



# 2017 — 2020 STRATEGIC PLAN

FOR THE NATIONAL ASSOCIATION  
OF BLACK JOURNALISTS



## **ON THE COVER**

(From left to right)

**NABJ Board of Directors** at the 2016 spring board meeting in New York City.

**NABJ President Sarah Glover** meets with Abdulla Al-Najjar of Al Jazeera in Qatar at the World Media Summit in March 2016.

**NABJ Visual Task Force** photo auction takes place at the annual convention each year.

**Cleveland chapter members** at a mixer at the Republican National Convention.

**Secretary of State Hillary Clinton** at the Democratic National Convention. Clinton spoke at the #NABJNAHJ16 Convention in Washington, D.C.

**The inaugural #BlackTwitter Conference** in February 2016 in New York City.

**Filmmaker Ava Duvernay** partakes in the NABJ Film Festival at the #NABJNAHJ16 Convention in Washington, D.C.

**NABJ founders** pose for a group picture following the 40th anniversary celebration outside the White House on Dec. 12, 2015.

**NABJ President Sarah Glover with Roland Martin** of NewsOneNow, TV One Cable Network at the 2016 #NABJNABJ16 Convention.



**FORDFOUNDATION**

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Black Perspective on the News

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**Charlotte Roy**  
Detroit Free Press

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National Black Network

**John C. White**  
Washington Star

**DeWayne Wickham**  
The Baltimore Sun

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\*Founders who are deceased.



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**Roland Martin**, Former NABJ Board Member,  
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# Executive Summary

## Overview

**THE NATIONAL ASSOCIATION OF BLACK JOURNALISTS** (NABJ), now 41 years old, is the largest of the nation's professional training and advocacy organizations for minority journalists, representing some 3,500 members and operating on a budget of \$2.5 million a year.

It has been the leader in advocating for the hiring and promotion of black journalists and equipping those journalists with skills to cover important, often untold, stories as well as to compete in the journalism and communications workforces in the United States.

NABJ has recently surmounted a period of staff and board turnover and grave financial challenges that abruptly caused it to reorganize to secure its operations. The organization's turnaround in the last 18 months has been significant: It has generated notable projected surplus revenues – an unprecedented \$1 million projected in 2016; enacted operational changes for better management; identified opportunities that can enhance its value to members; and developed a new three-year strategic plan. The plan charts a course that will position NABJ to add members, grow revenues and expand services for the future.

This strategic plan addresses pronounced challenges that surfaced in assessing the media landscape. NABJ seeks to diversify and increase its revenues so it is less reliant on its annual convention and events while also maximizing the revenues from those events. It seeks to amplify its training in digital skills to equip its members for emerging opportunities

even as traditional opportunities in legacy and African-American news outlets diminish. It seeks to set goals and systems for measuring whether it is achieving its targets while also revamping the operating and governing structures that will deliver on those benchmarks. It plans to articulate and enhance its value so that more journalists will join and more donors will support the organization.

## Roadmap of Priorities

NABJ has begun implementing its three-year strategic plan in early 2017. The plan builds upon formal assessments of its strengths, weaknesses, opportunities and threats, to outline a road map of achievable goals. NABJ has prioritized five of those activities that cultivate stakeholder and revenue opportunities. A full description of the strategic plan follows.

In summary, NABJ's five top priorities are:

### **1. Financial and Organizational Stability**

Key tasks involve aligning resources with key activities, establishing guidelines for expenditures, setting profitability requirements for events and services, diversifying revenues and safeguarding cash reserves, and developing metrics to monitor how it is meeting its goals.

### **2. NABJ Jobs**

NABJ will develop robust affirmative action programs to secure more hiring and promotions for its members, develop job databases for members and prospective employers, and cultivate business startup and ownership skills for members.

### **3. Training and Professional Development**

NABJ will work to become a leader in digital media training. It will ramp up its Media Institute and regional training activities. It will develop skills and media entrepreneurship training, and expand partnerships with Poynter and HBCUs, among other activities.

### **4. Advocacy Activities**

NABJ will elevate its efforts to advocate for black journalists and for coverage of issues relevant to the black community in the U.S. and internationally. NABJ will partake in advocacy activities with like-minded groups, such as the National Association of Hispanic Journalists (NAHJ), Asian American Journalists Association (AAJA), Native American Journalists Association (NAJA), UNITY: Journalists for Diversity, American Society of News Editors (ASNE), National Association of Broadcasters (NAB), NLGJA, The Association of LGBTQ Journalists, The National Press Club, among others.

### **5. Special Projects: Convention Site Selection**

NABJ will revise its convention site-selection process to ensure strong attendance and the generation of optimal revenue. The event now generates more than 70 percent of its annual income. It plans to rotate the convention among a handful of cities, to be identified, that are fiscally sound, accessible and appealing to attendees. Consider convention partnerships with other associations that have the potential for fiscal success, such as the joint convention with the National Association of Hispanic Journalists in 2016.

