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Dear NABJ Members & Friends,

As the 19th President of the National Association of Black Journalists (NABJ), I would like to thank you for your continued support of NABJ. This report provides a summary of the goals we’ve achieved, of our advocacy efforts, of the programs we hosted, and of the resources we provided to the membership, none of which would have been possible without your support.

During the 2010 and 2011 fiscal years, NABJ rose to the occasion and demonstrated that we remain committed to the cause of advocating on behalf of black journalists worldwide. Our advocacy efforts and programs were devoted to providing training and career development opportunities, sensitizing the media towards the portrayal of people of color, encouraging media entrepreneurism, celebrating exceptional work by black journalists or works which provided exceptional coverage of the black community, and developing a pipeline from which comes the next generation of highly skilled journalists and capable newsroom leaders.

In the summer of 2011 we hosted a successful convention in Philadelphia, Pennsylvania, which began a series of events designed to allow for skill development, as well as networking for our members such as NABJ’s CBC Reception, the 2011 Hall of Fame, and national Media Institutes including the Health Disparities Conference and the Media Professionals Conference. NABJ also hosted a Media Institute on Health Reporting in Los Angeles. This in addition to hosting our student targeted programming like the NABJ Multimedia Short Courses.

All the while NABJ spoke up when the time came about issues which needed to be addressed in the media. NABJ continues to make regular advocacy visits to media companies, NABJ task forces continue to host online trainings and webinars for their constituencies, and we seek continued partnerships with other organizations to make NABJ an organization relevant to you, and which works for you 365 days a year.

Through this report, we offer you but a sampling of the ways in which NABJ remains poised to lead. We will strive to continue to increase our membership and sponsor support as well as provide innovative programs and resources.

I invite you to read our annual report for more information about the state of our NABJ.

Yours in Service,

Gregory Lee, Jr.
NABJ President
Our Mission

The National Association of Black Journalists (NABJ) is an organization of journalists, students, and media-related professionals that provides quality programs and services to and advocates on behalf of black journalists worldwide.

NABJ is committed to:

Strengthening ties among black journalists.

Sensitizing all media to the importance of fairness in the workplace for black journalists.

Expanding job opportunities and recruiting activities for veteran, young and aspiring black journalists, while providing continued professional development and training.

Increasing the number of black journalists in management positions and encouraging black journalists to become entrepreneurs.

Fostering an exemplary group of professionals that honors excellence and outstanding achievements by black journalists, and outstanding achievement in the media industry as a whole, particularly when it comes to providing balanced coverage of the black community and society at large.

Partnering with high schools and colleges to identify and encourage black students to become journalists and to diversify faculties and related curriculum.

Providing informational and training services to the general public.

NABJ Member Benefits:

Access to year-round professional development through the NABJ Media Institute, the annual convention and career fair and regional conferences.

Opportunities --and a responsibility--to help ensure fair and balanced media coverage of the black community and to encourage the industry to hire and retain more black journalists.

Professional Development for black journalists seeking to improve their skills and advance to newsroom management.

Recognition of journalistic excellence and achievement via the annual Salute to Excellence and Special Honors awards.

Subscriptions to the annual NABJ Journal, NABJobs Online, NABJ Forum, MyNABJ.org, and NABJ E-News.

Mentoring and recruiting the next generation of aspiring black journalists through our partnership programs with high schools and colleges across the country.

Founded by 44 men and women on December 12, 1975, in Washington, D.C., NABJ is the largest organization of journalists of color in the nation.

Many of NABJ’s members also belong to one of the dozens of professional and student chapters that serve black journalists nationwide.

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**2009-2011**

**President**
Kavitha Morris
Independent Journalist
Juncos, PR

**Vice President/Producers**
Diane M. Hawkins
Independent Journalist

**President/Events Coordinator**
Kathleen Caster
North Carolina A&T State University

**Chair**
Don Hudson
News/Talk 750 WSB

**Vice Chair**
Demorris Lee
Tulsa World

**Secretary**
Carol Ash
Convention Chair

**Treasurer**
Bonnie Newman Davis,
Managing Editor (Print)

**Regional Directors**

- Region I Director
  - Sherwood Christie
  - Sports Editor
  - Asbury Park Press
  - Neptune, NJ

- Region II Director
  - Constance Cato
  - National Correspondent
  - NPR
  - Washington, DC

- Region III Director
  - Diane Russell
  - Reporter
  - WBTV/Raycom Media
  - Charlotte, NC

- Region IV Director
  - A.J. Ross
  - Reporter
  - ABC 6/FOX 28
  - Sinclair Broadcasting
  - Columbus, OH

- Region V Director
  - Mary Benton
  - Reporter
  - KPRC-TV (NBC)
  - Post-Newton
  - Houston, TX

