MEETING CALLED TO ORDER
With President Dana Neuts presiding, the meeting of the Executive Committee of the Society of Professional Journalists was called to order at 9 a.m. on Saturday, January 31, 2015, at the Orlando Marriott World Center.

ROLL CALL
In addition to Neuts, the following were present: President-Elect Paul Fletcher; Secretary-Treasurer Lynn Walsh; Vice President for Campus Chapter Affairs Sue Kopen Katcef; Immediate Past President David Cuillier; Director at-Large Bill McCloskey; Region 6 Director Joe Radske. SDX Foundation President Robert Leger was in attendance along with Executive Director Joe Skeel, Associate Executive Director Chris Vachon, Membership Strategist Tara Puckey and Region 3 Director Michael Kortezky.

MEETING MINUTES APPROVED
Upon proper motion by McCloskey and second by Fletcher, the committee approved minutes from the June 21, 2014 executive committee meeting.

Upon proper motion by Kopen Katcef and second by McCloskey, the committee approved minutes from the December 11, 2014 executive committee meeting.

Upon proper motion by Kopen Katcef and second by Walsh, the committee approved minutes from the September 4, 2014 delegate meeting.

Upon proper motion by McCloskey and second by Kopen Katcef, the committee approved minutes from the September 6, 2014 delegate meeting.

PRESIDENT’S REPORT
President Neuts reported that five communities have formed thus far: Freelance, Digital, International Journalism, Generation J and Student. Discussion ensued about the fact that non-members can belong to communities. McCloskey shared that he feels it dilutes our brand. Neuts explained that restricting communities to SPJ members only is challenging because of their use of social media and the inability to restrict access to public tools. She went on to explain that non-SPJ members in communities cannot vote for community leaders, they cannot blog on the community blog and they don’t have access to the members-only resources on the SPJ website. The group suggested that communities be given a year to develop and then revisit the non-member issue.
During the president’s report, the group discussed diversity within the board of directors. One idea generated was to determine a way to identify SPJ members who belong to other organizations that represent diverse populations and to tap those members for involvement in committees, communities, chapter leadership and national leadership roles.

Neuts then asked Fletcher to provide a shield-law update. He said the bill was making progress until it got to Speaker Boehner’s desk. Fletcher said, according to SPJ counsel Laurie Babinski, the FOIA bill is not going anywhere. SPJ continues to keep a watchful eye for any movement.

**SDX FOUNDATION PRESIDENT’S REPORT**

SDX Foundation President Robert Leger indicated that most of the focus of the foundation is on items related to the transition between the foundation and the Society. He reported that the new foundation programming committee met recently and brainstormed ideas. Skeel still needs to complete the budget in order for all to get a better handle on how everything will shake out. Lastly, Leger explained the foundation grant cycle/process to the group.

**GRANT REQUESTS TO SDX FOUNDATION**

Region 7 Director Rob McLean submitted a proposed grant request for the Executive Committee’s review. See Appendix A.

Upon proper motion by McCloskey and second by Radske, the committee voted to support the grant request being submitted to the SDX Foundation.

Region 3 Director Michael Koretzky submitted a proposed grant request for the Executive Committee's review. See Appendix B.

Upon proper motion by McCloskey and second by Fletcher, the committee voted to support the grant request being submitted to the SDX Foundation.

Diversity Committee Chair April Bethea submitted a proposed grant request, on behalf of the diversity committee, for the Executive Committee’s review. See Appendix C.

Upon proper motion by Kopen Katcef and second by Walsh, the committee voted to support the grant request being submitted to the SDX Foundation.

**ONLINE LDF AUCTION**

Skeel asked the group for their thoughts about creating an online component to the annual Legal Defense Fund auction. The suggestion is that it would take place before EIJ and would provide an opportunity for non-conference goers to participate in the auction; it would provide more exposure to the Legal Defense Fund; and it would be kept separate from the EIJ auction. The Executive Committee suggested that Skeel provide a detailed proposal at the spring board meeting. Additionally, the board could discuss if the money would go to the LDF or to the advocacy fund.
STATEMENTS REGARDING INTERNATIONAL JOURNALISM ISSUES
Neuts reported that she discussed the topic of how SPJ should address issues related to journalism outside the U.S. with SPJ’s Communications Strategist Jennifer Royer. They recommend that the situations be addressed on a case-by-case basis.