## **Conclusion**

NABJ embarks on its strategic planning activities buoyed with the confidence of successfully tackling difficult challenges in recent years. It has already completed early milestones of this plan. Its leaders are fully cognizant that the challenges facing its individual members impact NABJ itself as a professional organization. Shrinking job opportunities, disappearing job security and the ever-evolving demand for expertise in new skills are issues that all journalists are confronting. Competition for support from donors and sponsors has intensified as new professional organizations have emerged to train and advocate for new players in the news landscape, including digital-first, nonprofit and entrepreneurial news outlets.

With a roadmap in place, NABJ is primed to take the next steps.





NABJ members  
gather with NAHJ  
members at the  
MLK Memorial at  
the #NABJNAHJ16  
Convention in  
Washington, D.C.



# Environmental Scan

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**PART 1:**  
BUILDING THE  
STRATEGIC PLAN

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**IN ASSESSING THE MEDIA LANDSCAPE, NABJ IS MINDFUL** of the structural changes in the media industry and the trends that foreshadow still more change. It has identified several opportunities to position itself to help its members and the organization itself adapt to these changes.

## Industry Issues

NABJ is the largest professional association for journalists who historically have been underrepresented in the communications industry.

Available data indicates that NABJ operates with similar dues, revenue and board structures as parallel organizations representing Hispanic, Asian and Native American journalists. However, NABJ's balance sheet could be stronger.

NABJ members work primarily in the broadcasting and cable, digital media, newspaper and public relations industries.

While each of these industries faces different challenges, emerging media developments impact all of them. Traditional advertising-based business models have been disrupted, leading to cutbacks in staff, reductions in news coverage, consolidation of management positions and changes in the ownership of news outlets. New distribution platforms now compete for revenues and the attention of news consumers. In response, news organizations have evolved their news coverage

policies and practices and altered the nature of their workforces, placing renewed emphasis on digital content production.

These changes have especially affected NABJ stakeholders. Downsizing at major news outlets in recent years has prompted complaints that black (and other minority) journalists have been disproportionately affected. Consolidation of editing and management functions at many chain-owned newspapers has constricted opportunities for advancement. Smaller news holes have impacted coverage of issues relevant to the black community.

All these developments pose challenges for black journalists in the job market, and for NABJ's ability to influence employment and coverage decisions that affect its members.

### **Key trends**

NABJ must adapt its training and services to address key trends in the media ecosystem. Among them:

- The transition of employment opportunities and news consumers from legacy to new media outlets
- Consolidation of distribution channels at media outlets
- Fake news
- A continuing erosion of black media outlets, with many losing circulation
- Shifting skills requirements that increasingly call for multimedia, social media, and tech expertise
- Revenues for news outlets and pay scales for journalists that dramatically vary by geography and market size

### **Opportunities for NABJ**

- Increase the emphasis on professional development to hone basic craft skills
- Develop new skills training for members
- Expand entrepreneurship training for members aspiring to launch their own startups
- Expand job and candidate search services for members and prospective employers
- Advocate for jobs and career advancement with NABJ partners and in newsrooms
- Establish an NABJ Jobs service that aims to match prospective candidates with positions and improve the existing jobs listings on the website



# Donor Issues

Philanthropic funders continue to be a viable source of funding for NABJ and represent 27 percent of the annual budget. However, donors are increasingly more selective in aligning their missions with their funding. Moreover, they are seeking to support organizations that can effectively manage, deliver and report on their grant activity.

NABJ has focused its fundraising efforts primarily around its annual convention with particular emphasis on media and non-media corporate sponsorships.

Articulating a compelling value proposition that elicits donor support is a forthcoming challenge for NABJ. Furthermore, seeking out new donors will require NABJ to build greater development capability to reach beyond traditional partners and programs.

## Key trends

- Stronger alignment between donor and grantee missions
- Giving that has become more relational, less transactional
- Funders that are increasingly seeking signs of impact and measurable return on their investment
- Stiffer competition for donor funds

## Opportunities for NABJ

- Diversify funding sources
- Expand development activities to solicit support for more than the annual convention and Media Institute
- Invite donors to become NABJ members
- Develop a system to track grant activities, reach and impact
- Hire a consultant to oversee grants, monitor metrics and write grant reports
- Cultivate existing relationships to secure new support and multi-year giving
- Develop deeper relationships with international partners

# Membership Issues

Members are the heart of the organization. NABJ has a strong and loyal membership base presently comprised predominantly of broadcast journalists, digital journalists and students.

- **69%** of members reside in the Eastern and Southern states.
- **44%** are students and emerging professionals.
- **40%** are under the age of 35.

NABJ is the largest journalism organization that focuses on the interests of individual racial and ethnic communities. It is also one of many journalist organizations focused on providing career support to members based upon a demographic characteristic and not a general cause. Consequently, NABJ faces significant competition for members.

Although NABJ's legacy and prominence provide competitive advantages to attract new members and retain its current base, other professional organizations are addressing the new skills journalists need to find jobs.

NABJ also has young members. More than two out of five are students, newly minted journalists or under the age of 35 and can't offer strong financial support. This requires that NABJ enhance its value propositions to attract more members who are financially secure in journalism and media-related fields and have the skillset to adapt to 21st century journalism.