- Region VI Director
  - Michelle Fyfe
  - Editor-In-Chief
  - National Journalist
  - Oakland, CA

**Associate Representative**

- African-American Roberts
  - Managing Partner/Founder
  - KO Communications Group
  - Philadelphia, PA

- Mary Benton
  - Reporter
  - KPRC-TV (NBC)
  - Houston, TX

- Christopher Fielkow
  - Editor-In-Chief
  - National Journalist
  - Oakland, CA

**Representative**

- Angela Angelique Roberts
  - Managing Partner/Founder
  - KO Communications Group
  - Philadelphia, PA

**Student Representative**

- Sharron Cameron
  - Student Representative
  - Boston Globe
  - Ohio University (2012)
  - Athens, OH

**Archivist**

- Ray Nyer
  - WNE-TV (Athens, Ga.)

**Editorial Board**

- Mike DesJardins
  - Editor
  - News/Talk 750 WSB

**NABJ Board of Directors**

- Executive Director
  - Maurice Foster

- Finance Manager
  - Konrad Stanyan

- Membership Manager
  - Veronica Davis

- Program Manager
  - Joanes decorate

**National Association of Black Journalists**

**2011-2013**

**President**
Gregory H. Lee, Jr.
Executive Editor
South Florida Sun-Sentinel
Ft. Lauderdale, FL

**Vice President/Producers**
Kathy Mitchell
Independent Journalist

**President/Events Coordinator**
Kathleen Caster
North Carolina A&T State University

**Chair**
Don Hudson
News/Talk 750 WSB

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**National Association of Black Journalists**

**Committee & Task Force Chairs**
National Conference of Editorial Writers & NABJ jointly and proudly award the prestigious Ida B. Wells Award to a media executive or manager who has made outstanding efforts to make newsrooms and news coverage more accurately reflect the diversity of the communities they serve. In 2011, we were honored to award the Ida B. Wells Award to Walterene Swanson for her work as director of diversity management for National Public Radio and helping to recruit, promote, train, and retain people of color and women.

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Salute To Excellence

Awarded at the Annual Convention and Career Fair, the NABJ Salute to Excellence Awards highlight exceptional pieces of journalism in print, broadcast, and multimedia. These awards cover the varied range of talents and occupations within our industry, including design, photography, long-form written pieces, serial stories, documentaries, interviews, and public relations.

In 2011, it was determined that Salute to Excellence and Special Honors should have their own award banquets during the Annual Convention. The Salute to Excellence awards are presented at a separate pre-ceremony, known as Salute to Excellence I, which precedes the Salute to Excellence Special Honors gala banquet.
**2010 Salute to Excellence Winners**

<table>
<thead>
<tr>
<th>Category</th>
<th>Name</th>
<th>Publication</th>
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<tbody>
<tr>
<td><strong>Magazine-Circulation Below 150,000</strong></td>
<td>Number: 100,000</td>
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<tr>
<td><strong>Magazine-Circulation 150,000 and under</strong></td>
<td>Number: 200,000</td>
<td></td>
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<tr>
<td><strong>Magazine-Circulation Over 150,000</strong></td>
<td>Number: 200,000</td>
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<tr>
<td><strong>Radio</strong></td>
<td>Radio — New Form Arian Lebe CBC Radio News NYC 2009 The Breakthrough Year Courage, Commitment, Conviction 2011</td>
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<tr>
<td><strong>Television</strong></td>
<td>Television — News Long Form Girkos Ahoia, Robin Roberts Diane Sawyer, Dan Harris 2011 ABC News Good Morning America Black &amp; White News Perceptions of Race in America</td>
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<td></td>
<td>Television — Feature Short Form Rob Kaplan, Byron Pain Wells Kimberly Parke, Ronna Warren Rodney Comer, Betty Chin 2011</td>
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<tr>
<td></td>
<td>Television — Specialty Robin Robinson, Ann Serfini Louis Hinkhouse, Donald Graham WFLD-TV Chicago “Keepin’ It Straight”</td>
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**Digital Media**

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<tr>
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<tbody>
<tr>
<td></td>
<td>Digital Media — Single Story: Program Genevieve Michael-Bryan Kenneth Meeks, Ed Gordon The Nation “Obama’s 100 Days”</td>
<td></td>
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<tr>
<td></td>
<td>Television — Public Affairs Program Genevieve Michael-Bryan Kenneth Meeks, Ed Gordon Our World With Black Enterprise “Recognizing NAACP’s 100th Anniversary”</td>
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<td></td>
<td>Television — Public Affairs Program Nicholas Shields WTIV-TV Chicago “Dr Rehab” 2011</td>
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**Television-Markets 16 and Below**

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<tr>
<td></td>
<td>Television — Feature Long Form Par Harvey, Kimberly Mica KCAL-TV Los Angeles “High School Harmony”</td>
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<tr>
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<td>Television — Public Affairs Segment Martin “Black at 5,280 Feet”</td>
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The National Association of Black Journalists (NABJ) awards scholarships annually to deserving high school and college students interested in pursuing journalism careers. Over the last decade, NABJ has awarded more than a half a million dollars to students studying broadcast, print, and online journalism; photography; graphic design; and communications. NABJ’s scholarships are named in honor of NABJ Founders and pioneers in journalism.