JOB BANK
Walsh described the current situation with the SPJ job bank. It is hosted on a platform called Boxwood and as a result of Boxwood’s revenue sharing model, SPJ receives $14,000 in revenue each year. However, the SPJ job bank is not robust and may be a detriment to membership.

Upon proper motion by Fletcher and second by Kopen Katcef, the committee directed Skeel explore with Boxwood the opportunity for SPJ to create an aggregated page, making it a job board hub, and still be able to receive the revenue from Boxwood.

RESOLUTIONS FROM CONVENTION
Skeel explained that in the past, after the convention, resolutions were only posted to the website. After a suggestion from McCloskey, in the future, resolutions will also be sent to organizations and/or people referenced, or affected by, the resolution.

VOTE TOTALS FROM CONVENTION
Skeel discussed with the group whether or not the organization wants to announce vote totals for national board elections and resolution voting and any other voting topics.

The Executive Committee will ask the Bylaws committee to write up a process for how vote totals would be communicated and the SPJ board will review the suggestions at the spring meeting.

TECHNOLOGY UPGRADE UPDATE
Puckey reported that an additional testing area is being added to the server; she has done some staff training; the database clean-up continues; and she is creating a wish list of possible information to be considered for gathering from members.

STRATEGIC COMMUNICATIONS UPDATE
Skeel provided an overview of the communications process since the communications strategist position was filled in August 2014. A short- and long-term communication strategy has been developed, with input of many voices, and serves as the foundation of SPJ’s communications structure. Its goal is 1) to allow SPJ to be as proactive as possible in regards to advocacy and 2) for SPJ to be prepared as early as possible and know SPJ’s position before something becomes an issue, or where SPJ can motivate members to take action and mobilize.

AWARDS & HONORS
Walsh and Kopen Katcef presented an outline of suggested changes to SPJ’s various awards and honors program.

Upon proper motion by Fletcher and second by Kopen Katcef, the committee voted that the selection process for the Distinguished Teaching in Journalism Award read as follows:
The recipient will be recommended by the SPJ Executive Committee with input from the SPJ Journalism Education Committee and the two Campus Advisers-at-Large. The recommendation will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

Upon proper motion by McCloskey and second by Walsh, the committee voted that the selection process for the Ethics in Journalism Award read as follows:
The recipient will be recommended by the SPJ Executive Committee with input from the SPJ Ethics Committee. The recommendation will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

Upon proper motion by McCloskey and second by Walsh, the committee voted that the selection process for the Fellows of the Society read as follows:
Recipients will be recommended by the SPJ Executive Committee. The recommendation will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
Friendly amendment: Change that nominations will rollover for five years.
Addition: Add wording from bylaws that “not more than three people can be selected.”
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

Upon proper motion by Kopen Katcef and second by Walsh, the committee voted that the selection process for the Historic Site in Journalism read as follows:
The recipient will be recommended by the SPJ Executive Committee with input from the American Journalism Historians Association. The recommendation will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
Friendly amendment: Change that nominations will rollover for five years.
Addition: Require something with submission that the plaque will be placed on the property.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

**Upon proper motion by Kopen Katcef and second by Walsh, the committee voted that the selection process for the Sunshine Award read as follows:**
The recipient(s) will be recommended by the SPJ Executive Committee with input from the SPJ FOI Committee. The recommendation(s) will be presented to the SPJ board for approval. Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

**Upon proper motion by Kopen Katcef and second by Walsh, the committee voted that the selection process for the Howard S. Dubin Outstanding Pro Member Award read as follows:**
The recipients will be recommended by the SPJ Executive Committee. Recommendations will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

**Upon proper motion by Kopen Katcef and second by Walsh, the committee voted that the selection process for the David L Eshelman Outstanding SPJ Campus Adviser Award read as follows:**
The recipient will be recommended by the SPJ Executive Committee with input from the two Campus Advisers-at-Large and the two Campus Representatives. The recommendation will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

**Upon proper motion by Kopen Katcef and second by Walsh, the committee voted that the selection process for the Julie Galvan Outstanding Campus Member Award read as follows:**
The recipient will be recommended by the SPJ Executive Committee with input from the two Campus Advisers-at-Large and two Campus Representatives. The recommendation will be presented to the SPJ board for approval.
Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

**Upon proper motion by Kopen Katcef and second by Walsh, the committee voted that the selection process for the Regional Director of the Year Award read as follows:**
The recipient will be chosen by the SPJ Executive Committee with input from the two Directors-at-Large and headquarters staff.
Friendly amendment: The process will be implemented in 2016.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Walsh), three members voted no (Cuillier, Radske and McCloskey) and President Neuts broke the tie with a yes vote.