Developing distinctive and compelling value propositions will be a key differentiator to enable the organization to engage current and prospective members and grow membership.

### NABJ Strengths

- Robust roster of current and past members
- Active social media presence
- A well-developed Convention and Career Fair that provides training, access to jobs and resources, and networking opportunities

### Opportunities for NABJ

- Strengthen value proposition for members at all career levels and in all membership categories
- Recruit new members, especially in digital media and public relations
- Expand and rebrand training to attract more mid-career journalists, veterans, media executives and displaced journalists
- Recruit members inside and outside the media industry that support NABJ's mission
- Explore opportunity for joint chapter/national dues structure

### NABJ Weaknesses

- Poorly defined value proposition
- Insufficient member recruitment and retention initiatives
- Inadequate cross-training and support in the national office for member services

### Threats

- Not adapting to millennials' needs
- Competition for NABJ members by other organizations
- Deficiency of mid-career programming

## Programs & Services Issues

NABJ's Programs and Services division produces its annual convention and regional conferences, the backbone of NABJ's current value proposition for both members and their employers. The revenue from these conferences and conventions generates 73 percent of NABJ's total annual income. It supports other NABJ

programs and services and net event income is the primary source of funding for NABJ's operating expenses.

By utilizing the Strengths, Weakness, Opportunities, and Threats (SWOT) exercise, NABJ can take numerous steps to leverage strengths and correct weaknesses.

### **NABJ Strengths**

- Professional development and training offered at annual convention, regional conferences & Media Institutes
- Event-related recruitment opportunities for partners and networking opportunities for members
- Tracking and communicating industry employment trends
- Awards programs that validate high-achieving members

### **Opportunities for NABJ**

- Become a digital-media training leader
- Offer multimedia delivery of events and programs through livestreaming, webinars and online courses
- Leverage technology and chapter network to expand training
- Expand journalist job-search services
- Expand partner-sponsored programs, such as skills training and fellowships
- Increase professional development opportunities for mid-career members
- Sharpen program marketing efforts
- Increase newsroom advocacy to support black journalists and fair coverage of the black community
- Offer event-management services to local chapters
- Develop proprietary event-management products and services and market to other organizations

### **NABJ Weaknesses**

- Lack of systems for tracking registrations and demand for offerings
- Lack of funding for more training
- Uneven program offerings among regional conferences
- Deficiency of programming for mid-career journalists
- Insufficient job-search capabilities

### **Threats**

- Competition for program funding
- Shifting demand for different journalism skills
- Delivering quickly on expanded-training goals

# Governance and Organization Issues

## Governance

NABJ has suffered in recent years from changing leadership and poor fiscal management. The NABJ Constitution previously mandated replacement of its entire governing board every two years. Furthermore, its national office has had five executive directors since 2006, requiring its all-volunteer board to assume significant management responsibilities.

A 2014 membership vote amended the NABJ Constitution and attempted to provide more continuity and strengthen governance: Starting with the 2017 election, the board members now serve staggered terms with only half the board being replaced at one time. And the board president is now permitted to run for re-election, enabling a president to serve a maximum of four years instead of two so as to build on a foundation of learning.

The combination of board structure, management turnover and internal politics distracted from NABJ's focus on its mission and contributed to a lack of clarity regarding roles and responsibilities throughout the organization.

The turnover left employees in the member services and finance division with the greatest longevity at the national office. NABJ needs to consider additional governance enhancements and a permanent management structure to strengthen the organization. These can include a mix of board members, employees, consultants, volunteers and other management-service providers.

The association also must revisit the size of the board; the staggered election process, which now requires the association to underwrite an election every year; and the lack of a succession of leadership, which is not addressed in a staggered election process.

### NABJ Strengths

- New board leadership and management
- Longevity of core staff
- Commitment of a corps of volunteers

### NABJ Weaknesses

- Organizational design
- Unclear roles and responsibilities
- Lack of a permanent management structure
- Standard operating and rent costs
- No management succession plan

### Threats

- Retention of key managers and employees
- Loss in continuity of board and management expertise
- Organizational politics that, at times, focuses on individual advancement over organizational goals

### Opportunities for NABJ

- Adopt and execute strategic plan
- Align governance structure with achieving plan goals and NABJ mission
- Adopt best practices for organization design, board roles and responsibilities
- Revisit size of 14-member board
- Improve recruitment and training to attract board members qualified to govern a nonprofit organization
- Develop a leadership succession plan for headquarters
- Explore succession in elections for board leadership
- Amend or streamline board committees and task forces
- Set up a permanent management structure
- Use volunteers more effectively
- Set staff productivity goals
- Outsource some staff functions and use consultants where applicable
- Examine the role and relationship between NABJ and its affiliate chapters. Consider joint dues structure, address affiliation and governance concerns
- Increase sharing of best business practices sharing among national office, regions and chapters
- Provide skills training to staff members
- Create advisory council of business leaders
- Continue to empower the Finance Committee to provide fiscal advice and counsel

## Operations

NABJ's national office operates with four full-time employees and several consultants who manage the office, operations, communications, and fundraising efforts.