NABJ offers summer internships annually to college students interested in pursuing a career in journalism. Students gain hands-on training in reporting, editing, photography, graphic design, video production, and public relations at various U.S. news organizations. Past internships sites include NBCUniversal, ABC, CBS, CNN, FOX, and USA Today.

In 2010, NABJ awarded $94,000 in scholarships. In 2011, NABJ awarded $84,500.

### 2011 Awardees

**LARRY WHITESTIDE SCHOLARSHIP ($2,500)**
- Seth Lemon, Howard University

**ALLISON E. FISHER SCHOLARSHIP ($2,500)**
- April Simpson, London School of Economics

**NABJ SCHOLARSHIPS ($2,500)**
- Rachel Black, University of the Incarnate Word
- Khadijah Carter, Columbia University Graduate School of Journalism
- Kylee Coney, Howard University
- Aaron Edwards, Ithaca College
- Tony Evans, Clark Atlanta University
- Whitney Pennington, University of California
- Brandon Marshall, Elon University
- Whitney Williams, Northwestern University

**NABJ-CNN SCHOLARS ($2,500)**
- Rachel Archambau, University of North Carolina
- Eric Burse, University of California
- Christian Cook, Los Angeles City College
- Allison Knox, Howard University
- Eryn Rogers, Northwestern University
- Montana Williams, University of Florida

**VISUAL TASK FORCE SCHOLARSHIP ($1,500)**
- Robert L. Ruffins, Harvard University
- Quintavius Shephard, Florida A&M University
- Tiffany Williams, Michigan State University

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### NABJ Internships

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### NABJ JSHOP

NABJ’s JSHOP is a four-day workshop for local high school journalism college students provide mentorship and supervision.

### Student Short Courses

NABJ offers an expenses-paid fellowship to outstanding students pursuing a career in journalism. For one week during the Annual Convention & Career Fair, aspiring journalists can receive invaluable real-life newswroom experience and produce daily coverage of the convention. Students produce stories for the NABJ Monitor, the convention newspaper, NABJ TV, NABJ Radio and nabjconvention.org, the daily news web site. They work alongside professional journalists and journalism educators from across the country. Students gain experience using the latest tools as they cover NABJ’s annual convention and longer-form multimedia storytelling of broader issues.

### Multimedia Student Projects

NABJ offers multimedia short courses that encourage student members to work at television stations in the country, as well as provide hands-on experience and practical understanding of what these jobs entail.

For more information on NABJ’s S.E.E.D. Program, please visit www.nabj.org.
**MEMBERSHIP**

Beginning in 2008 with the financial collapse, NABJ membership declined as the economy worsened. It continued this downward spiral to a low of 2,589 in October of 2010.

In the winter of 2010, we launched a series of membership campaigns and marketing efforts to return membership numbers to their previous levels. Membership began to increase from the start of 2011 and continued this increase until the close of the year.

Full membership and high school membership increased marginally while student, associate, and corporate membership all increased significantly in 2011 from their 2010 lows.

**NABJ MEDIA INSTITUTES**

The NABJ Media Institute offers quality web seminars and hands-on professional development, entrepreneurial guidance, and technical training at sponsored events around the country. The Institute seeks to connect, educate, and inspire member journalists on topics that directly affect the communities that they serve. Exploring topics ranging from multimedia technology, political reporting, and health care issues, the Institute connects journalists with frontline stakeholders, researchers, policy makers, and other journalists to exchange ideas and information about the topics that matter the most.

**Media Institute for Media Professionals and Entrepreneurs**

November 12, 2011

Knight Hall, University of Maryland, College Park, MD

The goal of this one-day conference is to give media professionals tools needed to start their own businesses by networking with other journalists, public relations professionals and entrepreneurs to discuss topics such as transitioning into public relations and teaching, using social media to build your personal brand, landing projects and contracts, and renewing and redefining career goals.

**Media Institute on Health Reporting: Covering the Untold Stories in Greater Los Angeles**

October 15, 2011

AFTRA Boardroom, The Museum Building, Los Angeles, CA

The goal of this free, one-day workshop is to give print, broadcast and online journalists the tools to more effectively report on health stories affecting underserved communities in greater Los Angeles. Highlights included workshops on environmental and community determinants of health and improving the cost and availability of quality health care.

