foundation, as well as three potential major donors. We will continue to maintain those new relationships and seek
opportunities that are mutually beneficial for the individuals and the organizations. The complete Challenge Fund report is included in the Foundation board packet.

**Personal Outreach and Donor Development**
We are increasing this year staff attention to personal outreach and potential donor development. Our goal for 2006-2007 is to identify and reach out to at least 36 individuals with interests in line with the Foundation’s mission and priorities.

To that end, staff and board members have worked to increase SPJ and the Foundation’s presence at journalism gatherings. Staff members participated in the ASNE annual conference earlier this year as well as the annual AEJMC convention in August. These groups represent the nation’s daily newspaper editors and journalism educators. Contacts from those meetings continue to be nourished. Staff also attempts to plan personal visits with individuals in connection SPJ training programs. If you have a suggestion for an event or program where our organizations should be represented, please let us know.

**Grant Making Activities**
This year, the Foundation awarded 13 grants totaling $264,550 (does not include grants awarded in previous years and paid in the current year). In addition, the Foundation approved and awarded three donor-specified gifts totaling $53,500. This year’s funding included eight grants to SPJ and five grants to other organizations. In addition to SPJ’s ongoing educational efforts, Society grants for this period include two new programs – the Citizens Journalism Academy and a series of ethnic and community media training programs.

For comparison, in the prior year, the Foundation also awarded 13 grants, totaling $233,400; although, only a portion of the $25,000 designated for hurricane relief grants was actually utilized by students. Updates on several Foundation grants are included in the Foundation board packet.

**Foundation Awards and Programs**
This summer, Jenna Wundrow spent 10 weeks interning with SPJ as part of the Archibald Communications Internship, sponsored by the Foundation. Wundrow is a junior at St. Cloud State University in Wisconsin.

The Foundation also funded two Pulliam/Kilgore Internships this summer. One student worked at the SPJ offices preparing material for the Freedom of Information issue of Quill magazine, and the other focused on media law issues while working at the offices of Baker & Hostetler in Washington, D.C.

The Foundation’s Ward Neff Intern Program transferred from the University of Tennessee to South Dakota State University this fall. This program works in partnership with a university and provides funding for a graduate student and an adviser who prepare and distribute PressNotes, a daily summary of news in the media industry.

In May three students received scholarships through the SPJ High School Essay Contest, sponsored by the Foundation. David Kelly of Broomfield High School in Colorado received a $1,000 scholarship for his first-place essay. The second-place, $500 award went to Dan Garon of Robbinsdale Armstrong High School in Plymouth, Minn. The third-place, $300 scholarship winner was Erin Cowdy of Bob Jones High School in Madison, Ala. The students each wrote essays about, “Why Free News Media Are Important.”

The Foundation awarded the Robert D.G. Lewis First Amendment Award to Breanne E. Coats of Pacific Lutheran University. Breanne has received a $500 award to fund her participation in the 2007 SPJ Convention & National Journalism Conference. This award is funded by a grant from the Lewis family in honor of Robert D.G. Lewis, a past president of SPJ. The award recognizes outstanding freedom of
information efforts on the part of a journalism student. Breanne is being recognized for her efforts to keep her school’s student newspaper free from administrators who sought to impose restrictions on the paper’s content.

The Foundation’s Eugene S. Pulliam First Amendment Award will be presented during the SPJ convention to Joe Adams of the Florida Times-Union. Joe was selected based on a career dedicated to educating journalists and the public about their rights and for his advocacy for the free flow of information. Joe will receive a $10,000 cash award and his tireless efforts on behalf of a free press will be recognized during the SPJ President’s Installation Banquet.

During the National Conference of Editorial Writers annual convention, Sept. 29 in Kansas City, Foundation President Steve Geimann will present the 2007 Eugene C. Pulliam Fellowship for Editorial Writing to Jeff Gerritt of the Detroit Free Press. During the next year, Gerritt will use the $75,000 fellowship to examine the problems facing urban America and prescribe opportunities for our country and its leaders to confront these problems.

The Grants and Awards Committee continues to examine the fellowship program and look for the best opportunities to use this fellowship to encourage editorial writers and the practice of editorial writing. The committee is interviewing past fellows about their experiences and requesting suggestions regarding the program.

PROFESSIONAL DEVELOPMENT
As you will read below, we have a very full and aggressive agenda for professional development this year…

Citizens Journalism Academy
The mission of the academy is to improve and protect journalism by instructing an emerging breed of “citizen journalists” on the tenets of responsible news-gathering and distribution; by promoting to the general public SPJ’s core missions, including ethics and the freedom of information; and by promoting greater awareness of legislative, legal and social issues affecting journalism, the First Amendment and the free flow of public information.

This is the first year for the program and the academy received funding from the SDX Foundation in the amount of $20,000 to develop the curriculum and to host three programs. The programs will include instruction in the following areas:
- Ethical decision-making skills
- FOI instruction
- Advice on selection and diversification of sources
- Tips on smart writing and editing and the gathering of audio and video content

Journalism Education Series
The objective of the program is to educate public relations practitioners on how to better understand and work with journalists. The seminars aim to provide PR professionals more meaningful instruction than is typically found in PR settings, where journalists are usually invited to provide only tips on how to pitch a story and navigate specific newsrooms. SPJ’s programming will not touch on these areas at all, but will focus on providing training in journalism ethics and diversity issues. Steve Geimann is our ethics trainer while Sally Lehrman is coordinating the diversity sessions.

Currently, marketwire is our only client for the JES and they are the “exclusive” public relations client during the first year. One session covering ethics and FOI was convened earlier this spring in Washington,
D.C. with marginal success, mainly due to marketwire’s rush to get a program completed without adequate time to promote the event. While SPJ will assist in marketwire’s promotional efforts, filling the seats is ultimately the client’s responsibility.

The next three programs will focus on diversity and will convene in Miami in December, San Francisco in January and Los Angeles in February. The final two programs will focus on ethics with one returning to Washington, D.C. and the other in New York.

**Narrative Writing Workshops**
The goal of the workshop is to bring new training opportunities to journalists in diverse geographic locations, make the training appealing to a wide range of journalists and to do so with a new perspective - - providing opportunities to reinvigorate journalists and excite them about their craft, helping to keep them in the profession longer.

The day-long workshops are led by Pulitzer Prize-winning journalist Tom Hallman, Jr. of *The Oregonian*. Not only do attendees enjoy hearing about Tom’s experiences and getting realistic tips from him, but they also appreciate his interest in their work which Tom critiques for participants.

The SDX Foundation provided funding for these workshops in 2006 and 2007, and the funding continues through 2008. To date, the workshop has been hosted in 10 cities and will visit approximately five new cities in 2008.

**Newsroom Training Programs**
The program is designed to raise the skill level of journalists nationwide by bringing the training to “their doorstep.” Newsrooms and chapter are offered a variety of topics from which to choose:

- Delivering on Deadline: How to Write Better Stories Faster
- Better Broadcast: Writing: Doing it Daily
- Writing that Works Online
- Targeting New Audiences
- Newsroom Ethics/Values
- Creating a Document-Driven Newsroom

The program has been up and running since the end of 2004 and the funding for future programs is derived from a grant request to the SDX Foundation. The program will be visiting new cities and newsrooms in the upcoming year. We look forward to more opportunities to “double dip” as we plan to do newsroom programs on Fridays with chapter programs for our local groups on the following Saturdays.

**Webinars**
Most recently SPJ has been learning the ins and outs of Webinars. The Webinars would give the Society the opportunity to reach journalists far and wide. The topics for the programs would be solicited from our members. Staff is working with the public outreach committee to make these happen in the months following the convention.

We have come up with a pretty simple 7-step plan to implement a series of Webinars:

1. **Demo: DONE**. A vendor lined up by the committee performed a demo for staff and committee members. It is our gut reaction that we probably do not need to contract with an outside firm to conduct Webinars. The vendor that performed the demo uses the same software Julie Grimes has already demo’ed. Manpower would be a key consideration as to whether outside help is needed.
2. Poll SPJ membership — Staff will poll the membership to ascertain their interest in various program options. Said options could be pulled from current SPJ training programs and convention offerings.
3. Choose program topic — Pretty simple here; we give our members what they want.
4. Develop program — Staff will work with the committee to determine the best way to deliver the Webinar. Here we will determine speakers, moderators, instructors, technical requirements, etc.
5. Choose Webinar vendor (if needed, see #1 above)
6. Put on free Webinar — This will be our test run to gauge interest, shake out the bugs and get feedback from our participants.
7. Determine Webinar future — SPJ will analyze the future of conducting Webinars, taking into account interest from journalists, costs, etc. Will also determine future pricing structure for participants, any changes to the delivery platform.

Convention 2008 Programs
Before you know it, the Atlanta convention will be here. It is scheduled for Sept. 4-7 at the Hyatt Regency Atlanta. The Call for Programs will be going out in the fall and we will work hard to bring high caliber programming to our Atlanta convention-goers.

FOI Training for Ethnic and Community Media Reporters and Editors
The purpose of the program is to provide hands-on, interactive training on Freedom of Information laws and reporting tools and techniques for ethnic and community media. Participants will learn:

- How federal, state and local government documents can enhance reporting for ethnic and community audiences
- About federal, city, county and state Sunshine laws relevant to the area
- About the public’s rights to documents and how to ask for them
- About options for recourse when requests are denied
- How journalists can protect their sources
- How community and ethnic media journalists can collaborate with mainstream partners to do investigative stories (and win awards)

The program will be rolled out as chapter-level training on open meetings and public records laws for in 10 cities. New America Media invited SPJ to kick off the program with a session at their awards event Nov. 14 in Washington, D.C.

Ted Scripps Leadership Institute
Each year the institute brings together 50 chapter leaders to improve their leadership skills, to help them gain a better understanding of SPJ and to facilitate networking among our leaders. The program has been funded since 1996 by the Scripps Howard Foundation and it is our hope that they will continue to fund it for 2008.

The Reporters Institute
The first Reporters Institute will take place November 11-14, 2007, at The Poynter Institute in St. Petersburg, Fla. The program is funded by grants from the Sigma Delta Chi Foundation and the Harnisch Family Foundation. The program is a crash course in the characteristics of outstanding journalism and the techniques of exceptional journalists. It is designed for young journalists who have graduated from college and are in their first three years as full-time journalists.
This year’s program will accept 35 participants, and the application process is competitive. Participants (or their news organizations) pay a $300 registration fee and are responsible for their travel costs to St. Petersburg. The Institute funding covers the remaining program costs.

The program includes training in: ethics and responsible reporting; using public records and information; understanding and thriving in the newsroom culture; writing and advanced reporting skills building; and a tutorial on using the latest technology to tell stories. A complete program description is available online at spj.org.

From the initial planning meeting last fall, response to this program has been overwhelmingly positive. All agree that now is the right time for this program and this is the right group for SPJ to reach with tools to build a foundation for the highest quality of reporting that lives up to the mission of SPJ.

AWARDS
One hiccup to report on relating to the SDX Awards… the winner in Category 37 (Documentaries, All Other Markets) should have been entered in Category 36 (Documentaries, Network/Top 25 Markets). The entrant listed the wrong category and staff did not catch the error. It was brought to our attention by another Category 37 entrant on the eve of the SDX Awards Banquet in July. The Executive Committee discussed the situation at its August 3-4 meeting and decided to let the award stand. During a follow-up meeting on August 22, the executive instructed staff to coordinate a re-judging of Category 37 and make an additional award in the category. This was done to preserve the integrity of the SDX Awards. Re-judging is underway and will be completed by September 21. Staff and volunteers have taken steps to ensure that all future entries are verified to be in the proper categories. The 2007 SDX Awards brochure is being updated and will be printed shortly.

The 2007 Mark of Excellence Awards brochure is at the printer. Last year’s entries were up by close to 200 and staff will be utilizing the Vocus PR software to build the mailing lists. SDX and MOE brochures will mail in mid-October. A redesign is planned for the promotional materials for the Foundation’s Pulliam Editorial Fellowship.

PUBLICATIONS
The Journalist: Perhaps the most exciting news regarding publications this year is related to The Journalist. For the first time, the yearly publication will be sold on newsstands. They will be sold in more than 1,300 retail outlets that belong to Borders, Borders UK, Barnes & Noble, B. Dalton, Hastings, etc. The first purchase order we received was for 7,000 copies (about five per store).

Although we have no way of knowing how they will sell, our distributor thinks the “magazine is great, and it will do great!” At best, SPJ will make some money to help make up for the loss in ad revenue (which you can read more about below). At the very worst, SPJ’s name will be displayed on newsstands nationwide.

For the first time, all the content and design was handled by staff. Joe Skeel served as editor while Andrew Farkas served as chief designer. Our goal is that readers will not notice a change in the quality content our design. I have already started making a list of hopeful contributors for the 2008-09 issue.

Quill: Our member magazine continues to roll along. In the past year, we have introduced a digital edition, which has been well received by most members. A few students (who no longer received the printed version) have requested a print version, but it’s less than 20.