Operational functions include:

- Facilities management
- Technology systems management
- Program marketing and delivery logistics, including sponsor



- solicitation
- Human resources management
- Members and partner services
- Board support

Recently, NABJ significantly reduced its occupancy costs, and operates in good space at market rates at the University of Maryland’s Philip Merrill College of Journalism.

The most significant operational challenge is the organization’s outdated website and lack of integration of the various systems for internal communications with members and external out-reach via its website and e-newsletters.

Once these issues are addressed, NABJ will have increased capacity to provide support for additional programming and services for members, regions and chapters.

### **NABJ Strengths**

- Co-location with the Philip Merrill College of Journalism at the University of Maryland, College Park
- D.C.’s attractive and convenient geographic location
- The institutional knowledge of long-time staffers
- Agility to modify and create programming events to meet membership needs

### **Opportunities for NABJ**

- Share administrative resources with a partner
- Use strategic plan to guide sustainability
- Offer fee-based services, such as event management and student development programs
- Establish performance metrics for staff
- Upgrade software to improve efficiencies and support for members and partners
- Create standard operating procedures for staff and board

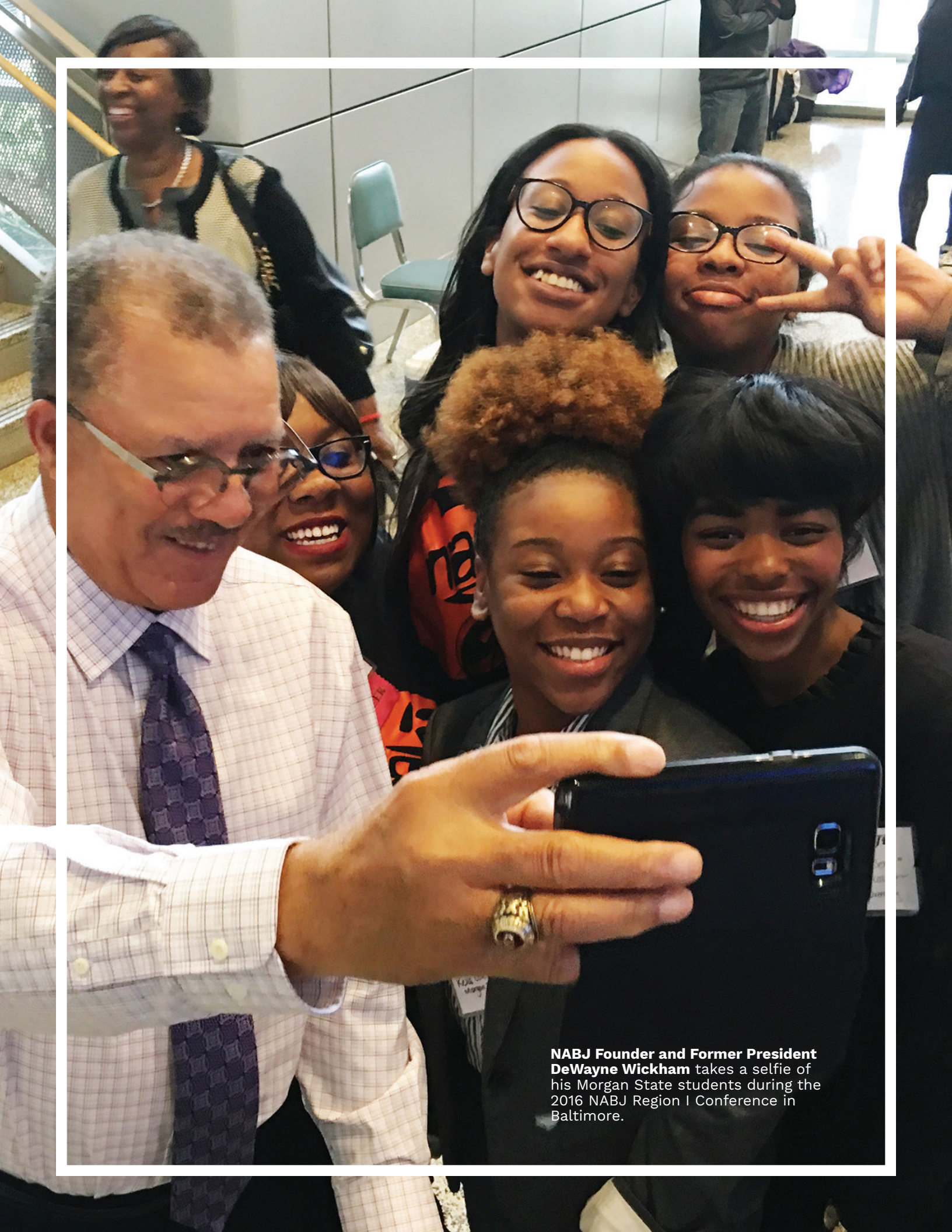
### **NABJ Weaknesses**

- Outdated website
- Lack of integrated communication systems
- Inconsistent social media outreach
- Lack of established operating procedures
- Failure to zero in on appropriate organizational model addressing personnel, executive director, consultants or management company

### **Threats**

- Minimal personnel for high-volume programming
- Lack of staff training
- Possible significant lease increase in three years
- Lack of resources to support operational expenses and execute strategic plan goals





**NABJ Founder and Former President DeWayne Wickham** takes a selfie of his Morgan State students during the 2016 NABJ Region I Conference in Baltimore.