**Upon proper motion by Fletcher and second by McCloskey, the committee voted that the selection process for the Wells Memorial Key read as follows:**
The recipient will be chosen by the SPJ Executive Committee.
Friendly amendment: The process will be implemented in 2016.
Friendly amendment: Change that nominations will roll over for 10 years.
The motion passed. Three members voted yes (Fletcher, Kopen Katcef and Radske), three members voted no (Cuillier, Walsh and McCloskey) and President Neuts broke the tie with a yes vote.

**MEMBERSHIP REPRESENTATION**
Fletcher reported that 41 percent of members are not affiliated with chapters. This means that those 41 percent do not have representation when it comes to voting for anything other than national officers (since national officer voting is one person, one vote). Fletcher is interested in having a discussion with the board and others to work together to determine a solution. The group decided that a task force is necessary to prepare some ideas for the spring board meeting. The task force should be made up of those associated with chapters and those not associated with chapters as well as those associated with communities.

**EXECUTIVE SESSION**
Upon proper motion by Fletcher and second by Kopen Katcef, the committee voted to go into executive session at 4:50 p.m. to discuss Fellows of the Society nominations.

**EXIT EXECUTIVE SESSION/ADJOURNMENT**
Upon proper motion by Kopen Katcef and second by McCloskey, the committee voted to exit executive session and adjourn at 5:30 pm.
APPENDIX A
MEMORANDUM

DATE: January 2, 2015
FROM: Rob McLean
SUBJ: Region 7 Fellowship grant request
FOR: SPJ Executive Committee

Objective: To create an SPJ Region 7 fellowship that will place two journalism students and/or recent graduates into three-month positions with nonprofit news organizations.

Explanation: The Society of Professional Journalists has an obligation to nurture journalists’ interest in the profession despite newsrooms shrinking and fewer opportunities available.

The organization encourages professional journalism nationally through opportunities such as the Scripps Leadership Institute, the Eugene C. Pulliam Fellowship for Editorial Writing and Diversity Leadership Program. However, SPJ regions can take a more focused approach to this support.

Region 7 – which is composed of Missouri, Iowa, Nebraska and Kansas – would like to create a fellowship for its student members and members who graduated within 18 months of the proposed fellowship’s start date.

Organizers hope this effort will serve as a test for a larger, national fellowship, where the organization would search for additional funders to match or go beyond SDX funding.

Proposed fellowship summary: Region 7 proposes to establish a three-month fellowship during mid-May through mid-August 2016. The program’s fellows would be placed with non-profit news organizations within the region – specifically the Iowa Center for Public Affairs Journalism (IowaWatch.org) and Omaha Public Radio (KIOS-FM).

Fellow eligibility:

• Fellows must be enrolled in or have graduated from an accredited university within Region 7 or be resident of a state within the region (Missouri, Iowa, Nebraska and Kansas) studying or have graduated from an accredited university outside Region 7.
• Students who have earned or are earning undergraduate degrees AND graduate degrees will be considered.
Fellows must be members of the Society of Professional Journalists and in good standing with the organization.

Fellow applicants who have graduated from their institution will be considered up to 18 months after commencement.

**Fellow obligations:** Each fellow will work on daily journalism responsibilities for his or her host organization and complete a multimedia capstone project for the host organization.

Each capstone project will include in-depth multimedia focusing on the selected topic. It should include a text-based news article, video component and photography, depending on the needs of the host news organization.

The fellow should show special attention to data visualization and digital awareness.

Fellows will meet weekly for an online discussion, updating progress on the capstone project. These meetings will include speakers who can share their expertise on digital best practices, data visualization advice and other topics.

So far, three journalism professionals have agreed to participate as speakers.