Looking forward, our goal is to kick the content (and contributors) up a notch. Working on The Journalist has led to a few more contacts and a few lessons about how to reach the best of the best in the journalism
world. Our hope is to get some of those industry leaders into the pages of Quill. No sense in saving all of them for The Journalist.

We are also in the early stages of a re-design for Quill. When Joe came to SPJ in December 2004, we began tweaking some things here and there. But we think Quill deserves a much more classic and professional look. Andrew is working on this project and we hope to launch the new look in March.

**MARKETING AND PUBLIC RELATIONS**

SPJ's communications efforts continue to grow, improve and make an impact. Less than two years ago, SPJ didn't have a full-time PR person. We spent the first year finding our way with each changing season, from awards to training programs to a Web redesign to convention, each month was truly a new learning experience. Now that we are in our second year of this cycle, we feel like we are now beginning to hit a good stride. The best sign of this is, and of things to come, is the marketing of this year's convention.

Our marketing campaign (carried out by Communications Manager Beth King) took on three goals: to drive attendance, generate news coverage and raise awareness of SPJ.

To drive attendance, we created marketing messages that were distributed via SPJ's in-house communications tools. We reached non-members through messages that were distributed using various methods: marketwire, Vocus, partnerships with other journalism organizations, etc. At the time this report was written, registrations were up 33 percent over the same time last year.

To generate news coverage, we created and distributed messages centered around our major convention sessions and headliners: Woodward and Bernstein, Robert Novak, Bob Schieffer, Jim Bohannon, Lcn Downie, Ken Paulson, Bob Cox, etc. Hours after our first release, which were staggered over a four-week period, we received requests for media credentials. All were declined. (Of course they weren't, I just added that just to see who was still reading).

To increase awareness of SPJ, Beth King worked to schedule newsroom visits for President-Elect Brewer and President Tatum. We also plan to cover many of our own super sessions and issue press releases from the convention. These releases could also lead SPJ.org each day (as well as copy from The Working Press).

Because of our success with convention, we plan to adopt a similar model for other ongoing and new SPJ projects that may be identified in SPJ's strategic plan.

Below are some highlights from the past six months.

- **Marketing continues for the Freelancer Directory, Narrative Writing Workshops, JournalismTraining.org and Generation J.** We will continue to market these benefits and events to members and non-members using Vocus and other means, such as marketwire.
- **SPJ Leads continues to be distributed each week.** To spread the work amongst volunteers, a Leads team has been developed. In order to be more efficient with all of our electronic communications (and because our Internet Service Provider told us we had to), we recently secured an e-mail service provider. Leads is distributed to about 7,000 SPJ members each week.
- **From May to August, SPJ issued about 13 major releases, and according to Google, the Society received 418 press clippings (about 3.5 per day).** We believe this number as not all mentions are picked up by Google.
- **As a way of fueling SPJ blogs and providing proactive news opportunities for SPJ leaders, Beth began providing a run down of journalism news for consideration by the executive committee and national committee chairs.** As a result, two statements (NFL, political contributions) and various blog posts were made. We will continue this practice to keep the Society's name out there. Additionally,
we will continue to build relationships with key editors, producers and news directors with the intent of establishing SPJ leaders as experts.

ADVERTISING REVENUE
The past five months have been essential in building a foundation for future success of SPJ advertising revenue. Mary Morgan, SPJ’s advertising sales manager, spent her first few months developing contacts, learning about SPJ and what we have to offer, developing sales strategies, establishing ad rates and producing new marketing material. More importantly, she started to generate advertising revenue for SPJ. Below you will find a few noteworthy points.

- June/July issue of Quill generated $25,320 in ad revenue, a 90% increase over last year.
- August issue of Quill generated $10,555 in ad revenue, a 93% increase over last year.
- September issue of Quill generated $11,115 in ad revenue, a 59% increase over last year.
- The Annual Education Issue (August) was received well by universities, resulting in eight journalism departments advertising.
- We are beginning to secure advertisers on an annual basis, contracting media buys for future issues of Quill. This gives us a better view into future revenue. Example: as this report was written in early September, we already had $6,000 sold for the December issue of Quill.
- The Journalist was unable to generate the revenue we had hoped for. To beef up the magazine, we asked convention sponsors to participate in this year’s issue. Looking forward, we believe that these two things will contribute greatly to selling the product next year. Furthermore, we now have someone on staff who can start selling The Journalist now, during budget season. Our goal is to come to the spring board meeting with enough advertising commitments to sustain a 2008 issue. In the interim, staff requests that the board take no action on the future of The Journalist.
- SPJ.org is gearing up for its first digital ad buy with FORWARD, The Jewish Daily. Many more prospects are on the horizon.
- Now, every advertising proposal offers a digital or Web component at a minimal rate. This is to help advertisers increase their exposure to all SPJ members with a media mix of print, Web, Digital Quill and/or Leads. In addition, a Web only prospect list is being developed.
- A partnership with Getty Images is in the works, with the potential to save SPJ $30,000 in image costs. This partnership will greatly enhance the quality of Quill, SPJ.org and nearly every other marketing product.

WEB SITE UPDATE
SPJ.org continues to evolve and improve, thanks to some great ideas from our volunteers and the know-how of our Web administrator, Billy O’Keefe. SPJ.org will continue to grow and will be instrumental in pulling off some of the items in SPJ’s strategic plan.

Since the board meeting in May, numerous interface improvements have taken place, including a better site search platform, a “what’s new list” for the front page, and a new “Top Story” design that allows more items to share the spotlight at one time on the front page.

Other highlights include:
- A new Reading Room platform allows for better storage of content that doesn’t fit into Quill/SPJ News/Leads.
- More security improvements that make it easier for members to log in and stay logged in.
- Two new blogs: Journo.edu and technolo-j were added.
- We created a significantly larger convention mini-site that goes beyond last year’s presentation.
• A Working Press content management system was created to allow students to post stories
  instantaneously rather than in one single update. This will make SPJ.org much more fluid and up-
  to-date during convention.
• We used the Web to pull off the very successful "Senator Secrecy" campaign, in which SPJ outed
  Sen. Kyl as the person who put a secret hold on FOIA legislation.
• We've made additions to multimedia areas, including new videos and podcasts.
• And, we have created an online presence for the Legal Advocacy network, Reporters Institute and
  other new initiatives. This will continue into the future as new programs and services are created.

For a brief overview of how visitors are using our site. Below is a Week in the Life of SPJ.org.
Information was captured the week of Aug. 12.

| Visits     | 77,167 |
| Hits       | 860,868 |
| Page Views | 563,281 |
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CLOSING
I hope this report provides you with the information you need to make sound decisions. If you need any
additional information, please do not hesitate to be in touch and we will do our utmost to provide it in a
timely manner.
MEMORANDUM

DATE: Oct. 4, 2007
FROM: SPJ Staff
SUBJ: ORGANIZATION STRATEGIC PLAN
FOR: SPJ and SDX Foundation Board of Directors Meetings

Following this cover memo is a strategic planning document that is the product of a year’s work and input from SPJ national and local leaders, staff and the organization’s membership.

The plan was born in November 2006 when a group of volunteers met in Denver to begin reviewing the Society’s current state and mapping out plans for its future. The group left with six broad goals, which were vetted through SPJ’s membership by way of a survey. In the spring, board members and staff reviewed input and began outlining how the organization would meet those goals. During the summer, staff compiled all the suggestions and conducted conference calls with board members and committee leaders to review the plan. This fall, SPJ’s Executive Committee also reviewed and tweaked the plan into its current state.

As you begin your review of this work, you will see that the plan is organized into three distinct documents:

- **Broad Goals.** Use this section to “keep your eye on the goal.” This is a high-level look at where the organization’s priorities will be in the coming years. Changes to this portion of the plan should be very rare in the coming months and years, and must be the result of very thoughtful consideration by the Society’s leadership. Here is where SPJ’s “agenda” is set, and it should guide decision making when it comes to budget planning, activities, program consideration and staffing. Any new activity should reflect progress toward an outlined goal here, and all current programs will be measured against these goals when considering whether the program should continue.

- **Master Document.** This piece of the plan adds to the broad goals all identified — and approved — implementation methods to help the organization reach its goals. This is the most fluid part of the plan, the tasks to be accomplished. Many tasks already have been identified. Those will be researched and decisions about implementation will be made throughout the life of the plan. Tasks may occasionally be added or deleted, based on research, progress other areas of the plan, and industry factors. This portion of the document does not include every current activity of the organization, but it does note the development of new programs and those current programs that will be refined to better meet a strategic goal.

- **Current Year Goals (2007-2008).** This piece of the plan will keep the organization — and the plan — on track and provide a measure for success. Goals and progress will be evaluated yearly and goals for the coming year will be established.
For the purpose of this meeting, please give thoughtful consideration to this document. If endorsed by the board of directors, it will become the "guiding light" for staff and leadership.

To help guide your evaluation of the documents, ask yourself these questions:

1. Is there anything in this plan that does not belong? Would any item here be contrary to the Society’s mission?

2. Are there any gaps in the plan? When considering this question, begin by looking at the broad goals section. Many “tasks” may be added to the master document in the future, but it is important that the broad goals and methods are where we want them to be.

3. Can you personally endorse and support this plan in the coming years?
SOCIETY OF PROFESSIONAL JOURNALISTS
STRATEGIC PLAN: BROAD GOALS

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society's Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.
1. Equip the public to evaluate all forms of journalism.
2. Educate journalists on the tenets of responsible journalism.
3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a "living document" that reflects the issues in the industry.

PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession's discipline evolves.
1. Initiate action to make/keep governmental meetings and records accessible.
2. Educate journalists on governmental access (laws, role in democracy, etc.).
3. Protect journalists from government impediments against a free press.
5. Be visible and timely with responses to threats to press freedoms.
6. Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.
7. Support a free press at the collegiate and scholastic levels.

PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.
1. Create a mechanism to determine the Society's training priorities.
2. Create training opportunities that reflect industry and membership needs.
3. Ongoing evaluation of training and professional development programs.

INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society's leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.
1. Increase the number/percent of under-represented populations in leadership positions and membership.
2. Create a welcoming culture for journalists of all backgrounds and disciplines.
3. Ongoing assessment of membership makeup and needs.
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.
1. Develop Web features that facilitate interaction and information delivery.
2. Establish standards for effective communication with members.
3. Organize the Society’s technology infrastructure.

SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.
1. Equip volunteers with necessary resources to understand and perform their duties.
2. Improve volunteer structure to increase its effectiveness.
3. Ongoing evaluation of programs and services to ensure proper deployment of resources.
4. Improve collaboration between staff and leadership.
5. Create viable professional and campus chapter structures.
6. Ongoing evaluation of organizational governance (one member, one vote)
7. Understand journalism trends and innovations.
8. Build member-to-member connections within the organization.
9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan.
MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society’s Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.

1. Equip the public to evaluate all forms of journalism. (2007-2008)
   a. Identify and present the components of ethical journalism. (2007-2008)
   b. Facilitate communication between news consumers and news providers. (2007-2008)
      - Consider development of a Web-based tool for consumers to communicate with news providers (2007-2008)
      - Continue development of “Code Words” blog (2007-2008)
   c. Increase emphasis on exceptional, ethical journalism through Newsgems, awards programs and other identified vehicles.
   d. Communicate with the public about responsible and irresponsible journalistic decisions.
   e. Increase dialogue about responsible journalism (2007-2008)
      - Launch a speakers bureau to bring journalists to community and civic groups. (2007-2008)
      - Utilize the Project Watchdog effort more to create public engagement in the discussion about responsible reporting. (2007-2008)
      - Provide context for discussions about the Code of Ethics, including an explanation for why the Society voluntary and not mandatory. (2007-2008)
      - Consider a forum for the public to comment on their local and national news.
      - Introduce the code to organizations outside of journalism. (2007-2008)
   f. Expand the public and press section of spj.org.
   g. Maintain commitment to the Society’s Ethics Campaign.

2. Educate journalists on the tenets of responsible journalism. (2007-2008)
   a. Incorporate ethics components in all SPI training.
   b. Partner with other associations to provide ethics training at outside conferences and training outlets.
   c. Seek to have the Code of Ethics included in journalism course curriculums.
   d. Make ethics training tools more appealing.
      - Evaluate and improve the ethics section of spj.org
      - Web-based ethics content will become more interactive.
      - Create Web features for each of the Code’s guiding principles.
   e. Use commonly asked questions from the ethics hotline and email queries and share the answers to those questions with a broader audience.
   f. Encourage other organizations to link to the Code of Ethics.
   g. Get the Code of Ethics into the nation’s newsrooms, chat rooms and other public forums where journalists and the public gather. (2007-2008)
   h. Continue to develop new ethics content for Society publications.

3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a "living document" that reflects the issues in the industry. (2007-2008)
   a. Evaluate the code in relation to electronic news delivery and new content providers.
   b. Every member will receive a copy of the code. (2007-2008)
   c. Maintain due diligence by regularly evaluating the language of the code.
PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession's discipline evolves.