# Implementing the Plan

## PART 2

**NABJ HAS ESTABLISHED A** Strategic Plan Implementation Committee following the completion of the strategic plan to review and help the staff and board manage implementation.

To create a strategic workflow to be sure the plan is put into action, NABJ will:

- Present the Strategic Plan Overview via webinars and conference calls with key leadership cohorts including NABJ Founders, past presidents, chapter presidents and task force chairs
- Collaborate on developing strategic framework and establishing priorities, strategies, projects and expected outcomes
- Present plan and overview of progress to date to NABJ members at the Business Meeting at the annual convention.

## Strategic Framework

### Strategic Planning Vision Statement

The National Association of Black Journalists advocates for black journalists who tell the stories of our evolving world on all media platforms and impacts the communications industry at all levels while focusing on diversity, job training, coverage and other issues relevant to the black community.

### Strategic Planning Mission Statement

NABJ exists to provide its members with opportunities for professional development and career advancement; to demand accessible and fair coverage of people of color; to promote diversity and inclusion in the workplace for black journalists and to advance these principles wherever and however journalism is practiced.

# NABJ Strategic Priorities, 2017-2020

Given the numerous external and internal factors and challenges facing NABJ, the organization must be selective in allocating time and resources dedicated to achieving its mission.

Consequently, NABJ will focus on the following priorities for 2017-2020:

## **1. Financial and Organizational Sustainability**

NABJ's Board and management will ensure the organization's financial stability and sustainability by operating with transparency in all financial matters and following standard and generally accepted accounting procedures.

## **2. NABJ Jobs**

NABJ will become an indispensable talent resource for all media. It will ensure that diversity remains an industry priority by monitoring the representation of African-American journalists at all levels of media. NABJ will work with industry leaders to ensure members are considered for key leadership positions.

NABJ will be a resource for members on key industry trends, innovations and technologies that impact jobs across the news landscape.

## **3. Training and Professional Development**

NABJ will offer, or partner in offering, skills-based training with particular emphasis on core journalism skills, digital and emerging trends, and entrepreneurial opportunities.

## **4. Advocacy**

NABJ will monitor coverage of people, issues and trends relevant to African-Americans and will advocate for better cov-

erage of issues impacting the black community across all media platforms. NABJ will partake in advocacy activities with like-minded groups, such as NAHJ, AAJA, NAJA, UNITY, ASNE, NAB, NLGJA and the National Press Club.

## **5. Special Projects• Convention Site Selection**

One significant project involves site selection of the venues for NABJ’s annual convention. Instead of locating the convention in different cities throughout the country, NABJ will target five to 10 key cities as venues for its annual convention and will rotate the convention through those cities. The sites will be selected based on their affordability and appeal to members, opportunities for large attendance and ability to generate revenues from donors and sponsors.

The remaining sections of this report outline the details for addressing these priorities, and include the strategies, key projects and expected outcomes for each.

### **NABJ Values**

- Honesty
- Integrity
- Accuracy
- Accountability
- Transparency
- Excellence
- Respect
- Self-Determination
- Perseverance

**PRIORITY 1**

# Financial & Organizational Sustainability

**STRATEGY 1**

## Develop a Sustainable Financial Model

**KEY PROJECTS**

- Develop financial management policies and guidelines to:
  - Allocate resources
  - Engage in philanthropic fundraising for program activities
  - Budget for projected revenue for events, programs and services
  - Fundraise for capital expenditures and operating costs
  - Cultivate revenue for investments
  - Manage cash flow
- Develop plans to grow and preserve cash reserves
- Fine tune the budgeting process to direct resources to mission-critical activities
- Develop metrics and reporting systems to monitor performance
- Develop a plan to diversify revenues
- Develop a program to continuously manage expenses management with the assistance of the Finance Committee

**EXPECTED OUTCOMES**

Consistent profitability

Sufficient working capital

Increase in reserves to 200% of annual expenses

**STRATEGY 2**

## Grow Revenue

**KEY PROJECTS**

- Revise membership structure to:
  - Develop compelling value propositions based on member needs and wants



- Consider joint dues for national and local chapter members
- Conduct a membership growth campaign
- Revise convention site selection to optimize member attendance and partner exposure
- Grow the number and profitability of regional conferences
- Increase and maintain the number of revenue-generating Media Institutes
- Expand partnerships
- Develop a publishing and digital media production capability that incorporates the NABJ Journal or other projects that generate sales for NABJ and remuneration for members
- Establish an organizational development plan
  - Create a comprehensive development strategy
  - Link development and marketing strategies
  - Grow event/program sponsorships
  - Increase unrestricted corporate and foundation grants
  - Re-establish a planned giving program
  - Develop major donor program
  - Develop government grants program
  - Monitor participation, impact, online metrics for grant reports