- Jim Proeller, managing editor at The Weather Channel
- Stephen Wisnieski, head of Real-Time News at The Wall Street Journal
- Naveen Dhaliwal, anchor and reporter at News 12 Westchester

Upon the fellowship’s conclusion, each fellow will develop and present a professional development session for a regional SPJ conference based on their experience (either the Region 7 conference or the regional conference closest to their current location).

**Fellowship application:** Fellows will submit their information (name, contact info, SPJ membership number, email address), an essay describing why they want to pursue a career in journalism, a description of three skills or insight they hope to learn during the fellowship and a list of three references.

Fellowship applicants will also submit a capstone project proposal in their applications. These proposals should each be one page long, describe different multimedia they will use to tell the story and why each story is important.

The capstone topics (choose one) are:

- Government reporting
- Business
- Investigative-public records
- Environment
**Fellowship selection:** A selection committee will choose the two fellows and consult with host organizations for placement. Members on the selection committee will include five members. Among them are three SPJ members who do not have ties to Region 7. This will limit conflicts of interest and the appearance of conflicts of interest.

The SPJ selection committee members must not have:

- Graduated from a school within Region 7
- Worked as a journalist in Region 7
- Live or have lived in Region 7

Three SPJ members have agreed to serve on the selection committee.

- Meg Wagner, reporter with the New York Daily News and former SPJ board member
- Claudia Amezcua, freelance journalist and SPJ Generation J chair
- Sarah Bleau, multimedia journalist at WHBQ Fox 13 – the Fox affiliate in Memphis, Tenn.

Two additional spots on the selection committee will be reserved for host-organization representatives so they can have input into whom they accept into their newsroom.

**Criteria for host news organizations:**

Host organizations must be nonprofit news media and have a history of producing/supporting quality journalism. They can demonstrate this in one of three of ways:

- The organization has an institutional membership in a journalism organization, such as the Society of Professional Journalists, the Investigative News Network or a state press association.
- The organization is an extension of an accredited educational institution, yet the school has allowed the newsroom to maintain editorial independence in its coverage.
- The organization’s board includes several working journalists whose news organizations cover government, education, environment, business and/or crime in its regular coverage.

**Cost:** Region 7 will request a grant of $8,500 from the Sigma Delta Chi Foundation. This amount will be divided between the two fellows as a $1,333.33-per-month stipend during the fellowship. Those funds will help the fellows cover costs, such as housing, food and miscellaneous expenses.

The remaining $500 will go toward regional conference travel expenses for the fellows’ regional conference.
**Beyond 2015:** After the fellowship is complete, the organizing group will request feedback from host news organizations. Based on the feedback, the group will consider pitching a similar SPJ fellowship at the national level for 2017.
DATE: January 10, 2015
FROM: Michael Koretzky
SUBJ: Retired and Wired grant request
FOR: SPJ Executive Committee

Dana's email last weekend about the upcoming exec meeting said, "if you are working on any SDX grant requests, they should be submitted to Joe or Chris at HQ at this time too. They will be on the agenda."

Here is such a proposal...

www.retiredandwired.org

...and here's the bullet: This proposal for $5,000 has commitments from one current national board member, two former national student board members, and the current and past presidents of chapter-of-the-year winner SPJ Florida, among five others who are all SPJ members. It's goal is to move SPJ into the field of cutting-edge data training while still serving its older base of traditional journalists.

If anyone has questions about this proposal, holler.

– Koretzky
DATE: January 10, 2015
FROM: SPJ Diversity Committee
SUBJ: Minority Fellowship Program
FOR: SPJ Executive Committee

Among the many problems facing journalism today is the greater divide that is developing between the newsrooms and the communities they serve.

A growing number of newsrooms and their managers are not prepared to deal with America’s changing landscape. It is projected that in the next 20 to 40 years, the majority of the population will be people of color. Our newsrooms have not adjusted well to population changes. The annual ASNE survey reported the number of minorities made up 13 percent of the workforce in 2014, up from the 4 percent reported when the survey began in 1978. In the 2014 survey, less than 20 percent of the blacks, Hispanics and Asians had supervisory status among those groups.

Those numbers have barely changed in the past 10 years – except the shrinking of the overall workforce – and we would speculate that future management teams are not going to change much or be prepared to deal with that changing population dynamic.