1. **Initiate action to make/keep governmental meetings and records accessible. (2007-2008)**
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment. (2007-2008)
   b. Make the Sunshine Network more visible to journalists.
   c. Better identify threats and successes by making the Sunshine Network more active, identifying and reporting to the organization on both state and federal issues.
   d. Establish a method to follow legislation affecting openness.
   e. Maintain regular discussions with lawmakers at the state and national levels.
   f. Seek partnerships with organizations already engaged in this work.

2. **Educate journalists on governmental access (laws, role in democracy, etc.).**
   a. Evaluate and improve the FOI section of spj.org.
   b. Provide training in this area to other organizations.
   c. Make FOI information and laws readily available to newsrooms and journalists.
   d. Coordinate with state press associations, broadcast associations and open government groups.
   e. Continue to develop new FOI content for Society publications.

3. **Protect journalists from government impediments against a free press. (2007-2008)**
   b. Support statewide shield law efforts as they arise.
   c. Ensure that all actions undertaken by the Society include comprehensive information about why they are important to both journalists and the public’s right to know. (Generate comprehensive explanation about why reporters privilege is necessary.)

   a. Develop organizational partnerships that support press freedom and open government.
   b. Create resources for individual members to facilitate discussion between the newsroom and the community about the need for press freedom.
   c. **SPJ will be an active participant in Sunshine Week. (2007-2008)**
   d. Increase public support for press freedom and open government at the high school and middle school levels.

5. **Be visible and timely with responses to threats to press freedoms.**
   a. Educate Sunshine Chairs and members about informing the national organization about potential threats.
   b. Staff will stay abreast of potential threats.
   c. Develop relationships with major media outlets.
   d. Consider a spokesperson who can respond quickly to issues without impediments.

6. **Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.**
   a. Encourage individual contributions to the LDF.
   b. Encourage corporate donations to the LDF.
   c. Do more reporting on LDF grants and cases — initial notes, stories, personalization of the cases, and results.

7. **Support a free press at the collegiate and scholastic levels.**
   a. Create openness education tools for collegiate journalists.
b. Develop relationships with the Student Press Law Center and other organizations that support a free collegiate press.

c. Improve SPJ's response to threats to scholastic and collegiate journalism.

d. Educate professionals about the importance of press freedom for the scholastic and collegiate press.

e. Encourage states to pass legislation ensuring freedom of expression in student media.
   - Utilize model legislation.
PROFESSIONAL DEVELOPMENT

Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. Create a mechanism to determine the Society's training priorities. (2007-2008)
   A. Annually survey members, universities and employers regarding training needs.
   B. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society's annual and long-term training priorities. (2007-2008)
   C. Consider preparing an annual training calendar.

2. Create training opportunities that reflect industry and membership needs. (2007-2008)
   A. Generate reliable, quality audio/video recordings of Society programs.
   B. All training will include education about SPJ's core values and mission. (2007-2008)
   C. Create training plans tailored to identified membership populations.
   D. Create electronic complements to all training offerings.
   E. Focus on skills-based, hands-on training.
   F. Explore a continuing education program for journalists, with the implementation at regional and national levels.
   G. Society publications will include training resources.
   H. Seek to build partnerships that would facilitate SPJ's training efforts (universities, etc.)

3. Ongoing evaluation of training and professional development programs.
   A. Evaluate regional conference structure and implement changes to better meet the organization's training priorities. (2007-2008)
   B. Annually review the Society's training offerings as a whole.
INCLUSIVENESS

Content and participation in Society programs and services and involvement in the Society's leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.

1. **Increase the number/percent of under-represented populations in leadership positions and membership. (2007-2008)**
   a. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)
   b. Increase connections and partnerships with other organizations to better reflect those communities.
   c. Make national opportunities for leadership more visible, more inviting and more easily understandable.
   d. Increase SPJ's visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)

2. **Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)**
   a. Examine SPJ's organizational structure and identify any "unwelcoming" areas.
   b. Facilitate connections among members based on interests and backgrounds
   c. Create an introductory video - Faces of SPJ - to be viewed at organization gatherings.
   d. Publications will be welcoming to diverse individuals and will reflect diversity.
   e. Ensure that diverse individuals see themselves reflected at spj.org.
      - Consider a content analysis of the site.
      - Consider a site organization by discipline in addition to the current organization by mission-based resources.
   f. Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)
   g. Consider a definitive statement on the organization's diversity position. (2007-2008)

3. **Ongoing assessment of membership makeup and needs.**
   a. Implement an annual survey to determine needs and interests within the organization’s demographic groups.
   b. Create a mechanism to prioritize the Society’s inclusiveness efforts based on industry and member needs.
      - Re-purpose the Membership Committee to accomplish this task.
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.

1. **Develop Web features that facilitate interaction and information delivery. (2007-2008)**
   - A. Create online networking opportunities aimed at membership recruitment and retention.
     - Through a mentor program, create opportunities for members to connect with potential mentors.
   - B. Seek opportunities to engage journalists who are not currently members. This may include creating a process for all site users to first register at spj.org or other methods to identify journalists interested in SPJ and its resources. (2007-2008)
   - C. Strengthen members' connection to the organization and each other through online resources. (2007-2008)
   - D. Introduce journalists to SPJ through online resources.
   - E. Create electronic complements to all training/professional development.
   - F. Forum to foster lively debate about emerging journalism topics.
   - G. Forum for industry leaders to communicate with young professionals.
   - I. Expand the Society's online training resources through appropriate means.
   - J. Evaluate the success and reach of all current Web features as well as the site structure and technology.

2. **Establish standards for effective communication with members. (2007-2008)**
   - A. Evaluate content, format, frequency, and mailing lists for all regular communications. (2007-2008)
   - B. Ensure valid e-mail addresses for members. (2007-2008)
   - C. Create interest sections to manage member communications, giving members a choice in communications topics.

   - A. Create uniform technology practices/languages.
   - B. Assess the Society's content management system and ensure it meets the current and future needs of the organization. (2007-2008)
   - C. Create a template for chapter Web pages along with "best practices" guides. (2007-2008)
   - D. Expand chapter leader resources related to the database.
   - E. Evaluate the association management software and ensure it meets the current and future needs of the organization. (2007-2008)
   - F. Continue to explore and utilize emerging technology resources such as YouTube, Facebook, etc. (2007-2008)
SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society's leadership and overall operations.

Objectives for this area will strengthen the Society's volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.

1. Equip volunteers with necessary resources to understand and perform their duties. (2007-2008)
   A. Develop action plans for all committees. (2007-2008)
   B. Create and distribute job descriptions for officers, directors and committee leaders. (2007-2008)
   C. Develop a leader training program for board members and committee chairs. (2007-2008)
   D. Prepare handbooks for board members, committee chairs and chapter presidents. (2007-2008)

2. Improve volunteer structure to increase its effectiveness. (2007-2008)
   A. Expand the composition of the Nominations Committee in order to better identify and develop potential leaders. (2007-2008)
   B. Evaluate the structure of the national board and make recommendations for any necessary changes in order to meet strategic goals.
   C. Review the roles and responsibilities of each board position and evaluate the adequacy of resources provided to them to in order to accomplish their goals.
   D. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans. (2007-2008)
      - This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president. (2007-2008)
      - Annually review committee relevance and ability to meet strategic goals. (2007-2008)

3. Ongoing evaluation of programs and services to ensure proper deployment of resources. (2007-2008)
   A. Generate an annual compilation of all programs and services of the Society. (2007-2008)
   B. Prioritize the annual programs and services of the Society. (2007-2008)
   C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession. (2007-2008)

4. Improve collaboration between staff and leadership. (2007-2008)
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages. (2007-2008)
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages. (2007-2008)
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society. (2007-2008)
   D. Create opportunities for staff and board to regularly collaborate about organizational issues. (2007-2008)
      - Incorporate small-group work into regular board meetings. (2007-2008)

5. Create viable professional and campus chapter structures.
   A. Research association best practices regarding chapter structure.
B. Review the current chapter ranking system, eliminating bureaucracy and creating a single set of standards for a viable chapter.
C. Create a planning tool to guide a chapter's yearly activities.
D. Revise the leader guidebook and create a working calendar for chapter leaders.
E. Survey past chapter leaders about chapter management needs and expectations.
F. Provide at least one annual training program/resource per year to all interested professional chapters.
G. Consider an annual chapter leader meeting during the convention.
H. Provide education, resources and one-on-one connections to chapter advisers.

6. Ongoing evaluation of organizational governance (one member, one vote)
   A. Review the work to date on governance work, particularly the current delegate representation system.
   B. Survey the full membership about governance issues to gain an understanding of its importance to individual members.
   C. Use survey results to set future course for governance discussions and proposals.

   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry. (2007-2008)
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders. (2007-2008)
   C. Follow demographic/discipline changes within the profession.
   D. Look for business opportunities within the profession.
   E. Stay abreast of technology changes and the influence of those changes on the profession.

8. Build member-to-member connections within the organization.
   A. Assist chapters with local, face-to-face networking opportunities.
   B. Encourage chapter-to-chapter collaboration, particularly professional/campus chapter collaboration.
   C. A national board or staff member should visit each pro chapter at least once every two years with the goal of increasing communication and local/national connections.
   D. Better communicate standards for successful chapters to chapter leaders.

9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan. (2007-2008)
   A. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities. (2007-2008)
MEDIA CREDIBILITY

The public will have more confidence in the news media.

Objectives for this area will address the Society's Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.

1. Equip the public to evaluate all forms of journalism.  
   a. Identify and present the components of ethical journalism.  
   b. Facilitate communication between news consumers and news providers.  
      - Consider development of a Web-based tool for consumers to communicate with news providers.  
      - Continue development of "Code Words" blog.  
   c. Increase dialogue about responsible journalism.  
      - Launch a speakers bureau to bring journalists to community and civic groups.  
      - Utilize the Project Watchdog effort more to create public engagement in the discussion about responsible reporting.  
      - Provide context for discussions about the Code of Ethics, including an explanation for why the Society voluntary and not mandatory.  
      - Introduce the code to organizations outside of journalism.  

2. Educate journalists on the tenets of responsible journalism.  
   a. Get the Code of Ethics into the nation's newsrooms, chat rooms and other public forums where journalists and the public gather.  

3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a "living document" that reflects the issues in the industry.  
   a. Every member will receive a copy of the code.  

PRESS FREEDOM

Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession's discipline evolves.

1. Initiate action to make/keep governmental meetings and records accessible.  
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment.  

2. Protect journalists from government impediments against a free press.  
   a. Maintain support for a federal shield law.  

   a. SPJ will be an active participant in Sunshine Week.
PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. Create a mechanism to determine the Society’s training priorities. (2007-2008)
   A. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society’s annual and long-term training priorities. (2007-2008)

2. Create training opportunities that reflect industry and membership needs. (2007-2008)
   A. All training will include education about SPJ’s core values and mission. (2007-2008)

3. Ongoing evaluation of training and professional development programs.
   A. Evaluate regional conference structure and implement changes to better meet the organization’s training priorities. (2007-2008)

INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society’s leadership and membership will reflect greater demographic and discipline diversity.

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   a. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)
   b. Increase SPJ’s visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)

2. Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)
   a. Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)
   b. Consider a definitive statement on the organization’s diversity position. (2007-2008)
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.
1. Develop Web features that facilitate interaction and information delivery. (2007-2008)
   A. Seek opportunities to engage journalists who are not currently members. This may include creating a process for all site users to first register at spj.org or other methods to identify journalists interested in SPJ and its resources. (2007-2008)
   B. Strengthen members’ connection to the organization and each other through online resources. (2007-2008)
2. Establish standards for effective communication with members. (2007-2008)
   A. Evaluate content, format, frequency, and mailing lists for all regular communications. (2007-2008)
   B. Ensure valid e-mail addresses for members. (2007-2008)
   A. Assess the Society’s content management system and ensure it meets the current and future needs of the organization. (2007-2008)
   B. Create a template for chapter Web pages along with “best practices” guides. (2007-2008)
   C. Evaluate the association management software and ensure it meets the current and future needs of the organization. (2007-2008)
   D. Continue to explore and utilize emerging technology resources such as YouTube, Facebook, etc. (2007-2008)

SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.
1. Equip volunteers with necessary resources to understand and perform their duties. (2007-2008)
   A. Develop action plans for all committees. (2007-2008)
   B. Create and distribute job descriptions for officers, directors and committee leaders. (2007-2008)
   C. Develop a leader training program for board members and committee chairs. (2007-2008)
   D. Prepare handbooks for board members, committee chairs and chapter presidents. (2007-2008)
2. Improve volunteer structure to increase its effectiveness. (2007-2008)
   A. Expand the composition of the Nominations Committee in order to better identify and develop potential leaders. (2007-2008)
   B. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans. (2007-2008)
     • This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president. (2007-2008)
     • Annually review committee relevance and ability to meet strategic goals. (2007-2008)
3. Ongoing evaluation of programs and services to ensure proper deployment of resources. (2007-2008)
   A. Generate an annual compilation of all programs and services of the Society. (2007-2008)
   B. Prioritize the annual programs and services of the Society. (2007-2008)
C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession. (2007-2008)

4. Improve collaboration between staff and leadership. (2007-2008)
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages. (2007-2008)
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages. (2007-2008)
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society. (2007-2008)
   D. Create opportunities for staff and board to regularly collaborate about organizational issues. (2007-2008)
      • Incorporate small-group work into regular board meetings. (2007-2008)

   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry. (2007-2008)
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders. (2007-2008)

6. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan. (2007-2008)
   A. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities. (2007-2008)
MEMORANDUM

DATE: September 25, 2007
FROM: Terry Harper, Executive Director
SUBJ: CONFLICT OF INTEREST POLICY
FOR: Board of Directors

It has been recommended by the Foundation’s auditors that the board of directors adopt a conflict of interest policy. The new Form 990 that is currently in the works will ask if the organization has such a policy. Having such a policy will act as an additional layer of reassurance for potential donors.