#### **EXPECTED OUTCOMES**

Increased annual revenue

Membership growth

Expanded partnerships

#### **STRATEGY 3**

### **Grow Public Awareness of NABJ Mission**

#### **KEY PROJECTS**

- Expand and promote a fee-based Speakers Bureau comprised of members
- Establish a marketing and communications plan
  - Create comprehensive marketing strategy
  - Link marketing and development strategies
  - Develop both internal and external communications strategies

### **EXPECTED OUTCOMES**

Increased media exposure  
Enhanced membership visibility  
Increased opportunities for advocacy  
Increased partner and donor opportunities

### **STRATEGY 4**

## **Build Organizational Capabilities**

### **KEY PROJECTS**

- Revise organization design and processes
  - Evaluate alternative national office management structures (including hybrid consultant, contractor, staff, and/or management company)
  - Align organization design and size with roles and responsibilities
  - Invest in staff development
  - Cross-train staff on operational functions
  - Document operational policies, processes and create standard operating procedures
  - Clarify roles and responsibilities for board members, volunteers, management, staff and consultants
  - Seek potential areas for collaboration with like-minded nonprofit organizations to share administrative resources and non-competitive capabilities or expenses
- Evaluate opportunities for improvements in governance structure
  - Develop qualifications and roles for board members
  - Reexamine the size of the NABJ board
  - Develop board and staff management succession plan
  - Grow and expand the NABJ partner concierge system
  - Consider creating an Advisory Council to provide operational advisement to the board of directors and supplement the Finance Committee
- Develop metrics for:
  - Management, staff, consultant productivity
  - Member satisfaction
  - Partner satisfaction

- Staff satisfaction
- Grant impact
- Acquire funding to update technology capabilities to:
  - Develop a mobile app
  - Improve website design and utility
  - Integrate technology into operations to improve accounting and tracking needs
  - Standardize communications systems
  - Improve members-only access to the website

**EXPECTED OUTCOMES**

A stable and efficient organization

Updated technological capabilities

Operational continuity plans

Better relations with members and partners

Reduced friction from internal politics

**PRIORITY 2**

# **NABJ Jobs: Employment and Business Opportunities**

**STRATEGY 1**

## **Develop Affirmative Action Programs**

**KEY PROJECTS**

- Obtain hiring and promotion benchmarks from news organizations and SAG/AFTRA for NABJ members
- Leverage federal contractor requirements to increase employment diversity and business opportunities for NABJ members
- Work with communications industry partners to increase the number of diverse senior managers

**EXPECTED OUTCOMES**

Employment growth for NABJ members

Growth in NABJ members who are senior managers in the communications industry  
Business ownership growth for NABJ members

## **STRATEGY 2**

### **Expand Current Efforts**

#### **KEY PROJECTS**

- Expand national and regional career fairs
- Develop partner programs to increase NABJ member access to career opportunities, and partner access to NABJ members
- Create an NABJ Jobs portal online that serves to connect members with jobs and helps partners meet their staffing needs
- With funding, hire a consultant or consider working with another association to share jobs resources
- Develop a fee-based member capabilities/availability search service
- Establish a resource library for career development assistance
- Develop a Entrepreneurship Program for members
- Inaugurate a career or life coaching program

#### **EXPECTED OUTCOMES**

Employment growth for NABJ members  
Growth in representation of NABJ members in senior management in the communications industry  
Business ownership growth for NABJ members

**PRIORITY 3**

# Training and Professional Development

**STRATEGY 1**

## Further Develop Media Institutes, Regional Conferences

**KEY PROJECTS**

- Secure grants to fund and direct the NABJ Media Institute
- Develop a Digital Media Training Program, expand or continue Poynter-NABJ Digital Leadership Academy
- Formalize an entrepreneurship training program
- Develop a skills certification program
- Initiate studies and publications in partnership with HBCUs
- Create a recognizable international footprint for NABJ programs and mission that trains blacks across the Diaspora
- Train members to decode fake news and join partners in the effort to eradicate fake news

**EXPECTED OUTCOMES**

Increased participation in programs  
Improved member satisfaction with programming  
Increased funding for training  
Membership growth  
Communications industry recognition for programming quality and effectiveness

**STRATEGY 2**

## Expand Other Programs

**KEY PROJECTS**

- Secure dedicated funding for programs
- Formalize a mentor program
- Grow fellowship programs
  - Expand NABJ mission and programming internationally, bring back fellowship opportunities in Africa and expand opportunities to the Caribbean

- Create an NABJ Student Projects-like program as fee-for-service conference program and produce it for other professional organization conventions
- Expand NABJ Scholarship Program
- Expand campus partnerships outside of convention
- Create the Black Male Media Project to elevate the role of black males in media, focus on mentorship and training for NABJ male members and advocate for more black men in media

#### **EXPECTED OUTCOMES**

Growth in program participation

Improved member satisfaction with programming

Increased funding for training

Membership growth

Recognition for programming quality and effectiveness

Growth in NABJ membership on college campuses

Increased representation of black males in the media industry

#### **STRATEGY 3**

### **Expand Training Delivery Methods**

#### **KEY PROJECTS**

- Become a digital media training leader
  - Use technology, expertise among members and partners to expand capacity
  - Develop the capability to deliver training anywhere, anyhow and anytime
  - Use mobile apps to provide timely information and leverage a website optimized for mobile
  - Develop partnerships to expand third-party program offerings
  - Develop a member skills database or speakers bureau
  - Enhance training registration capabilities