Those changes create at least two challenges:
1) How do the newsrooms deal with that changing community dynamic?
2) How do we get our newsrooms to reflect that changing dynamic?

These challenges present a great opportunity for the Society of Professional Journalists to take a leading role in identifying minority journalists who have the potential to become managers, and helping fund management training for these individuals.

WHAT DO WE WANT TO DO?
We would like to propose that SPJ and the Sigma Delta Chi Foundation establish a “Reginald Stuart Fellowship Program” that would be used to implement a cooperative effort with one of a number of existing management/leadership training programs for the training of SPJ members from minority classes. This fellowship, named in honor of the first African American to be elected national president of SPJ, would offer an opportunity for an active SPJ member to get management skills who would then bring those news skills in some form to our respective organizations.
SPJ would launch this program with a two-year commitment to sponsor a “Stuart Fellow” through the long-running Executive Leadership Program (ELP) of the Asian American Journalists Association (AAJA).

ELP presents a curriculum of management training, while exploring the responsibilities and challenges of the media workplace and examines how cultural values come into play in newsroom dynamics. Participants – who have shown leadership potential and have a minimum of four years of experience – explore a variety of topics in a small, nurturing environment, including: setting goals; defining success; negotiating promotions and raises; dealing with pressure and politics.

The weeklong program costs $2,000, which includes tuition and fees. Travel and hotel accommodations are extra. The 2014 program was held in McLean, Va.

Working with AAJA would offer an excellent platform for SPJ to become a catalyst in enhancing the careers of minority journalists while offering a venue for minority journalists to get the building blocks for breaking through the glass ceiling of newsroom management.

HOW WOULD SPJ DO THIS?
We are proposing a two-prong campaign:

**Phase I:** AAJA is excited about this potential partnership. In addition to the basic program requirements, which are explained in the attached addendum, the fellow must be a member of AAJA. (Membership is open to all.)

SPJ, meanwhile, would set up the criteria for identifying the fellows and then create a program for these recipients to bring their new skills to SPJ as they would to their current work environments.

The “Stuart Fellow” would be named after an extensive application/selection process. Among the SPJ application requirements, each “fellow” would submit a statement identifying his or her goals and needs and how this program would help their progression in management. The “fellow” must also meet the AAJA requirements.

**Phase II.** The “Stuart Fellow” also would be required to commit to one year of service to SPJ, which can be accomplished in any number of ways: from being speakers or workshop coordinators for SPJ national and regional functions, to developing a webinar on diversity training for SPJ.

**THE BUDGET**
While this proposal is focused on the ELP program, SPJ’s commitments will vary depending on the program we choose to become affiliated with, the length of time of the training and the distance that the “Stuart Fellow” will have to travel for these opportunities.
ELP costs $2,000 for tuitions and fees, which is about the norm for all of the programs this committee explored. Housing and board will vary, but can be estimated at about $200 to $275 a day.

Travel costs can range from $200 to about $800. And national membership fees are likely to be under $100 a year.

AN EXPANDED, LARGER ROLE NEEDED
SPJ also should consider sponsoring or creating fellowships for its members to attend such training facilities/opportunities as:
- Conventions and pre-conventions of the American Copy Editors Society, National Association of Black Journalists, National Association of Hispanic Journalists and AAJA.
- The workshops and programs of the Investigative Reporters and Editors and NICAR.
- Regional and short-term training provided by MidAmerica Press Association, NewsTrain or other regional weekend or short-term training workshops.
- Programs and workshops sponsored by such institutions as Arizona State and Michigan State universities; New York, Columbia and Harvard universities and the University of Missouri, to name a few.

Other management programs available
Here are several programs/institutions that offer management training:
- Poynter Institute
- Maynard Institute for Journalism Education
- Investigative Reporters and Editors and/or the Online News Association training offered at their conventions
- APME/AME training at their annual conventions
- And similar programs at the National Association of Black Journalists/National Association of Hispanic Journalists and the Native American Journalists annual conventions.