The SPJ board of directors adopted an identical policy to the one proposed here last November. It has been reviewed and approved by our legal counsel, Baker & Hosteller.

I was asked by the SPJ board to do some research to help identify potential conflicts to guide board members in their disclosures. Even with the help of our legal counsel, the well is pretty dry in that respect. The best example we were able to come up with is the attached document from Queens University and that applies mostly to employees. There really is a dearth of helpful information out there.

The important thing to note is that a conflict of interest does not automatically disqualify a person from board service. It just needs to be disclosed and that board member should not be involved in deliberations/decisions relating to the conflict. For example, SDX Foundation Board Member Joe Dokes also serves on the board of the National Press Photographers Association. Joe should let the SSDX board know of his NPPA board service. If SDX is considering some type of grant to NPPA, Joe could probably provide some valuable insight up front, but should be excused from the deliberation/vote. That would be but one example.

If you own 100 - or even 1,000 - shares of Apple stock and SPJ is converting its operations to an all-Mac environment, your stock ownership would not be considered a potential conflict. In the big scheme of things, the numbers involved would be beyond insignificant.

If, on the other hand, you moonlight with a Web hosting company, you would probably want to disclose that if the company was going after the Foundation or SPJ’s business. If you would stand to gain personally from such a transaction, that would not be good.

The list of possible conflicts is almost endless which is what makes it so difficult to quantify them. Using good judgment and always acting in the best interests of the organization will keep us above reproach.
Human Resources

CONFLICT OF INTEREST AND COMMITMENT POLICY

This policy applies to all individuals holding general staff or research grant and contract appointments. Faculty members covered by QWFA bargaining units should consult their respective collective agreements for the Articles pertaining to Conflict of Interest/Conflict of Commitment. Faculty members not covered by QWFA bargaining units should consult the Senate Policy on Conflict of Interest and Conflict of Commitment.

Preamble
The objective of this policy is to clarify Queen's University's expectations for staff who may become involved in situations, which cause, or could potentially cause, a conflict of interest and/or a conflict of commitment. It is impossible to detail all the possible eventualities giving rise to a conflict of interest or commitment; however, the following policy and procedures are intended to provide guidance to staff members in order that the vast majority of perceived, potential or actual conflicts of interest/commitment are recognized and either avoided or dealt with fairly and expediently through appropriate disclosure and management. Early disclosure of a potential or actual conflict of interest or conflict of commitment is key to successful resolution of the matter.

Policy
An actual or apparent conflict of interest arises when a staff member is placed in a situation where his or her personal interest, financial or other, or that of an immediate Family member or of a person with whom there exists, or has recently existed an intimate, personal relationship, conflicts, or appears to conflict, with his or her responsibility to the University or with the interests of the University. This includes situations which may arise where the staff member is in a position to influence directly or indirectly University business or other decisions in ways that would lead to a gain/benefit for the staff member or immediate Family member.

A conflict of commitment arises when a staff member's external activities or commitments, paid or unpaid, Interfer with his or her ability to meet responsibilities to the University.

For the purposes of this Policy, "immediate Family member" means a spouse, partner, parent, child or sibling.

Staff members are expected to avoid actual or potential conflicts of interest or commitment.

Staff members are expected to disclose immediately upon discovery, and to resolve subsequently with the University, actual or potential conflicts of interest/commitment arising from the activities in which they are engaged.

Procedures For Disclosure And Management Of Conflicts Of Interest And Commitment
In addition to reporting requirements contained in other University policies, a staff member has an obligation to provide full written disclosure of all relevant information, as soon as he/she could reasonably be aware that a conflict may exist, to his or her Department Head/Director. The existence of the actual or potential conflict of interest/commitment does not necessarily preclude the involvement of the individual in the situation where the conflict has arisen or may arise, however, it does mean that the conflict should be formally declared by the staff member in writing and resolved in consultation with the Department Head/Director before any action or decision is taken. Such resolution may include prohibition of the staff member's activities with respect to the matter. It is recognized that in some situations there may be legitimate doubt as to whether a conflict of interest/commitment exists, in which case, discussion with the Department Head/Director may clarify the issue and/or lead to a solution. Department Heads/Directors should consult with appropriate University officials where the conflict or potential conflict is unusual, substantial or complex.

If the Department Head/Director has an interest in the matter to be discussed, the disclosure shall be made to the person at the next higher level of authority.

The Department Head/Director, in consultation with the staff member and other appropriate University officials,
officials shall determine whether a conflict exists or may appear to exist and determine the way to avoid or deal with the matter. The resolution of the matter shall be made in writing.

In the event that agreement cannot be reached, the case will be referred to the next higher level of authority for resolution, up to and including the Dean, the appropriate Associate Vice-Principal, the appropriate Vice-Principal, or the Principal.

The Principal's decision shall be final and binding.

Examples Of Conflict Of Interest/Commitment
There are many situations that may lead to a conflict of interest or conflict of commitment. The examples listed below, while not a comprehensive list, illustrate situations which may lead to a conflict of interest or a conflict of commitment and that should be avoided or if not possible to avoid, disclosed and managed.

Examples of Conflict of Interest:

1. Entering into a research, business or other contract/transaction on behalf of the University with a company or firm in which the staff member, a member of his or her immediate family or a person with whom there exists, or has recently existed, an intimate personal relationship, has a financial interest.

2. Authorizing, influencing, or participating in the purchase of equipment, materials, services or real property using University funds, or with funds administered by the University, from a source in which the staff member, a member of his or her immediate family or a person with whom there exists, or has recently existed, an intimate personal relationship, has a financial interest.

3. Accepting gifts, benefits or favours from individuals or firms with which the University does business, with the exception of minor gifts as token courtesies. Employees should be aware that vendors or suppliers provide gifts, services or entertainment (meals, tickets to sports events, etc.) as part of their marketing or promotion efforts. These expenditures are often made by the vendor or supplier with the expectation that they will be rewarded with increased sales. The employee who receives a gift, service or entertainment will be in a conflict of interest with Queen's University if this personal benefit results in a decision to purchase goods or services that is not the best value for the University. Consequently, all employees must disclose to their supervisor, all offers of gifts, services or entertainment* with a value greater than $75. In addition, frequent offers of gifts, services or entertainment, regardless of value, from a single vendor should be disclosed and discussed with the Department Head/Director to ensure that the interests of the University are not compromised by a perceived or actual conflict. Where acceptance of any of the above offers, is deemed inappropriate or likely to produce a conflict of interest, the gift, service or entertainment is to be refused and/or returned.

In some work units, it may be appropriate for the $75 threshold listed above to be lowered at the discretion of the Department Head/Director. In the event that this occurs, the Department Head/Director is responsible for ensuring that the new threshold information is clearly communicated and available to all employees in the unit. The threshold may not be raised.

*In the case of an occasional business meal, disclosure to a supervisor is not required.

4. Directing students or other staff to carry out work for a company or firm in which the supervising staff member, a member of his or her immediate family, or a person with whom there exists or has recently existed an intimate, personal relationship, has a financial interest.

5. Using University resources (including equipment, supplies, services or facilities) for the staff member's personal benefit or the benefit of the staff member's immediate family or a person with whom there exists or has recently existed an intimate, personal relationship without the prior approval of the University. Costs for such equipment, supplies, services or facilities shall be borne by the staff member at prevailing rates set by the University, unless the University agrees in writing, to waive all or part of such costs.

6. Participating in the appointment, hiring, promotion, supervision or evaluation of a person with whom the staff member has a marital or familial relationship, or with whom there exists or has recently existed an intimate, personal relationship.

7. Using for personal gain, or other unauthorized purpose, information acquired as a result of the staff member's University activities which is not available to the general public; such information might include, for example, knowledge of forthcoming developments requiring contractor or consultant selection or bulk purchases.

8. Using for personal gain, intellectual property acquired or developed using University resources; by way of example, such intellectual property includes software tools or programs, or specialized pieces of equipment developed in the course of employment.

Examples of Conflict of Commitment:

1. Undertaking outside employment, which interferes with the performance of University duties
and responsibilities.

2. Carrying out work for an outside employer or for an employee's own personal or family business during their regular working day at the University.

Confidentiality
All information, reports and resolutions disclosed and determined in accordance with this policy will be held in confidence by the Department Head/Director (or other authorized University officials) or within the employee's personnel file in Human Resources.

Failure To Disclose
Failure to disclose a potential or existing conflict of interest or commitment may result in disciplinary action being taken, up to and including termination of employment.

Distribution And Notification
This policy shall be distributed to each staff member upon its approval.

Effective Date
This policy is effective March 2004. Existing situations of conflict of interest or commitment that have not been disclosed or documented are subject to the terms of this policy and should be declared promptly.

BACK TO TOP
Introduction to Conflict of Interest Policy

At some point, most boards confront tension or conflict between the interests of the organization and the interests of an individual board member. For example, if your organization is hiring a new bookkeeper and the board president recommends his sister, other board members may (and should) question whether this is appropriate. On one hand, the board president's sister is an experienced bookkeeper who, because of her personal connection to the organization, will be particularly committed to the work. On the other hand, the executive director may be reluctant to supervise the board president's sister.

Conflicts of interest are difficult to weigh and balance because the relationships between board members and the community also form a part of the contribution that board members make to the agency. If the organization is buying a new computer, for example, and a board member owns a computer store, the organization may well benefit from discounts and extra service by buying the computer at her store. It would be a mistake to prohibit working with board members as vendors. Similarly, members who are also clients of the organization can be tremendously helpful in ensuring that a client perspective is brought into decision-making, but a client board member may find himself in a difficult position if the agency is considering eliminating a service that is used by very few clients other than him. In many cases, the perceived conflict of interest may simply "feel wrong" to some board members, although it might be within legal boundaries.

Three simple safeguards can go a long way towards preventing and avoiding conflicts of interest. First, establish a policy related to conflict of interest, which is signed by all board members when they join the board. The statement can be a simple declaration or require detailed information about the board members' financial interests. Second, establish disclosure as a normal practice. Board members should find it customary for someone to announce, for example, "I have started to date the Clinic Director and, as a result, feel that I must resign from the board. I would like to continue as a member of the Fundraising Committee, but not as a board member." In another situation a board president might say, "This next agenda item relates to joining a collaboration with other children's agencies. I'm going to ask board members who are also on one of these other boards to identify themselves and participate in the discussion, but I will excuse them from the room for part of the discussion and for the vote." Such disclosures should be recorded in the meeting's minutes.

Perhaps even more than written policies, board and staff leadership must establish by example and attitude an atmosphere of personal integrity. Some situations may need only a brief, informal comment to maintain that climate (example: "I know it's only $24 but it's important to keep our finances straight"). In others, a decision may be delayed because of the need to ensure that it has been made in the organization's best interests.

Each of us, by our daily words and actions, contributes to a culture of integrity and responsibility.
Sigma Delta Chi Foundation
Conflict of Interest Policy

The standard of behavior at the Sigma Delta Chi Foundation is that all staff, volunteers, and board members scrupulously avoid conflicts of interest between the interests of the Sigma Delta Chi Foundation on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

The purposes of this policy are to protect the integrity of the Sigma Delta Chi Foundation’s decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members.

Upon or before election, hiring or appointment, an individual will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest.

This written disclosure will be kept on file and an individual shall update it as appropriate.

In the course of meetings or activities, an individual shall disclose any interests in a transaction or decision where such individual (including any business or other nonprofit affiliations), his or her family and/or significant other, employer, close associates will receive a benefit or gain. After disclosure, an individual may participate in discussion to respond to questions, but then shall leave the meeting before the final discussion and vote and shall not vote on the question.
Sigma Delta Chi Foundation
Conflict of Interest Policy Statement

The standard of behavior at the Sigma Delta Chi Foundation is that all staff, volunteers, and board members scrupulously avoid conflicts of interest between the interests of the Sigma Delta Chi Foundation on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

I understand that the purposes of this policy are to protect the integrity of the Sigma Delta Chi Foundation’s decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members.