**Media Institute on Health Reporting: Covering Untold Stories in the San Francisco Area**

April 30, 2011

University of California - Berkeley, Graduate School of Journalism, Berkeley, CA

This workshop gives print, broadcast and online journalists the tools to more effectively report on health stories affecting underserved communities in the Bay Area. Highlights included workshops on environmental and community determinants of health and how stress affects the health outcomes of people of color.

**Media Institute on Health, Health Policy and Health Disparities**

March 24-26, 2011

Henry Kaiser Family Foundation, Washington, DC

The goal of this conference was to provide print, broadcast and digital journalists the tools to effectively report on the impact of health care reform and health policy on underserved communities. Highlights included workshops on the Affordable Healthcare Act, health concerns for older people of color, childhood obesity and health, lung & prostate cancer awareness, and HIV/AIDS.

**It's All About Business: Entrepreneurship, Public Relations and Hot Button Issues**

October 16, 2010

Knight Hall, University of Maryland, College Park, MD

This day-long conference organized by NABJ’s Associate Members’ delegation, the Maryland/District of Columbia Minority Supplier Development Council (MSDC) and The Brooks Business Report® featured entrepreneurial training for business owners growing their enterprises and workshops focused on the direction of the public relations sector and trends in the industry for PR practitioners of color.

**Media Institute on Health, Health Policy and Health Disparities**

March 4-6, 2010

Henry Kaiser Family Foundation, Washington, DC

The goal of this conference was to provide print, broadcast and digital journalists the tools to effectively report on the impact of health care reform and health policy on underserved communities. Highlights included a keynote addresses from Secretary of Health, Kathleen Sebelius, and 18th Surgeon General of the United States, Vice Admiral Regina Benjamin, as well as workshops on the social determinants of health, cancer, incarceration mental health care, and health care reform.

**Quarterly Membership (2008 -2011)**

<table>
<thead>
<tr>
<th>Year</th>
<th>January</th>
<th>April</th>
<th>July</th>
<th>October</th>
<th>January</th>
<th>April</th>
<th>July</th>
<th>October</th>
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<td>2008</td>
<td>3,363</td>
<td>3,772</td>
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<td>3,647</td>
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<td>2,873</td>
<td>2,573</td>
<td>2,973</td>
<td>2,933</td>
<td>2,583</td>
<td>2,807</td>
<td>2,968</td>
<td>2,923</td>
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<tr>
<td>2010</td>
<td>2,873</td>
<td>2,573</td>
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<td>2,807</td>
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**June Analysis of Membership Demographics (2008 -2011)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Full Member</th>
<th>Associate Member</th>
<th>Emeritus/Retired</th>
<th>Student Member</th>
<th>High School Member</th>
<th>Corporate Individual</th>
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<td>1110</td>
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<tr>
<td>2009</td>
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<td>587</td>
<td>20</td>
<td>974</td>
<td>86</td>
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<tr>
<td>2010</td>
<td>1,452</td>
<td>253</td>
<td>214</td>
<td>948</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>1,501</td>
<td>253</td>
<td>214</td>
<td>948</td>
<td>41</td>
<td></td>
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</table>

**Annual Report 2010-2011**
The 2011 NABJ Convention and Career Fair was held at the Pennsylvania Convention Center in the city of brotherly love, Philadelphia.

Home to many NABJ Founders and past Board of Directors members, Philadelphia was the perfect setting to soak up some history while focusing on the future of journalism.

The NABJ Programming Committee was very excited to announce our plenary speakers for this year’s Convention and Career Fair: author, columnist, and media-mogul Arianna Huffington and United States Attorney General Eric Holder.

Ms. Huffington is most known for co-founding the popular news website The Huffington Post, and is one of the most influential women in media. She was gracious enough to sit down for a one-on-one interview with Lester Holt of NBC News. Attorney General Eric Holder greeted NABJ on behalf of President Barack Obama and also sat down for a one-on-one with Mr. Holt. It was a not-to-be-missed plenary we are sure to be talking about for years.

Gwen Ifill, Soledad O’Brien, Michele Norris, Eugene Robinson, and Carole Simpson were just a few of the media elite that offered their expertise to this year’s Authors Showcase.

Soledad O’Brien also offered her unique perspective along with Isiah Thomas, Former NBA Star and College Basketball Coach, and others during a workshop focusing on recent stories in the media where “blackness” was questioned, such as ESPN analyst Jalen Rose’s “Uncle Tom” remark aimed at black Duke players in the 1990s. In addition to closely examining these stories, they also explored how these stories should be covered by the media.