Recommendation
This committee suggests we initiate this campaign immediately with the Executive Leadership Program of AAJA. Such a move would be a declarative statement from the Society of Professional Journalists of how important we think it is to recognize the changing population of the United States and how we are trying to help today’s newsroom adapt with the times.
Why the “Reginald Stuart Fellowship?”
“Reginald Stuart -- journalist, author, SPJ Fellow and former president, recruiter, mentor.”

Reginald Stuart began his professional journalism career in 1968 as a general assignment reporter at The Nashville Tennessean. After 18 months at the Tennessean, he was recruited to be the first black television news general assignment reporter by WSIX, the local ABC-TV affiliate. There, he was a pioneer of what is now known as convergence reporting – rewriting his stories for the Tennessean after reporting them on the television station. Stuart also freelanced for two years for a variety of regional publications in the South focusing on politics, race and the media, education and civil rights.

Stuart joined The New York Times in 1974 as a business and finance reporter. There, he covered coal and insurance companies and utilities. In 1976, he moved to The Times’ national desk as correspondent. Over the next eight years, he served as correspondent and bureau chief in Detroit, Atlanta and Miami.

In 1987, Stuart joined Knight Ridder Newspapers as a national affairs correspondent for The Philadelphia Daily News. In 1990, he was appointed assistant news editor in Knight Ridder’s Washington Bureau, a post he held until 1996. Later, as corporate recruiter for Knight Ridder, Stuart worked with the company’s 32 papers identifying talent for newsroom and business positions. When Knight Ridder was sold to The McClatchy Company in June 2006, Stuart assumed the same recruiting role with McClatchy.


Stuart served as chairman of the SPJ Legal Defense Fund, the Minority Affairs and Finance Committees and as a national president. For his dedication and service to SPJ, Stuart received the Society’s Wells Memorial Key for outstanding service to the Society. He also served as president of the Sigma Delta Chi Foundation of Washington, D.C, the educational arm of the Washington, D.C. Professional Chapter of SPJ.

Stuart was named an SPJ fellow in 2006. Here is an excerpt from the news release announcing the honor:

“Reggie’s accomplishments within SPJ are enough to argue for naming him a Fellow of the Society. He is an SPJ stalwart and the sort of guy who never says no when the organization or one of its leaders needs help,” said David Carlson, then-president of the Society of Professional Journalists. “But that’s only the start of Reggie’s contributions. He made a name for himself and
made names for countless others, too, as he shepherded young journalists through the ranks. I’m not sure anyone can match the impact Reggie has had on diversity in journalism. He has brought countless people of color into the business. All of us are better for knowing him.”

ABOUT ELP
The Executive Leadership Program (ELP) Introductory Session is for any AAJA member who is interested in moving ahead in the workplace and developing the necessary skills to achieve goals small and large. ELP has designed a program that is challenging, practical and life changing, and is recommended for anyone with four or more years of experience in a media organization. The program explores the responsibilities and challenges of the media workplace and examines how cultural values come into play in newsroom dynamics. Led by professional career coaches and executives, participants will explore a variety of topics in a small, nurturing environment, including:

• Setting goals
• Defining success
• Negotiating promotions and raises
• Dealing with pressure and politics
• Conquering excuses

QUALIFICATIONS
Applicants must have a minimum of four years’ experience as print, broadcast or online journalists or media business professionals. Participants must also establish they have the potential to further their leadership abilities.

LOGISTICS
The 2014 was held June 18-21 at the Gannett Company headquarters in McLean, Va.

APPLICATION REQUIREMENTS
Applicants must be AAJA members and include the following materials with their online application form:

• A résumé
• A professional, color, high-resolution photo
• A letter of recommendation from a supervisor
• A short 40-word biography
• A 250-word statement explaining what you hope to learn from this program and how it will help your career
**BUDGET CONSIDERATIONS**

Here are some projected costs for attending a four-day program (per person):

<table>
<thead>
<tr>
<th>Cost Item</th>
<th>Per Fellow Costs</th>
<th>Total Projected Expenses</th>
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</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$2,000</td>
<td>$2,000</td>
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<tr>
<td>Travel</td>
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<tr>
<td>Room</td>
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<td>Food/board</td>
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<td>$140</td>
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<tr>
<td>AAJA membership</td>
<td>$65 per fellow</td>
<td>$65</td>
</tr>
</tbody>
</table>

Total projected expenses per person, per year: $4,005