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I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

Signed: ________________________           Date: __________

Printed Name: ________________________________
Sigma Delta Chi Foundation  
Society of Professional Journalists  
3909 North Meridian Street  
Indianapolis, IN 46208

**GRANT REPORT FORM**

| ORGANIZATION NAME: | Reporters Committee for Freedom of the Press |
| CONTACT PERSON:    | Lucy Dalglish                                    |
| ADDRESS:           | 1101 Wilson Boulevard, Suite 1100, Arlington, VA 2220 |
| PHONE:             | 703-807-2100                                     |
| PROJECT TITLE:     | Coalition of Journalists for Open Government |
| GRANT PERIOD:      | July 1, 2006 to June 30, 2007                   |
| DATE OF REPORT:    | January 24, 2007                                |
| CHECK ONE          | INTERIM REPORT  | **X** FINAL REPORT |

The Sigma Delta Chi Foundation aims to advance journalism through its grants program. The following questions are intended to measure the impact of SDX Foundation funds through the work performed as a result of this particular grant. Please be as candid, reflective and succinct as possible. 
The SDX Foundation wants to know about successes, challenges, and difficulties. Please respond to the questions below and return to the Foundation as your completed report.

Mail to: Grants Reports  
SDX Foundation  
3909 N. Meridian Street  
Indianapolis, IN 46208

Please address questions to Julie Grimes, associate executive director, at 317-927-8000, ext. 216 or via e-mail at jgrimes@spj.org.

**Certification**

I/we certify that the attached report represents all financial and programmatic activity related to the receipt and use of funds granted by the Sigma Delta Chi Foundation for this grant received during FY 2006-07.

[Signature(s)]

[Date] 7/30/07
The Sigma Delta Chi Foundation grant was for the general support to the Coalition of Journalists for Open Government and was used as part of its overall programs to keep both the journalism community and the public informed on open government issues and to provide essential background information and research on developing issues.

**Outcomes:** In the 2006-2007 fiscal year in which the grant was applied, The Coalition continued its role as a catalyst and coordinator for its constituent journalism organizations, including the Society of Professional Journalists, as they sought to bring about a more open government and to educate the public and to inform their own members on freedom of information issues.

CJOG has also initiated a series of research studies on the Freedom of Information Act in an effort to provide basic information on the performance of government agencies in handling FOIA requests. The research effort has resulted in the only data-base that permits a comparison by categories of FOIA performance for each of the past nine years. Other CJOG studies show who uses FOIA, trends in FOIA litigation, and the impact of the Ashcroft and Card memos on use of exemptions to deny FOIA requests.

This information has proved immensely valuable to journalists writing on reform efforts and to others supporting legislation that would strengthen the act. CJOG recently responded to a Congressional Budget Office cost estimate on the FOIA reform bill by citing original data from its studies that showed a far lower dollar impact. The CJOG research data has been used by a number of constituent groups to help in strategizing projects, reporting stories, informing members and contacting members of Congress.

The two priority areas of concentration discussed in the creation of CJOG were improved government relations — a more effective voice — and public education. There have been significant developments in both areas.

The most significant development in the media fight for more open government in the past three years has been the formation of the Sunshine in Government Initiative, and in that CJOG was an instigator and remains a key player along with the Society of Professional Journalists. SGI provides the all important media legislative relations function that has been lacking Washington and which is critical to changing, over a period of time, the culture of secrecy that has grown exponentially in recent years. The SGI membership, although smaller, parallels CJOGs and includes all of the media players with representation in Washington. Most importantly, it is industry funded, with major support from the Associated Press, major newspaper publishers through the Newspaper Association of America, and small newspaper publishers through the National Newspaper Association. Broadcast is represented by both the National Association of Broadcasters and Radio Television News Directors. Moreover, there are no constraints on its lobbying efforts.
CJOB helps guide the research and education components of the SGI operation, which in this past year has focused on developing a database of examples showing how FOIA has served the public and better government. Also, importantly, CJOG serves as an early warning alert on open government/government secrecy legislation or regulations of particular interest to its member organizations and SGI.

It maintains a comprehensive website on both national and state-local open government developments and issues and it sends out periodic newsletters and alerts to its member organizations. CJOG and SGI leadership are in direct daily contact. This has led to quick responses to news stories and editorials on the bio-terrorism agency bills and the proposed Official Secrets Act last year (identical to bill passed unnoticed in 1999 but was vetoed by President Clinton in response to last minute media pressure) and on another bill in the current session that would have criminalized publishing of leaked classified information, such as the reports on Abu Ghraib and the warrantless surveillance by the NSA.

CJOB has also successfully worked with SGI in an effort to raise open government concerns on Capitol Hill to other measures that would have severely restricted public access to information, including efforts by the Department of Defense to gain tight control over any domestic information it considered to somehow be related to any potential target of a weapon of mass destruction.

CJOB has submitted comments on behalf of its members on various federal rules and regulations that limit public access. One recent letter, to the Transportation Security Administration, urged it to rethink its proposed rule expanding the use of Sensitive Security Information to rail and transit security issues. CJOG also joined with the Criminal Justice Journalists and brought in eight other member organizations, to persuade the American Bar Association to reject a proposal that supported the sealing of criminal court records in any case not resulting in a conviction. TSA has not responded; the ABA postponed consideration of the proposal but it will come back up next month.

CJOB’s coordinator is currently drafting a white paper for a fall conference on national security-related laws at the state level. It will provide an overview of recent state legislation restricting access to information because of national security concerns, with an emphasis on the need to maintain access to information that ensures agency accountability.

CJOB has also worked with several non-journalism organizations that are concerned about access to public records, helping to find ways to present information on concerns about legislation creating a biomedical advanced research and development agency. This collective effort resulted in greatly improved legislation from an access to information point of view.

The other major area of focus has been public education and CJOG’s work in support of Sunshine Week, the national education effort sponsored by the American Society of Newspaper Editors and joined by journalism organizations and media companies around the country. Sunshine Week completed a hugely successful third year in March. From its inception, CJOG’s coordinator has served as a senior advisor, providing day to day supervision of the project at the request of the ASNE FOI committee chair. This past year, CJOG’s coordinator initiated and
supervised the national FOI audit for Sunshine Week, conducted in conjunction with the Society of Environmental Journalists and the National Freedom of Information Coalition, and including participation by a number of League of Women Voters chapters across the country. CJOG’s coordinator also was part of a nation wide program sponsored by OpenTheGovernment and the League of Women Voters during Sunshine Week and chaired a panel for National FOI Day. He also spoke to an FOI coalition in Alabama and the Society of Professional Journalists in Texas.


Challenges: The challenges are considerable and formidable, because we are ultimately talking about culture change: changing both the political landscape to one that embraces greater transparency in government and a professional one in which journalists accept that they do not risk either their neutrality or their independence by working with their journalism organizations and joining to push back against secrecy.

Federal government secrecy continues to be a serious problem, even though the new Congress has made some efforts to blunt administration secrecy. The House has passed FOIA reform and several other access bills but as of this writing, the Senate still has FOIA changes on hold. Within the bureaucracy, there remains a need for a thorough culture change, one that realistically will take a long time to effect. The media through its various non-profit organizations, must remain vigilant and active, with a strong, collective voice, while allowing individual reporters and media companies to retain their independence and neutrality on public issues they report.

Strengths and Weaknesses: CJOG provides a vehicle that allows journalism organizations, each with their own missions and constituencies, to work together. And its research efforts have served to give its member organizations an earlier warning on problem legislation and regulations and facilitated more effective responses. It has been a guiding force in the creation of both the Sunshine in Government Initiative and Sunshine Week. It has pulled together the limited resources of its members on a number of projects, and provided an additional resources on others. And those successes have encouraged others — such as the recent “outing” by the
Society of Professional Journalists of "Senator Secrecy" for the hold be imposed on the FOIA reform bill. But we need more small victories—and we need to find ways to sustain the momentum. That momentum will not only help temper the secrecy climate but it should encourage journalism organizations to become more active in FOI areas. At the same time, CJO's limitations are as real as its lack of resources and its charter, which is not to became an entity in its own right. It's success is ultimately that of its member organizations.

Measurement: Our goal is long-term culture change, with some victories along the way. A very favorable FOIA bill has passed the House by a strong bi-partisan vote. It's the product of three years work. The expanded definition of a journalist in that bill is taken directly from suggestions we offered. A section establishing new reporting requirements for the agencies includes a number of measures that our research work showed were needed to build in greater accountability. Unfortunately, as of this writing, the bill is on hold in the Senate. Congress approved the posting of government contractor information on the Web and the new Congress has been more receptive to transparency in a number of other areas, with the House passing bills to reopen White House records once the President is out of office and to open lists of presidential library donors. But for the most part, our "victories" have been disasters averted. We've been able to prevent some bad legislation, such as the original BARDA bill; a broad exemption on information loosely related to weapons of mass destruction that was pulled out of Defense authorization bills, and the squelching of Official Secrets Act and other anti-leak legislation. While these are small victories in terms of the ultimate goal, those "victories" are BIG in terms of today's Washington.

Other goals in creating the Coalition were to bring the journalism community together in support of common freedom of information goals and to expand the awareness and discussion of open government and secrecy issues in order to better educate both fellow journalists and the public. The principal event this past year was the alliance of some 40 journalism organizations and media companies in a common campaign for a reporter-source shield law.

We believe there is substantially more activity in the FOI/open government area and much more aggressive reporting in this area. There are no benchmarks or effective ways to measure levels of open government related news coverage, enterprise reporting, or commentary. But for what it's worth, we got 152,946 hits on Google News on "right to know" and 56,404 on open government" as we were writing this. The Coalition web site, designed to serve its members and those with a specific interested in open government issues, has shown modest but steady growth, and is now averaging over 650 "sessions" a day.
EXPENDITURE OF GRANT TO
COALITION OF JOURNALISTS FOR OPEN GOVERNMENT
JULY 1, 2006 - JUNE 30, 2007

Grant Amount: $10,000

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Aug. 1, 2007

Sigma Delta Chi Foundation
Eugene S. Pulliam National Journalism Center
3909 N. Meridian St.
Indianapolis, Ind. 46208

Subject: Final report for the $5,000 grant to the Ethics AdviceLine for Journalists, 2006 to 2007.

Dear SDX Foundation members:

With the foundation's continued support, the Ethics AdviceLine for Journalists has successfully expanded national awareness of this project dedicated to offering guidance on ethics to journalists.

AdviceLine is a Chicago Headline Club and Loyola University Chicago project; it has answered more than 500 calls from journalists since the project began in 2001.

As stipulated by the foundation, AdviceLine has applied most of the $5,000 grant to promotional efforts which name the Sigma Delta Chi Foundation as a grantor of the project.

Our financial records, dating from Aug. 28, 2006 to July 25, 2007, itemize 26 individual expenditures for mailing, telephone service and administrative services by a Loyola University graduate student who maintains call-taker schedules and records of all calls.

The largest expenditures during that period were for three mailings. They were:

Oct. 9, 2006 --- Letters and wallet cards mailed to 4,862 magazine editors at a cost of $2,505.15.

March 29, 2007 --- Letters and wallet cards mailed to editors of 1,267 weekly newspapers at a cost of $296.48.

April 19, 2007 --- Letters and wallet cards mailed to editors of 1,448 daily newspapers at a cost of $1,220.72.

As a result, the final tally of expenditures of grant funds comes to:
$4,022.35 for promotion mailings to editors of magazines, weekly newspapers and daily newspapers.
$700 for administrative services by a Loyola University graduate student.
$276.45 for telephone services.

Total: $4,998.80.

Respectfully submitted by Casey Bukro, AdviceLine project manager.
HAVE A QUESTION? PHONE 866-DILEMMA

The 501st call to the Ethics AdviceLine for Journalists reflected rampant concerns these days in journalism over finances and their impact on ethics.

The caller, a Long Island broadcaster, said station management was directing the news staff to give favorable "news" coverage to local advertisers. The journalist wanted to know what to do about it.

The broadcaster suspected that management was being unethical and was considering the hazards of whistle-blowing or quitting the job.

An AdviceLine ethicist took the call and pointed out that the Society of Professional Journalists' Code of Ethics clearly states that journalists should "deny favored treatment to advertisers and special interests and resist their pressure to influence news coverage."

The ethicist encouraged the caller to contact the SPJ professional chapter in New York City for help in getting the station's management to reconsider its unethical practice, and to direct management's attention to the SPJ Code of Ethics.

With more than 500 calls since it started in 2001, AdviceLine is a joint project of the Chicago Headline Club and Loyola University Chicago Center for Ethics, where the AdviceLine ethicists who take the calls are trained. The project is supported by grants from the Sigma Delta Chi Foundation and the Howard and Ursula Dubin Foundation.