With the Presidential election right around the corner, it was a topic that could not be missed. Dr. Cornel West, noted philosopher, author, and Civil Rights Activist gave his thoughts on President Barack Obama’s first term in office and what to expect in the upcoming year during this election campaign.

Additionally, top administration officials offered their suggestions on how to write about important political topics and how to make the connections to help you write that career-defining story. These top administration officials gave NABJ members an informative look at the current and looming headline issues that will be coming out of the White House Executive Office, Departments of Treasury, Health and Human Services, Education, Housing and Urban Development, and the Environmental Protection Agency, over the next 18 months. Panelists included Kevin Lewis, Director of African American Media, for The White House; Adora Andy, Deputy Associate Administrator for the Office of External Affairs and Environmental Education; Daren Briscoe, Deputy Press Secretary for the U.S. Department of Education; Jesse Moore, Special Assistant for the Public Affairs Director; U. S. Department of Health and Human Services; and Anthony Coley, Deputy Assistant Secretary of Public Affairs for the U.S. Department of the Treasury.

On Friday, August 5, 2011, Walt Disney World Resort hosted “NABJ Presents” featuring an evening reception and entertaining programming that celebrates Disney’s Dreamers Academy with Steve Harvey and Essence Magazine, a life-changing event for high school youth.

Lucasfilm Ltd. offered convention goers a special sneak peek at their newest film, Red Tails, a high-flying WWII epic inspired by the heroism of the first all African-American aerial combat unit. Showcasing the inspiring story of the Tuskegee Airmen, the film celebrates the intrepid young airmen who took to the skies to fight for their country and the fate of the free world. We were proud to welcome cast members, Cuba Gooding, Jr. and Terrence Howard, as well as members of the Tuskegee Airmen for this memorable tribute to their bravery and sacrifice.

NABJ was also very proud to show the award-winning film, The Help. Based on one of the most talked about books in years and a #1 New York Times best-selling phenomenon, The Help stars Academy Award nominee Viola Davis and Academy Award winner Octavia Spencer. Both stars, along with director Tate Taylor and author Kathryn Stockett presented their extraordinary story of three women in Mississippi during the 1960s, who build an unlikely friendship around a secret writing project that breaks societal rules and puts them all at risk. Moderated by MSNBC’s Tamron Hall, attendees were treated to a Q&A and screening of the film before it was released to theatres.

As always, one of the biggest highlights of the Convention was the 2011 NABJ Salute to Excellence Gala. This year it was all about the Glam! The Greatness! The Glossy! NABJ’s gold carpet tribute to the media industry’s cream of the crop was hosted by veteran journalist Jacque Reid, founder and owner of Jacque Reid Media and a former CNN Headline News and BET News anchor, and Kevin Frazier, co-host of The Insider, who this spring became the first black host of a national news program.

The help also included a former CNN Headline News and BET News anchor, and Kevin Frazier, co-host of The Insider, who this spring became the first black host of a daily syndicated entertainment news magazine. After, the golden velvet rope after-party was the perfect way to end this fabulous evening.
The 2011 Convention was also a phenomenal financial success. Thanks to a large team of generous sponsors, NABJ raised over $2.2 million.

The profits from the 2011 year’s Convention were more than double that of the 2009 Convention. This was in large part to careful cost-saving measures started in 2010 which continued to benefit NABJ into the 2011 Convention. We were able to cut Convention costs by renegotiating hotel contracts and carefully estimating the hotel room block and attendance to avoid costly payments for rooms and food service we did not need. In 2010, the creation of a separate Hall of Fame celebration also scaled down expenses.

The 2011 Convention was held at the Pennsylvania Convention Center, which employs union labor, which slightly increased pro rata costs. We were able, however, to award the audio/visual bid to a minority-owned business. The addition of the Salute to Excellence 1 ceremony added to costs as well.

Not only did we raise the number of registrations in 2011, but we gained them at a much faster pace than 2010. Registration was 1608 in 2010, compared to 2390 in 2011. While we gained significant income through registration, this was reflected in the pro rata costs of the convention associated with the higher turnout. We will be able to take these marketing strategies and cost-saving lessons into a profitable future.