#### **EXPECTED OUTCOMES**

A Roster of Volunteer Mentors

Fully-funded Fellowship Program

Dedicated Training Fund for new programs

Growth in program participation



Improved Member satisfaction with programming  
Increased funding for training  
Membership growth  
Recognition for programming quality and effectiveness  
Growth in representation of NABJ members in senior management in the communications industry  
Business ownership growth for NABJ members

**PRIORITY 4**

## **Advocacy**

**STRATEGY 1**

### **Re-Establish NABJ as the Voice for Black Journalists Across Media**

**KEY PROJECTS**

- Develop a comprehensive advocacy agenda
- Provide advocacy training for NABJ Board and management
- Develop alliances with other organizations to leverage advocacy efforts for coverage and diversity
- Develop national, regional and local forums to advocate for accurate and fair coverage of issues relevant to the black community
- Develop relationships with traditional media outlets to increase opportunities for NABJ members to serve as specialists on coverage of issues relevant to the black community
- Develop multi-media communications capabilities to expand coverage of advocacy issues in the NABJ Journal and NABJ-produced print and digital media
- Bring back the Ethel Payne Fellowship and develop other programs, with partners, to offer grants for storytelling on the black community and issues affecting black people across the Diaspora
- NABJ will partake in advocacy activities with like-minded groups, such as NAHJ, AAJA, NAJA, UNITY, ASNE and NLGJA

**EXPECTED OUTCOMES**

Greater coverage of stories relevant to the black community  
Greater number of issues covered by black journalists  
Greater number of NABJ-sponsored forums/events  
Greater national exposure for NABJ members

**STRATEGY 2**

**Expand Advocacy for Diversity and Fair Coverage**

**KEY PROJECTS**

- Expand efforts to advocate for members on issues of coverage and employment in all sectors of the communications industry
- Keep members well informed by continuously monitoring industry trends and practices.
- Develop systems to measure outcomes of advocacy strategies

**EXPECTED OUTCOMES**

Greater number of NABJ members in positions with the responsibility to determine coverage policies and practices  
Growth in representation of NABJ members in senior management in the communications industry  
Business ownership growth for NABJ members  
Greater coverage of stories relevant to the black community  
Greater number of issues covered by black journalists

**PRIORITY 5:**

**Special Projects:  
Convention City Selection**

**KEY ACTIVITIES**

- Establish site-selection criteria for hosting conventions.
  - Proven attendance history, geographic concentration of members, travel costs/accessibility, national destination city appeal measured by tourism metrics, rooming costs, black population/culture/leadership in the city, hotel venue

- exhibit /workshop space and costs.
- Select five to 10 convention cities for consideration on a rotating basis
- Broaden Media Institutes and Regional Conference venues to non-host city markets
- Explore combining regional conference and Media Institutes
- Consider convention partnerships with other associations that have the potential for fiscal success, such as the joint convention with the National Association of Hispanic Journalists in 2016

#### **EXPECTED OUTCOMES**

Better financial performance

Higher attendance at venues

More accessible training opportunities for members

Membership growth

## **Conclusions**

This strategic plan outlines a set of goals for NABJ that the organization will confidently meet. This will require that stakeholders collaborate and use a disciplined approach to support fair and comprehensive storytelling about issues that affect the black community. It also outlines pathways that NABJ can pursue to build organization capacity to:

- Develop highly-skilled black journalists
- Help members find professional opportunities with high potential for advancement or assist members with building successful media businesses
- Provide forums to advocate for diversity and fairness in the communications industry

To accomplish these goals, NABJ has established priorities that optimize the use of precious current resources to pave the way forward. Those priorities are:

- Financial and Organizational Sustainability
- Training and Professional Development
- Employment and Business Opportunities

- Advocacy
- Conventions Site Locations

To support these priorities, NABJ will employ tailored strategies, including:

- Re-establish NABJ as a “voice” on issues relevant to the black community
- Advocate for members on issues of coverage and employment in all sectors of the communications industry at all levels
- Keep members well-informed about industry trends and practices
- Strengthen NABJ’s role as a convener and consensus builder to ensure that issues relevant to blacks are covered accurately and fairly
- Manage resources efficiently
- Build organizational capacity
- Develop NABJ University
- Establish affirmative action programs with communications industry partners and SAG/AFTRA

With these strategies and associated initiatives, NABJ envisions that by 2020, there will be:

- Greater coverage of stories relevant to the black community
- Greater number of major issues covered by black journalists
- Greater number of NABJ members in positions with the responsibility to determine coverage policies and practices
- A stable and efficient organization
- Programming for members recognized for quality and effectiveness
- Employment growth for members
- Growth in representation of members in senior management in the communications industry
- Business ownership growth for members

Journalism has reached a critical juncture as a result of disruptions in business models, social media’s dominance in newsgathering, changing delivery modalities, fake news and

non-traditional competition. Industry leaders have responded to these challenges with consolidations that can result in job constrictions, and increased use of technology to improve productivity and profitability.