A newspaper reporter recently told AdviceLine that her managing editor also asked for favorable stories about advertisers at a time when revenue, circulation and advertising decline throughout the industry. Such practices can harm media credibility, which is won hard and lost easily.

Journalists seeking guidance to avoid such ethical pitfalls can call the Ethics AdviceLine for Journalists at 866-DILEMMA, toll-free. Most calls are answered within 24 hours.

Media credibility has never been more important as the public watches cases involving ethics all across the country. Chicago alone had two recently.

Canadian media mogul Conrad Black, who once controlled a vast media empire, was found guilty in U.S. District Court of fraud and obstruction of justice.

WMAQ-TV reporter Amy Jacobson was fired for covering a story while clad in a swimsuit at a pool party held by the family of a missing person. Jacobson took her two children to the party.

Whether a person is top management or a street reporter, ethical lapses can result in front page news, as in the cases of Conrad Black and Amy Jacobson.

Avoid such embarrassment and career-damaging events. When in doubt, call the Ethics AdviceLine for Journalists.

Casey Bukro
Chairman, Ethics AdviceLine for Journalists
For more general information call 847-869-4193
For advice call 866-DILEMMA (866-345-3662)

P.S.
Please feel free to forward this to anyone you believe might be interested.
Christine:

If you paste this URL into a browser window -- because I'm sure it's going to break funny -- you'll see yourself quoted in the South Florida Sun-Sentinel...


Without the support of you and David Carlson before you, I doubt FAU would've been able to pull off two First Amendment Free Food Festivals (or FAFFFFFAUs for short).

As the article says, we're already working with the University of Miami to do one down there, and we're offering other universities logistical support, matching funds, and even a site visit to help with marketing and set-up.

I'm copying my chapter president Darcie Lunsford (who will soon be Region 3 director) because she's supported this idea from the beginning; and our chapter's matching money was vital. Seems to me that's how everything in SPJ should work: National support with local backup.

--

Michael Koretzky
adviser, University Press
Florida Atlantic University
777 Glades Road
UC Room 214
Boca Raton, FL 33431
954-292-7515
South Florida Sun-Sentinel.com

Joke at FAU event teaches students importance of First Amendment

By Rachael Joyner

South Florida Sun-Sentinel

September 18, 2007

Boca Raton

Sisters Harrikea and Veon Orr showed up for the food.

The Florida Atlantic University freshmen, both 18, had followed signs across campus that promised "FREE FOOD" for students who attended a First Amendment festival Monday.

The catch: They had to sign a form "temporarily waiving" their First Amendment rights. The exercise was part of a Constitution Day event intended to teach students about the importance of the First Amendment, which guarantees freedom of speech, the press, religion, assembly and the right to petition the government.

"At first we were like, 'So we have to give up our rights. It's not going to matter,'" Harrikea Orr said.

But after passing through an 8-foot communist-style guard gate behind the Student Union into a fictional country where First Amendment rights didn't exist, the two realized how much they missed them.

They couldn't sit together because there was no freedom of assembly. They couldn't eat what they wanted, and when they complained they were told they had no right to file grievances.

"I couldn't even answer the phone because the student guards threatened to take it away," Veon Orr said. "This really makes me appreciate the freedoms we have."

Students from the University Press campus newspaper and Sigma Phi Epsilon fraternity organized the event, during which nearly 400 students signed away their rights in exchange for a free lunch.

The event, created last year by campus newspaper adviser Michael Koretzky, is now being used as a prototype for others like it around the nation.

The University of Miami plans to hold its own version in October. The University of Florida also hopes to hold the event but has not set a date.

"It's breaking outside the box. It's involving people," said Christine Tatum, national president of the Society of Professional Journalists, which promotes free speech and other First Amendment rights. "People are looking for a conversation, not a lecture."
In 2004, Congress required every government-funded school to celebrate Constitution Day. Most schools hold lectures or pass out literature, but Koretzky wanted something that students would remember, he said.

People noticed.

"[The] event was certainly one of the more inventive ways to get people talking about the First Amendment. We do hope it catches on at other campuses," said Lance Speere, president of College Media Advisers, which gave Koretzky the money to hold last year's event. "The more people we can involve in thinking about the value, the rights and the responsibilities that come with the First Amendment, the more progress we can make as a democratic society."

No one can really sign away his or her rights, but event coordinator Michele Boyet, a junior, hoped the exercise would get through to students, most of whom couldn't name the rights guaranteed by the First Amendment. "A lot of people take our freedoms for granted, and this event gave the students a firsthand experience of what it would be like without just a few of them," said Boyet, a public communications major. "I think the students who paid attention learned something."

Freshman Fernando Pleitez, who came thinking he was just getting free food, was one of them.

"If this was real, it would be pretty messed up," Pleitez said after student guards took his food and pulled his chair out from under him when he refused to move. "It really makes you see what it would really be like without these rights."

Rachael Joyner can be reached at rjoyner@sun-sentinel.com or 561-243-6633.

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Sigma Delta Chi Foundation  
Society of Professional Journalists  
3909 North Meridian Street  
Indianapolis, IN 46208

**GRANT REPORT FORM**

<table>
<thead>
<tr>
<th><strong>ORGANIZATION NAME:</strong></th>
<th>Cox Center, University of Georgia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONTACT PERSON:</strong></td>
<td>Lee B. Becker</td>
</tr>
</tbody>
</table>
| **ADDRESS:**           | 309 Journalism Building, University of Georgia, Athens, GA  
30602 |
| **PHONE:**             | 706 542 5023                      |
| **PROJECT TITLE:**     | Annual Surveys of Journalism & Mass Communication |
| **GRANT PERIOD:**      | Aug. 1, 2006, to July 31, 2007    |
| **DATE OF REPORT**     | Aug. 1, 2007                      |

**CHECK ONE**

- [X] FINAL REPORT  
- [ ] INTERIM REPORT

The Sigma Delta Chi Foundation aims to advance journalism through its grants program. The following questions are intended to measure the impact of SDX Foundation funds through the work performed as a result of this particular grant. Please be as candid, reflective and succinct as possible. The SDX Foundation wants to know about successes, challenges, and difficulties. Please respond to the questions below and return to the Foundation as your completed report.

Mail to: Grants Reports  
SDX Foundation  
3909 N. Meridian Street  
Indianapolis, IN 46208

Please address questions to Julie Grimes, associate executive director, at 317-927-8000, ext. 216 or via e-mail at jgrimes@spj.org.

**Certification**

I/we certify that the attached report represents all financial and programmatic activity related to the receipt and use of funds granted by the Sigma Delta Chi Foundation for this grant received during FY 2006-07.
I. Participation (Please complete if relevant to the project)

2435  No. students
0  No. professionals
472  No. non-journalists (Journalism Administrators)

2907  Total participants (completed and usable surveys)

If known, please provide the following information:

1785  No. women (student count; administrators not classified)
433  No. minorities (student count; 29 HBCU and 22 HSI institutions included in enrollment survey)
139  No. SPJ members (student count of participants in SPJ while at University)

II. Goals

Referring to your proposal, list the goals and objectives of the grant and tell how they are being met? Please include specific outcomes or progress toward outcomes.

This proposal called for the Society of Professional Journalists and the Sigma Delta Chi (SDX) Foundation to become a sponsor of the Annual Surveys of Journalism & Mass Communication.

In all correspondence associated with the Annual Surveys of Journalism & Mass Communication produced since Sept. 1, 2005, Sigma Delta Chi Foundation of the Society of Professional Journalists has been listed as a sponsor. In 2006-2007, this includes
copies of letters sent to 9,639 graduates of a sample of 89 journalism and mass communication programs around the country and copies of letters sent to administrators of all 472 journalism and mass communication programs in the country.

Copies of this correspondence are included in the interim report filed earlier this year.

III. Outcomes (use additional paper if necessary)

1. Describe how the grant benefited your organization's internal structure and/or external constituencies.

The grant provided $3,000 of the projected income of $57,100 for the Annual Surveys of Journalism & Mass Communication for 2006-2007. The funding is crucial, as we experienced higher than budgeted expenses because of increases in the postal rate. The final budget will be provided to SPJ at the end of the project budget year, which runs from Sept. 1 to August 31.

2. Describe how success is measured (what data are being used, etc.)

Success in the project is determined through the response rates for the two surveys, the Annual Survey of Journalism & Mass Communication Graduates and the Annual Survey of Journalism & Mass Communication Graduates.

The graduate survey was mailed to 9,639 individuals whose names and addresses were provided by the administrators of the 89 programs. A total of 2,776 returned the questionnaires by the end of May of 2007. Of the returns, 2,425 were from students who reported they actually had completed their degrees during the April to June 2006 period. The remaining 351 had completed their degrees either before or after the specified period, despite their inclusion in the spring graduation lists. A total of 1,267 questionnaires was returned undelivered and without a forwarding address. Return rate, computed as the number of questionnaires returned divided by the number mailed, was 25.2%. Return rate, computed as the number returned divided by the number mailed minus the bad addresses, was 33.2%. The return rates in 2005 were 32.6% and 34.8%. The decline in return rates was relatively small and is consistent with the experience of other surveys.

The return rate for the enrollment survey was 100%. This return rate has been maintained for nearly 10 years through determined efforts to reach all of the programs in the population.

3. Have there been challenges to completing the stated objectives?

Return rates are falling in almost every survey fielded, across topics and populations. These rates have caused survey researchers to examine the causes and implications. So far, the conclusion is that low return rate does not necessarily result in
survey bias. In our own survey, we have not found changes in the characteristics of those who have returned the graduate survey, and the data have followed consistent patterns. Despite that, we constantly are trying to find new ways to maintain and even increase participation rates. We changed the mailing procedures three years ago in the graduate survey, personalizing every mailing by university. We also made extra efforts to get letters of endorsement for administrators. Those procedures were continued for this year. In addition, we have added web return as an option and created a lottery as an incentive. Of the usable graduate surveys, 337, or 13.8%, were completed online. Graduates in 2003 also were given the option of completing the survey online. That year, 4.4% of the usable questionnaires were completed by students via the web. We anticipate continued use of the web option. It is not possible to know if the lottery improved return rates, since they may have declined even more without it. No decision has been made at this point about future use of a lottery.

For the enrollment survey, telephone interviewers are relentless in seeking data from journalism administrators. This will be continued in the future.

4. Describe the program's strengths and weaknesses.

The Annual Surveys provide information on the labor market for journalism and mass communication and on the educational programs that train and educate those entering the market. Prospective students, currently enrolled students, and professors teaching journalism are among those who make use of data provided by the Annual Surveys of Journalism & Mass Communication. Others who make use of the data are working journalists, media organizations, professional associations and foundations that support journalism and journalism education. Findings from the reports are quoted extensively in the media.

The primary weakness of the project is that it tracks journalism graduates only one year. It would be ideal to have a panel of graduates who were tracked across a longer period of time. This would require much more money than is currently available, but it remains a project goal.

5. Make any additional comments or information

The final report has been completed as of this date and been offered to SPJ for posting on its web site the same date as the release of the results at the AEIMC conference in Washington, D.C. This is an experiment to increase use of the report by SPJ.

IV. Attachments

1. A detailed income/expense statement. (This will be provided to the SPJ representative at the AEIMC conference on August 11. The final budget for the year will be sent in early September.)
2. Copies of any publicity or press coverage about the program.

3. Any supplementary material you believe will interest the Foundation.

4. Any photographs of program activities, quotes or anecdotal information that would support the program. (For example, a "human interest story" that illustrates the success of the program.) Provision of these documents implies that they may be used by the Sigma Delta Chi Foundation for promotional purposes.

5. Copy(ies) of final product if applicable. (The final reports will be provided to the SPJ representative at the meeting in Washington on August 10.)
September 18, 2007

Terrence G. Harper  
Executive Director  
Sigma Delta Chi Foundation  
3909 N. Meridian St.  
Indianapolis, IN 46208

Dear Terry,

First things first. I apologize for not responding earlier with an interim report on our Sigma Delta Chi Foundation Award.

We have completed the textbook on First Amendment Issues on campuses across the United States. The book contains case studies of actual infringements of the First Amendment that were investigated by the Society of Professional Journalists. We are in the process of obtaining a publisher.

Research from the book has been presented at two national journalism education conferences. We did not use funds from the Sigma Delta Chi Foundation Award because these presentations had been previously funded.

We will keep you informed on the progress of the publication of the book and use of the Foundation award.

Sincerely,

Pam McAllister-Johnson, Ph.D.  
Center for 21st Century Media, Director
AGENDA
SOCIETY OF PROFESSIONAL JOURNALISTS
BOARD OF DIRECTORS MEETING
OCTOBER 7, 2007
HYATT REGENCY CAPITOL HILL
WASHINGTON, D.C.