### Convention Financials

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions &amp; Grants</td>
<td>$708,444</td>
<td>$878,252</td>
<td>$1,159,835</td>
</tr>
<tr>
<td>Restricted Contributions</td>
<td>$22,324</td>
<td>$10,000</td>
<td>$38,133</td>
</tr>
<tr>
<td>Registrations</td>
<td>$399,445</td>
<td>$385,805</td>
<td>$612,291</td>
</tr>
<tr>
<td>Career Fair/Exhibits</td>
<td>$128,050</td>
<td>$139,050</td>
<td>$150,313</td>
</tr>
<tr>
<td>Program Income</td>
<td>$129,156</td>
<td>$74,535</td>
<td>$120,043</td>
</tr>
<tr>
<td>In-Kind Contributions</td>
<td>$0</td>
<td>$11,495</td>
<td>$202,000</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$1,387,419</td>
<td>$1,599,137</td>
<td>$2,282,615</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$910,286</td>
<td>$785,572</td>
<td>$1,278,218</td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td>$477,133</td>
<td>$813,565</td>
<td>$1,004,397</td>
</tr>
</tbody>
</table>

### Hotel Room Blocks & Pickups

- 2006 Atlanta: 5884
- 2006 Indianapolis: 5881
- 2007 Las Vegas: 5543
- 2007 Los Angeles: 4746
- 2009 Tampa: 4834
- 2010 San Diego: 5669
- 2011 Philadelphia: 3328
- 2010 San Diego: 2850
- 2011 San Diego: 2981
- 2012 Philadelphia: 2556
- 2011 Philadelphia: 2307

### Convention Registration by Month (2010 & 2011)

- January 2010: 0
- February 2010: 12
- March 2010: 158
- April 2010: 299
- May 2010: 470
- June 2010: 932
- July 2010: 1608
- August 2010: 2005
- January 2011: 6
- February 2011: 58
- March 2011: 76
- April 2011: 93
- May 2011: 226
- June 2011: 490
- July 2011: 603
- August 2011: 1282
- September 2011: 1918
- October 2011: 2390
**2010 Financial Strategy**

In addition to a slow economy and rapidly changing industry, 2009 was a financially challenging year for NABJ. These challenges greatly affected the Association in 2010. NABJ closed 2009 with a shortfall of $612,779 and outstanding liabilities to the hotels and vendors of the 2009 convention.

Additionally in 2009, the association took out a $250,000 non-purpose line of credit against its investments, of which it borrowed $96,000 and $96,850 respectively for a total of $186,850. Despite significant cuts in operations, including reductions in staff, the Association continued to have challenges with cash flow in 2010.

In 2010, the Association experienced the same economic challenges, including continued difficulties with cash flow, and other internal financial issues. In addition to previous cuts in staffing and the vacancy of the executive director, NABJ instituted additional cost savings measures.

In January 2010, the Association liquidated $100,000 of its assets from investments to support its cash flow needs, leaving a balance of $611,959. Meanwhile, it hired an interim executive director and maintained a reduced staff of 5 full-time employees.

Generating revenues in 2010 was important for the financial success of the organization. The key source of revenue for FY 2010 was the annual convention. Streamlined activities at the convention and a lower registration count reduced expenditures. Pro rata reduction in expenses of the 2010 convention (1,706 registrants compared to 2,091 in 2009 and 2,384 in 2011) generated an increased net profit over 2009.

Moving the Hall of Fame out of FY 2010 also had a favorable effect on expenses and the cash flow in the fourth quarter of 2010 as sponsorships and other revenues were received. Additionally, grant funds received from Ford Foundation in the amount of $75,000 increased the 2010 cash position.

These significant cuts, while unfortunate, were the key to stabilizing NABJ’s financial position and laying a strong foundation for growth and prosperity in the future.

**2011 Financial Strategy**

The organization began fiscal year 2011 with a financial strategy to:

- Improve its financial infrastructure;
- Diversify revenue streams;
- Strengthen cash flow and establish permanent additional cash flow sources for future years;
- Rebuild declining membership and increase membership revenues;
- Expand the NABJ brand to new corporate partners; and
- Revitalize programming while maintaining a balanced budget.

Entering 2011 management saw a need for improvements in accounting and financial reporting. An evaluation of the Association’s system showed weaknesses in its internal controls. It needed...
The 2011 Financial Strategy Cont.

improvements in reconciliations, timely reports, and existing coding and charting of accounts. Existing staff shortages were pulling accounting staff away from its core focus. In order to achieve the targeted goals, proper staff infrastructure was necessary to manage past liabilities and current activities.

The association took steps to address concerns in its finance system and to facilitate the completion of outstanding audits and tax filings for 2009, 2010, and 2011. Temporary accounting services and staffing helped address our critical needs. This was an important step towards addressing needed improvements in the association’s accounting systems, allowing it to function more effectively and in-line with audit expectations.

Additionally, management saw the need for improvements in both grants management and office equipment. A plan was set in place which began working towards improving the internal controls and improving key equipment. Essential equipment was replaced immediately and additional equipment was placed on staggered replacement schedule over the next two years.

The organization entered the 2011 fiscal year with a full-time Executive Director. Additionally, the National Office was able to restore its staff to increase efficiency and productivity by hiring a grant manager and communications coordinator.