These industry issues pose additional challenges for black journalists, including a disproportionate impact in the job market, coverage challenges for issues relevant to the black community and adequate funding for programming.

NABJ has long been an inspirational leader for black journalists and an advocate for workforce diversity in the communications industry and fair coverage of issues relevant to the black community.

Skilled black journalists who are committed to the calling of journalism should be supported and developed in newsrooms just like their peers. Media organizations must adapt and prepare for 2044 when the United States becomes a majority minority nation, according to a 2015 U.S. Census report. News and information that are reflective of the changing demographics, and emerging and new audiences, are a vital business practice.

Now is the time for NABJ to draw upon its profound history and be a leader among journalism organizations at a time when truth telling is necessary. NABJ is committed to expanding diversity and inclusion efforts in newsrooms, and to improving the ways in which it serves its members and partners to that end. A sincere thank you to NABJ's 44 founders who blazed the trail and continue to light our path.



# NABJ PERFORMANCE METRICS

The driving force of NABJ are its members — a diverse group spanning age, specialty and region. Various factors may potentially impact it's mem-

bers. By measuring the performance of various metrics and activities, we may better understand the story behind how NABJ has fared.

## NABJ Member Distribution by Category

Corporate group	0%	<b>1</b>
Corporate individual	0%	<b>2</b>
Student	37%	<b>1,302</b>
Professional	37%	<b>1,305</b>
Media Related	13%	<b>466</b>
Academic	4%	<b>144</b>
Alumni	1%	<b>28</b>
Emerging Professional	8%	<b>288</b>

## NABJ Membership Totals

<b>2,929</b>	<b>2,691</b>	<b>3,536</b>
2014	2015	2016

## NABJ Membership by Industry

Student	25%	<b>739</b>
PR	9%	<b>279</b>
Educator	6%	<b>166</b>
Online Media	13%	<b>384</b>
Radio	4%	<b>132</b>
Television	32%	<b>967</b>
Newsletter	0%	<b>6</b>
Magazine	2%	<b>61</b>
Newspaper	9%	<b>280</b>

## Employee Board Member Comparisons

	Employees	Board Members
NABJ	4	<b>14</b>
NAHJ	2	<b>22</b>
AAJA	3	<b>11</b>
NLGIA	5	<b>14</b>
RTNDA	5	<b>32</b>
ONA	6	<b>15</b>
SOPJ	16	<b>21</b>
ASNE	0	<b>22</b>
IRE	0	<b>13</b>
NAB	-	-
NAA	-	-

## NABJ Member Distribution by Age

16-24	34%	<b>1024</b>
25-34	22%	<b>726</b>
35-44	17%	<b>507</b>
45-54	14%	<b>408</b>
55-64	9%	<b>285</b>
65 & over	2%	<b>63</b>

## Geography of NABJ Members

**45%**

### Region 1

Conn., Del., D.C.,  
Maine, Md., Mass.,  
N.H., N.J., N.Y., Pa.,  
R.I., Vt., Va., W.Va.

**15%**

### Region 2

Ill., Ind., Iowa, Kan.,  
Ky., Mich., Minn., Mo.,  
Neb., N.D., Ohio, S.D.,  
Wis.

**32%**

### Region 3

Ala., Ark., Fla., Ga.,  
La., Miss., N.C.,  
Okla., S.C., Tenn.,  
Texas

**8%**

### Region 4

Alaska, Ariz., Calif.,  
Colo, Hawaii,  
Idaho, Mont., Nev.,  
N.M., Ore., Utah,  
Wash., Wyo.

**1%**

### Outside US

## NABJ Financial Performance

	Net income or loss
2009	<b>-\$612,779</b>
2010	<b>\$437,727</b>
2011	<b>\$3,363</b>
2012	<b>-\$79,575</b>
2013	<b>\$138,648</b>
2014	<b>-\$264,604</b>
2015	<b>-\$395,206</b>
2016	<b>\$1,287,000*</b>

\*Pending yearly audit

## Journalism Association Performance Comparison

	2013 Net income or loss	2014 Net income or loss
NABJ	\$138,648	<b>-\$264,604</b>
NAHJ	\$189,533	<b>\$15,277</b>
AAJA	\$128,987	<b>\$55,398</b>
IRE	-\$107,663	<b>\$1,051,162</b>
RTNDA	\$135,312	<b>\$125,054</b>
SPJ	\$137,768	<b>-\$18,177</b>
ASNE	N/A	<b>-\$62,483</b>

Source: IRS 990

## NABJ Revenue Distribution 2016

Convention revenue	<b>73%</b>
Programming fees	<b>7%</b>
Contributions and grants	<b>5%</b>
Membership dues	<b>7%</b>
In-kind contributions	<b>7%</b>
Gain/loss on investments	<b>1%</b>

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2017 — 2020

# STRATEGIC PLAN

FOR THE NATIONAL ASSOCIATION  
OF BLACK JOURNALISTS