1. Call to Order – Brewer

2. Roll Call – Secretary-Treasurer
   a. Brewer
   b. President-Elect
   c. Secretary-Treasurer
   d. VPOCA
   e. Tatum
   f. Lehman
   g. At-Large Director
   h. Student Rep.
   i. Student Rep.
   j. Katzof
   k. Campus Adviser At-Large
   l. James
   m. Region 2 Director
   n. Region 3 Director
   o. Smith
   p. Roth
   q. Region 6 Director
   r. Sylvester
   s. Poling
   t. Hurley
   u. Region 10 Director
   v. Region 11 Director
   w. Region 12 Director

2. Welcome and Introduction of New Board Members – Brewer

3. Executive Committee Elections – Brewer
   The Executive Committee is comprised of the President; President-Elect; Secretary-Treasurer; Vice President, Campus Chapter Affairs; Immediate Past President; and two at-large members elected by the board of directors.

4. Appointments to Sigma Delta Chi Foundation Board – Brewer
   The SPJ President may appoint as many directors to the Sigma Delta Chi Foundation as he/she desires so long as the number of independently elected directors is one more than the SPJ appointments.

5. Ratification of Sigma Delta Chi Foundation Board elections – Brewer
   The SPJ board ratifies the independently elected officers and directors of the Sigma Delta Chi Foundation.

6. Committee Chair Appointments – Brewer

7. Finance Committee Appointments – Brewer
   The Finance Committee is comprised of the President; President-Elect; Secretary-Treasurer; Vice President, Campus Chapter Affairs; Immediate Past President; and two at-large members appointed by the President and ratified by the board of directors.

8. 2008 Regional Conference Dates and Locations – Regional Directors
    a. preliminary assignment of officers to regional conferences

9. Date and Location of Executive Committee Meeting – Brewer
10. Strategic Plan Overview – Grimes
This is primarily for the benefit of the new members of the board, but also to help the new board focus on the priorities for the year ahead.

11. Board Orientation – Bill Culbertson, Baker & Hosteiler
Culbertson is experienced with a number of income, gift and estate tax issues and tax-exempt organization matters. His practice includes estate planning, retirement planning, the administration of trusts and estates and the law and legal issues relating to tax-exempt organizations. He has extensive experience with charitable giving issues and counsels individuals and tax-exempt organizations on sophisticated charitable giving techniques.

The orientation session focuses on each officer and director’s responsibilities and duties while serving as a member of the SPJ board of directors.

12. Adjournment
| Region 1: | TBD                      |
|          | Maine                   |
| Region 2: | March 28-29             |
|          | Washington & Lee University, Lexington, Va. |
| Region 3: | March 28-29             |
|          | Univ. of South Carolina, Columbia, S.C. |
| Region 4: | March 14-15             |
|          | Pittsburgh, Pa.         |
| Region 5: | TDB                     |
| Region 6: | March 27-28             |
|          | Bloomington, Minn.      |
| Region 7: | TBD                     |
| Region 8: | March 28-30, New Orleans (w/ Region 12) |
| Region 9: | TBD                     |
|          | Mini conference in Ft. Collins, Colo.; Mini conference in Albuquerque, N.M. |
| Region 10: | TBD                     |
| Region 11: | April 11-12, Tucson, Ariz. |
|           | University Marriott     |
| Region 12: | March 28-30, New Orleans (w/ Region 8) |
The Society of Professional Journalists

Board of Directors Meeting

October 7, 2007
8 – 10 A.M.

Hyatt Regency Capitol Hill
Washington, D.C.

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.
AGENDA
SOCIETY OF PROFESSIONAL JOURNALISTS
BOARD OF DIRECTORS MEETING
OCTOBER 7, 2007
HYATT REGENCY CAPITOL HILL
WASHINGTON, D.C.

1. Call to Order – Brewer

2. Roll Call – Secretary-Treasurer
   a. Brewer
   b. President-Elect
   c. Secretary-Treasurer
   d. VPCCA
   e. Tatum
   f. Lehrman
   g. At-Large
   h. Student Rep.
   i. Student Rep.
   j. Katzef
   k. Campus
   l. Adviser At-Large
   m. Region 2
   n. Region 3
   o. Smith
   p. Roth
   q. Region 6
   r. Sylvester
   s. Poling
   t. Hurley
   u. Region 10
   v. Region 11
   w. Region 12

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The orientation session focuses on each officer and director’s responsibilities and duties while serving as a member of the SPJ board of directors.

12. Adjournment
SOCIETY OF PROFESSIONAL JOURNALISTS
2008 SPRING CONFERENCES

Region 1: TBD
Maine

Region 2: March 28-29
Washington & Lee University, Lexington, Va.

Region 3: March 28-29
Univ. of South Carolina, Columbia, S.C.

Region 4: March 14-15
Pittsburgh, Pa.

Region 5: TDB

Region 6: March 27-28
Bloomington, Minn.

Region 7: TBD

Region 8: March 28-30, New Orleans (w/ Region 12)

Region 9: TBD
Mini conference in Ft. Collins, Colo.; Mini conference in Albuquerque, N.M.

Region 10: TBD

Region 11: April 11-12, Tucson, Ariz.
University Marriott

Region 12: March 28-30, New Orleans (w/ Region 8)
MEMORANDUM

DATE: Oct. 4, 2007
FROM: SPJ Staff
SUBJ: ORGANIZATION STRATEGIC PLAN
FOR: SPJ and SDX Foundation Board of Directors Meetings

Following this cover memo is a strategic planning document that is the product of a year's work and input from SPJ national and local leaders, staff and the organization's membership.

The plan was born in November 2006 when a group of volunteers met in Denver to begin reviewing the Society’s current state and mapping out plans for its future. The group left with six broad goals, which were vetted through SPJ’s membership by way of a survey. In the spring, board members and staff reviewed input and began outlining how the organization would meet those goals. During the summer, staff compiled all the suggestions and conducted conference calls with board members and committee leaders to review the plan. This fall, SPJ’s Executive Committee also reviewed and tweaked the plan into its current state.

As you begin your review of this work, you will see that the plan is organized into three distinct documents:

- **Broad Goals.** Use this section to “keep your eye on the goal.” This is a high-level look at where the organization’s priorities will be in the coming years. Changes to this portion of the plan should be very rare in the coming months and years, and must be the result of very thoughtful consideration by the Society’s leadership. Here is where SPJ’s “agenda” is set, and it should guide decision making when it comes to budget planning, activities, program consideration and staffing. Any new activity should reflect progress toward an outlined goal here, and all current programs will be measured against these goals when considering whether the program should continue.

- **Master Document.** This piece of the plan adds to the broad goals all identified—and approved—implementation methods to help the organization reach its goals. This is the most fluid part of the plan, the tasks to be accomplished. Many tasks already have been identified. Those will be researched and decisions about implementation will be made throughout the life of the plan. Tasks may occasionally be added or deleted, based on research, progress other areas of the plan, and industry factors. This portion of the document does not include every current activity of the organization, but it does note the development of new programs and those current programs that will be refined to better meet a strategic goal.

- **Current Year Goals (2007-2008).** This piece of the plan will keep the organization—and the plan—on track and provide a measure for success. Goals and progress will be evaluated yearly and goals for the coming year will be established.
For the purpose of this meeting, please give thoughtful consideration to this document. If endorsed by the board of directors, it will become the “guiding light” for staff and leadership.

To help guide your evaluation of the documents, ask yourself these questions:

1. Is there anything in this plan that does not belong? Would any item here be contrary to the Society’s mission?
2. Are there any gaps in the plan? When considering this question, begin by looking at the broad goals section. Many “tasks” may be added to the master document in the future, but it is important that the broad goals and methods are where we want them to be.
3. Can you personally endorse and support this plan in the coming years?
SOCIETY OF PROFESSIONAL JOURNALISTS
STRATEGIC PLAN: CURRENT YEAR GOALS (2007-2008)
(as of August 4, 2007)

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society’s Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.

1. Equip the public to evaluate all forms of journalism. (2007-2008)
   a. Identify and present the components of ethical journalism. (2007-2008)
   b. Facilitate communication between news consumers and news providers. (2007-2008)
      • Consider development of a Web-based tool for consumers to communicate with news providers (2007-2008)
      • Continue development of “Code Words” blog (2007-2008)
   c. Increase dialogue about responsible journalism (2007-2008)
      • Launch a speakers bureau to bring journalists to community and civic groups. (2007-2008)
      • Utilize the Project Watchdog effort more to create public engagement in the discussion about responsible reporting. (2007-2008)
      • Provide context for discussions about the Code of Ethics, including an explanation for why the Society voluntary and not mandatory. (2007-2008)
      • Introduce the code to organizations outside of journalism. (2007-2008)

2. Educate journalists on the tenets of responsible journalism. (2007-2008)

3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a “living document” that reflects the issues in the industry. (2007-2008)
   a. Every member will receive a copy of the code. (2007-2008)

PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession’s discipline evolves.

1. Initiate action to make/keep governmental meetings and records accessible. (2007-2008)
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment. (2007-2008)

2. Protect journalists from government impediments against a free press. (2007-2008)

   a. SPJ will be an active participant in Sunshine Week. (2007-2008)
PROFESSIONAL DEVELOPMENT

Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. Create a mechanism to determine the Society’s training priorities. (2007-2008)
   A. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society’s annual and long-term training priorities. (2007-2008)

2. Create training opportunities that reflect industry and membership needs. (2007-2008)
   A. All training will include education about SPJ’s core values and mission. (2007-2008)

3. Ongoing evaluation of training and professional development programs.
   A. Evaluate regional conference structure and implement changes to better meet the organization’s training priorities. (2007-2008)

INCLUSIVENESS

Content and participation in Society programs and services and involvement in the Society’s leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.

1. Increase the number/percent of under-represented populations in leadership positions and membership. (2007-2008)
   a. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)
   b. Increase SPJ’s visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)

2. Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)
   a. Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)
   b. Consider a definitive statement on the organization’s diversity position. (2007-2008)
SOCIETY OF PROFESSIONAL JOURNALISTS
STRATEGIC PLAN: BROAD GOALS

MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society's Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.
1. Equip the public to evaluate all forms of journalism.
2. Educate journalists on the tenets of responsible journalism.
3. The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a "living document" that reflects the issues in the industry.

PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession's discipline evolves.
1. Initiate action to make/keep governmental meetings and records accessible.
2. Educate journalists on governmental access (laws, role in democracy, etc.).
3. Protect journalists from government impediments against a free press.
5. Be visible and timely with responses to threats to press freedoms.
6. Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.
7. Support a free press at the collegiate and scholastic levels.

PROFESSIONAL DEVELOPMENT
Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.
1. Create a mechanism to determine the Society's training priorities.
2. Create training opportunities that reflect industry and membership needs.
3. Ongoing evaluation of training and professional development programs.

INCLUSIVENESS
Content and participation in Society programs and services and involvement in the Society's leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.
1. Increase the number/percent of under-represented populations in leadership positions and membership.
2. Create a welcoming culture for journalists of all backgrounds and disciplines.
3. Ongoing assessment of membership makeup and needs.
MEMBER CONNECTIONS
Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.
1. Develop Web features that facilitate interaction and information delivery.
2. Establish standards for effective communication with members.
3. Organize the Society's technology infrastructure.

SOCIETY OPERATIONS
Innovation, effectiveness, and action will permeate all levels of the Society's leadership and overall operations.

Objectives for this area will strengthen the Society's volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.
1. Equip volunteers with necessary resources to understand and perform their duties.
2. Improve volunteer structure to increase its effectiveness.
3. Ongoing evaluation of programs and services to ensure proper deployment of resources.
4. Improve collaboration between staff and leadership.
5. Create viable professional and campus chapter structures.
6. Ongoing evaluation of organizational governance (one member, one vote)
7. Understand journalism trends and innovations.
8. Build member-to-member connections within the organization.
9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan.
MEDIA CREDIBILITY
The public will have more confidence in the news media.

Objectives for this area will address the Society’s Code of Ethics and other tools that can be used to ensure the highest standards of journalistic integrity which will result in greater public trust and confidence in the media.

1. **Equip the public to evaluate all forms of journalism. (2007-2008)**
   a. Identify and present the components of ethical journalism. (2007-2008)
   b. Facilitate communication between news consumers and news providers. (2007-2008)
      - Consider development of a Web-based tool for consumers to communicate with news providers (2007-2008)
      - Continue development of “Code Words” blog (2007-2008)
   c. Increase emphasis on exceptional, ethical journalism through News gems, awards programs and other identified vehicles.
   d. Communicate with the public about responsible and irresponsible journalistic decisions.
   e. **Increase dialogue about responsible journalism (2007-2008)**
      - Launch a speakers bureau to bring journalists to community and civic groups. (2007-2008)
      - Utilize the Project Watchdog effort more to create public engagement in the discussion about responsible reporting. (2007-2008)
      - Provide context for discussions about the Code of Ethics, including an explanation for why the Society voluntary and not mandatory. (2007-2008)
      - Consider a forum for the public to comment on their local and national news.
      - **Introduce the code to organizations outside of journalism. (2007-2008)**
   f. Expand the public and press section of spj.org.
   g. Maintain commitment to the Society’s Ethics Campaign.