The 2011 convention brought 2390 registrants (approximately 43% more than 2010), which added to the facility cost and overall convention expenses. However, the convention generated total revenues of $2,282,615, which is an increase over 2010. The added revenue enabled the organization to pay down its debts while restoring valuable and necessary services to its members and averting a financial deficit.

The success of both the Convention and Career Fair not only attracted sponsors, but also encouraged them to continue to partner with NABJ in the future.

The 2011 financial strategy enabled the organization to expand and increase the caliber of ongoing services, and restore programs and services that were previously reduced or eliminated due to cuts.

Fiscal Year 2011 also saw diversification and growth in the organization’s schedule of revenue-generating events. The Hall of Fame Gala was launched in January 2011 as an independent event. Along with in-kind support of the venue, the Gala raised $190,630 in revenue and $61,058 in profit. Revenues from the 2011 Media Institute on Health jumped to $123,180 from only $14,000 in 2010. A secondary health program was held in Berkeley, California and generated revenues of $18,500 with a favorable profit of $8,500. Overall, annual revenue was increased thanks to these non-convention events. The association’s additional focus on these revenue-generating programs which are very desirable to our membership is a two-fold model for success in the future.

Statement of Financial Position

Cash balance as of 12/31/2011 was $405,559, an increase of $94,493 over the 2010 cash balance of $311,066. Accounts receivable as of 12/31/2011 was $435,930, an increase of $240,665 over the 2010 accounts receivable balance of $195,285. Total current assets as of 12/31/2011 were $849,509, an increase of $308,018 over the 2010 total current assets of $541,491. Investments balance as of 12/31/2011 $603,430 decreased by $8,529 versus the 2010 investments balance of $611,959.

Accounts payable balance as of 12/31/2011 was $165,503, an increase of $25,269 versus the 2010 accounts payable balance of $141,134. Deferred revenue balance as of 12/31/2011 was $567,547 and very favorably increased by $266,449 over the 2010 deferred revenue balance of $301,098. This favorable increase was again due to a very successful 2012 Hall of Fame event and convention, which generated significant revenues in November and December 2011.

Total net assets balance as of 12/31/2011 was $725,429, an increase of $3,363 over the 2010 total net asset balance of $722,066.

Statement of Activities/Income

Total revenues as of 12/31/2011 were $2,907,642, an increase of $456,123 over the 2010 total revenues of $2,451,519. Total expenses as of 12/31/2011 were $2,904,279, an increase of $890,486 versus the 2010 total expenses of $2,013,793. This increase was mainly due to the increased expenditure on the 2011 Annual Convention, national office staffing, and programming.

Expenditure on the 2011 Annual Convention increased by $492,646 in comparison to the 2010 convention cuts, and represents 55% of increased expenditure. In addition, the national office hired a full-time ED, and increased staff from 5 to a team of 7. Staff expenditure was $385,818, and accounted for approximately 29% of increased expenditure.

NABJ’s net income went from a $437,726 net profit in 2010 to a net profit of $3,363 in 2011. This was due to the restoration of membership services including the NABJ Journal, increased expenditure on convention, expanded Media Institutes, restoration of Hall of Fame, and staff positions in the national office.

On September 17, 2012, an audit exit conference was held with the firm of Abrams, Foster, Nole and Williams for the 2011 audit. Present for NABJ were Keith Keed, Treasurer; Gregory Lee, Jr., President; Maurice Foster, Executive Director; and
Nathaniel Chambers, Finance Manager. The auditors issued NABJ an unqualified opinion on the 2011 NABJ financial statement, the highest audit opinion issued. In terms of the overall 2011 audit and the internal controls over NABJ finances, the auditor found no audit exceptions.

Looking Ahead

Like the rest of the nation, NABJ has suffered because of the downturn in the economy. Recovery is on the horizon and we must look at these challenges as opportunities for growth and development.

Our stable financial position has enabled NABJ to hire staff, continue to offer scholarships, increase programming, and restore previously cut benefits to members. The organization was able to achieve these accomplishments by balancing its budget, increasing sponsorship, negotiating favorable contracts, partnering with sponsors to reduce operational costs where necessary, and bolstering the national office and management team to continue to attract financial capital. Improved cash flow patterns and better management of internal finances helped to restore considerable lines of credit.

As part of NABJ's effort to stabilize our financial position, a part-time grant manager was hired in 2011. This manager applied for grants as well as completed follow up reports.

Grants & Funding

As part of NABJ's effort to stabilize our financial position, a part-time grant manager was hired in 2011. This manager applied for grants as well as completed follow up reports.