2. **Educate journalists on the tenets of responsible journalism. (2007-2008)**
   a. Incorporate ethics components in all SPJ training.
   b. Partner with other associations to provide ethics training at outside conferences and training outlets.
   c. Seek to have the Code of Ethics included in journalism course curriculums.
   d. Make ethics training tools more appealing,
      - Evaluate and improve the ethics section of spj.org
      - Web-based ethics content will become more interactive.
      - Create Web features for each of the Code’s guiding principles.
   e. Use commonly asked questions from the ethics hotline and email queries and share the answers to those questions with a broader audience.
   f. Encourage other organizations to link to the Code of Ethics.
   g. **Get the Code of Ethics into the nation’s newsrooms, chat rooms and other public forums where journalists and the public gather. (2007-2008)**
   h. Continue to develop new ethics content for Society publications.

3. **The Code of Ethics will be re-evaluated, updated, and refreshed on an ongoing basis, making it a “living document” that reflects the issues in the industry. (2007-2008)**
   a. Evaluate the code in relation to electronic news delivery and new content providers.
   b. Every member will receive a copy of the code. (2007-2008)
   c. Maintain due diligence by regularly evaluating the language of the code.
PRESS FREEDOM
Fewer impediments to the free flow of information will exist.

Objectives for this area will focus on ensuring relevant journalistic freedoms and protections are maintained and enhanced as the profession’s discipline evolves.
1. **Initiate action to make/keep governmental meetings and records accessible. (2007-2008)**
   a. Evaluate the tools, resources, and effectiveness of the Sunshine Network. Recognize and use existing infrastructures and adapt to a changed environment. (2007-2008)
   b. Make the Sunshine Network more visible to journalists.
   c. Better identify threats and successes by making the Sunshine Network more active, identifying and reporting to the organization on both state and federal issues.
   d. Establish a method to follow legislation affecting openness.
   e. Maintain regular discussions with lawmakers at the state and national levels.
   f. Seek partnerships with organizations already engaged in this work.

2. **Educate journalists on governmental access (laws, role in democracy, etc.).**
   a. Evaluate and improve the FOI section of spj.org.
   b. Provide training in this area to other organizations.
   c. Make FOI information and laws readily available to newsrooms and journalists.
   d. Coordinate with state press associations, broadcast associations and open government groups.
   e. Continue to develop new FOI content for Society publications.

3. **Protect journalists from governmental impediments against a free press. (2007-2008)**
   b. Support statewide shield law efforts as they arise.
   c. Ensure that all actions undertaken by the Society include comprehensive information about why they are important to both journalists and the public’s right to know. (Generate comprehensive explanation about why reporters privilege is necessary.)

   a. Develop organizational partnerships that support press freedom and open government.
   b. Create resources for individual members to facilitate discussion between the newsroom and the community about the need for press freedom.
   c. **SPJ will be an active participant in Sunshine Week. (2007-2008)**
   d. Increase public support for press freedom and open government at the high school and middle school levels.

5. **Be visible and timely with responses to threats to press freedoms.**
   a. Educate Sunshine Chairs and members about informing the national organization about potential threats.
   b. Staff will stay abreast of potential threats.
   c. Develop relationships with major media outlets.
   d. Consider a spokesperson who can respond quickly to issues without impediments.

6. **Support and defend journalists through the Legal Defense Fund (LDF) as they face court issues.**
   a. Encourage individual contributions to the LDF.
   b. Encourage corporate donations to the LDF.
   c. Do more reporting on LDF grants and cases – initial notes, stories, personalization of the cases, and results.

7. **Support a free press at the collegiate and scholastic levels.**
   a. Create openness education tools for collegiate journalists.
b. Develop relationships with the Student Press Law Center and other organizations that support a free collegiate press.

c. Improve SPJ's response to threats to scholastic and collegiate journalism.

d. Educate professionals about the importance of press freedom for the scholastic and collegiate press.

e. Encourage states to pass legislation ensuring freedom of expression in student media.
   - Utilize model legislation.
PROFESSIONAL DEVELOPMENT

Members will be better prepared to achieve excellence and remain relevant in the face of changes in the profession.

Objectives for this area will help members remain abreast of current and future changes in journalism practice, as well as support their ability to achieve excellence as journalistic forms and practices evolve.

1. Create a mechanism to determine the Society’s training priorities. *(2007-2008)*
   
   A. Annually survey members, universities and employers regarding training needs.
   B. Establish a training committee, separate from the current committee that plans the national conference, to help determine the Society’s annual and long-term training priorities. *(2007-2008)*
   C. Consider preparing an annual training calendar.

2. Create training opportunities that reflect industry and membership needs. *(2007-2008)*
   
   A. Generate reliable, quality audio/video recordings of Society programs.
   B. All training will include education about SPJ’s core values and mission. *(2007-2008)*
   C. Create training plans tailored to identified membership populations.
   D. Create electronic complements to all training offerings.
   E. Focus on skills-based, hands-on training.
   F. Explore a continuing education program for journalists, with the implementation at regional and national levels.
   G. Society publications will include training resources.
   H. Seek to build partnerships that would facilitate SPJ’s training efforts (universities, etc.)

3. Ongoing evaluation of training and professional development programs.
   
   A. Evaluate regional conference structure and implement changes to better meet the organization’s training priorities. *(2007-2008)*
   B. Annually review the Society’s training offerings as a whole.
INCLUSIVENESS

Content and participation in Society programs and services and involvement in the Society’s leadership and membership will reflect greater demographic and discipline diversity.

Objectives for this area will integrate and institutionalize inclusiveness in all Society efforts so they are relevant to the diverse individuals (both in terms of demographics and discipline) represented in the profession.

1. **Increase the number/percent of under-represented populations in leadership positions and membership. (2007-2008)**
   a. Identify under-represented communities in the organization and establish benchmarks to guide efforts to increase that representation. Actively recruit people of identified backgrounds. (2007-2008)
   b. Increase connections and partnerships with other organizations to better reflect those communities.
   c. Make national opportunities for leadership more visible, more inviting and more easily understandable.
   d. Increase SPJ's visibility in new places (emerging media) and new populations (diverse backgrounds). (2007-2008)

2. **Create a welcoming culture for journalists of all backgrounds and disciplines. (2007-2008)**
   a. Examine SPJ's organizational structure and identify any “unwelcoming” areas.
   b. Facilitate connections among members based on interests and backgrounds
   c. Create an introductory video – Faces of SPJ – to be viewed at organization gatherings.
   d. Publications will be welcoming to diverse individuals and will reflect diversity.
   e. Ensure that diverse individuals see themselves reflected at spj.org.
      - Consider a content analysis of the site.
      - Consider a site organization by discipline in addition to the current organization by mission-based resources.
   f. **Identify and welcome first-time participants in SPJ events such as the national conference. (2007-2008)**
   g. Consider a definitive statement on the organization’s diversity position. (2007-2008)

3. **Ongoing assessment of membership makeup and needs.**
   a. Implement an annual survey to determine needs and interests within the organization’s demographic groups.
   b. Create a mechanism to prioritize the Society’s inclusiveness efforts based on industry and member needs.
      - Re-purpose the Membership Committee to accomplish this task.
MEMBER CONNECTIONS

Neither time nor place will be a barrier to involvement in the Society or its programs or services.

Objectives for this area will enhance the use of electronic media and forums to deliver and archive programs and services, as well as facilitate the work of Society volunteers.

1. Develop Web features that facilitate interaction and information delivery. (2007-2008)
   A. Create online networking opportunities aimed at membership recruitment and retention.
      • Through a mentor program, create opportunities for members to connect with potential mentors.
   B. Seek opportunities to engage journalists who are not currently members. This may include creating a process for all site users to first register at spj.org or other methods to identify journalists interested in SPJ and its resources. (2007-2008)
   C. Strengthen members’ connection to the organization and each other through online resources. (2007-2008)
   D. Introduce journalists to SPJ through online resources.
   E. Create electronic complements to all training/professional development.
   F. Forum to foster lively debate about emerging journalism topics.
   G. Forum for industry leaders to communicate with young professionals.
   I. Expand the Society’s online training resources through appropriate means.
   J. Evaluate the success and reach of all current Web features as well as the site structure and technology.

2. Establish standards for effective communication with members. (2007-2008)
   A. Evaluate content, format, frequency, and mailing lists for all regular communications. (2007-2008)
   B. Ensure valid e-mail addresses for members. (2007-2008)
   C. Create interest sections to manage member communications, giving members a choice in communications topics.

   A. Create uniform technology practices/languages.
   B. Assess the Society’s content management system and ensure it meets the current and future needs of the organization. (2007-2008)
   C. Create a template for chapter Web pages along with “best practices” guides. (2007-2008)
   D. Expand chapter leader resources related to the database.
   E. Evaluate the association management software and ensure it meets the current and future needs of the organization. (2007-2008)
   F. Continue to explore and utilize emerging technology resources such as YouTube, Facebook, etc. (2007-2008)
SOCIETY OPERATIONS

Innovation, effectiveness, and action will permeate all levels of the Society’s leadership and overall operations.

Objectives for this area will strengthen the Society’s volunteer and staff operations to leverage the knowledge and contributions of individuals in the most efficient and effective manner producing better results.

1. Equip volunteers with necessary resources to understand and perform their duties. (2007-2008)
   A. Develop action plans for all committees. (2007-2008)
   B. Create and distribute job descriptions for officers, directors and committee leaders. (2007-2008)
   C. Develop a leader training program for board members and committee chairs. (2007-2008)
   D. Prepare handbooks for board members, committee chairs and chapter presidents. (2007-2008)

2. Improve volunteer structure to increase its effectiveness. (2007-2008)
   A. Expand the composition of the Nominations Committee in order to better identify and develop potential leaders. (2007-2008)
   B. Evaluate the structure of the national board and make recommendations for any necessary changes in order to meet strategic goals.
   C. Review the roles and responsibilities of each board position and evaluate the adequacy of resources provided to them in order to accomplish their goals.
   D. A board liaison will meet annually, on an individual basis, with committee chairs to develop and review action plans. (2007-2008)
      ▪ This liaison might be the president-elect or secretary/treasurer of the board, in consultation with the president. (2007-2008)
      ▪ Annually review committee relevance and ability to meet strategic goals. (2007-2008)

3. Ongoing evaluation of programs and services to ensure proper deployment of resources. (2007-2008)
   A. Generate an annual compilation of all programs and services of the Society. (2007-2008)
   B. Prioritize the annual programs and services of the Society. (2007-2008)
   C. Evaluate the effectiveness of the annual convention and make recommendations for any changes needed to meet strategic goals and reflect the needs of the profession. (2007-2008)

4. Improve collaboration between staff and leadership. (2007-2008)
   A. Include volunteer leaders in the annual budgeting process from the earliest planning stages. (2007-2008)
   B. Include volunteer leaders in the grant-seeking process from the earliest planning stages. (2007-2008)
   C. Create a regular communication vehicle between staff and board about issues of importance to the Society. (2007-2008)
   D. Create opportunities for staff and board to regularly collaborate about organizational issues. (2007-2008)
      ▪ Incorporate small-group work into regular board meetings. (2007-2008)

5. Create viable professional and campus chapter structures.
   A. Research association best practices regarding chapter structure.
B. Review the current chapter ranking system, eliminating bureaucracy and creating a single set of standards for a viable chapter.
C. Create a planning tool to guide a chapter’s yearly activities.
D. Revise the leader guidebook and create a working calendar for chapter leaders.
E. Survey past chapter leaders about chapter management needs and expectations.
F. Provide at least one annual training program/resource per year to all interested professional chapters.
G. Consider an annual chapter leader meeting during the convention.
H. Provide education, resources and one-on-one connections to chapter advisers.

6. Ongoing evaluation of organizational governance (one member, one vote)
   A. Review the work to date on governance work, particularly the current delegate representation system.
   B. Survey the full membership about governance issues to gain an understanding of its importance to individual members.
   C. Use survey results to set future course for governance discussions and proposals.

   A. Create a scouting committee that will be looking ahead to the future needs and changes in the industry. (2007-2008)
   B. Report trends and discoveries to national leadership including board, staff, committee chairs and other appropriate leaders. (2007-2008)
   C. Follow demographic/discipline changes within the profession.
   D. Look for business opportunities within the profession.
   E. Stay abreast of technology changes and the influence of those changes on the profession.

8. Build member-to-member connections within the organization.
   A. Assist chapters with local, face-to-face networking opportunities.
   B. Encourage chapter-to-chapter collaboration, particularly professional/campus chapter collaboration.
   C. A national board or staff member should visit each pro chapter at least once every two years with the goal of increasing communication and local/national connections.
   D. Better communicate standards for successful chapters to chapter leaders.

9. Regularly evaluate the implementation of the goals and objectives outlined in this strategic plan. (2007-2008)
   A. Designate a team leader to ensure the strategic plan and strategic priorities are implemented through all Society activities. (2007-2008)