<table>
<thead>
<tr>
<th>Grantor</th>
<th>Amount</th>
<th>Description</th>
<th>Attribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Wood Johnson Foundation</td>
<td>$37,000</td>
<td>Media Institute on Health Report submitted March 2011</td>
<td>CNN Scholars</td>
</tr>
<tr>
<td>CNN Scholars</td>
<td>$300,000</td>
<td>Report submitted</td>
<td></td>
</tr>
<tr>
<td>CNN Scholarships</td>
<td>$150,000</td>
<td>Travel fellowships, relocation of National Office, &amp; educational programs</td>
<td>Report submitted</td>
</tr>
<tr>
<td>Ford Foundation</td>
<td>$150,000</td>
<td>International Institute for Education $10,000 Redistricting/Voting Webinars</td>
<td>Report submitted July 2011</td>
</tr>
<tr>
<td>CNN Scholars</td>
<td>$20,000</td>
<td>General support</td>
<td></td>
</tr>
<tr>
<td>CNN Scholarships</td>
<td>$2,000</td>
<td>Census survey</td>
<td></td>
</tr>
<tr>
<td>Dow Jones &amp; Company</td>
<td>$10,000</td>
<td>Benton Foundation</td>
<td></td>
</tr>
<tr>
<td>General support</td>
<td>$2,000</td>
<td>Report Submitted June 2011</td>
<td></td>
</tr>
<tr>
<td>Aetna Foundation</td>
<td>$35,000</td>
<td>Professional development seminar Report submitted</td>
<td></td>
</tr>
<tr>
<td>Annie E. Casey Foundation</td>
<td>$35,000</td>
<td>Professional development seminar Report submitted</td>
<td></td>
</tr>
<tr>
<td>U.S. Department of HHS</td>
<td>$20,000</td>
<td>Professional development seminar Report submitted</td>
<td></td>
</tr>
<tr>
<td>International Institute for Education</td>
<td>$10,000</td>
<td>Redistricting/Voting Webinars Report submitted July 2011</td>
<td></td>
</tr>
<tr>
<td>CNN Scholars</td>
<td>$300,000</td>
<td>CNN Scholarships Report submitted</td>
<td></td>
</tr>
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</table>

Looking Ahead

IT IS WITH THE STRENGTH OF OUR MEMBERS AND THE VISIONARY GOALS OF OUR FOUNDERS IN OUR HEARTS AND IN OUR MINDS THAT WE STRIVE FORWARD INTO 2012.
## Financial Report

### Assets

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>409,559</td>
<td>311,066</td>
<td>158,661</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>435,950</td>
<td>195,285</td>
<td>15,780</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>4,000</td>
<td>35,140</td>
<td>8,929</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>849,509</td>
<td>541,491</td>
<td>183,369</td>
</tr>
<tr>
<td><strong>Property and Equipment</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment</td>
<td>273,469</td>
<td>271,710</td>
<td>268,860</td>
</tr>
<tr>
<td>Furniture and fixtures</td>
<td>49,761</td>
<td>49,761</td>
<td>50,046</td>
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<tr>
<td><strong>Total property and equipment</strong></td>
<td>323,230</td>
<td>321,471</td>
<td>318,906</td>
</tr>
<tr>
<td>Less: accumulated depreciation</td>
<td>(317,690)</td>
<td>(310,623)</td>
<td>(282,365)</td>
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<tr>
<td><strong>Net property and equipment</strong></td>
<td>5,540</td>
<td>10,848</td>
<td>36,641</td>
</tr>
<tr>
<td><strong>Other Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investments</td>
<td>603,430</td>
<td>611,959</td>
<td>744,484</td>
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<tr>
<td><strong>Total other assets</strong></td>
<td>603,430</td>
<td>611,959</td>
<td>744,484</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,458,479</td>
<td>1,164,298</td>
<td>964,494</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>165,503</td>
<td>141,134</td>
<td>482,339</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>567,547</td>
<td>301,098</td>
<td>197,814</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>733,050</td>
<td>442,232</td>
<td>680,153</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted net assets</td>
<td>(891,905)</td>
<td>(979,768)</td>
<td>(1,006,510)</td>
</tr>
<tr>
<td>Temporarily restricted net assets</td>
<td>1,617,334</td>
<td>1,701,834</td>
<td>1,372,850</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td>725,429</td>
<td>722,066</td>
<td>284,341</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>1,458,479</td>
<td>1,164,298</td>
<td>964,494</td>
</tr>
</tbody>
</table>
## Financial Report

### Revenue and Support

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions and grants</td>
<td>1,702,541</td>
<td>1,702,541</td>
<td>3,405,082</td>
<td>1,076,993</td>
<td>330,844</td>
<td>1,407,836</td>
<td>708,444</td>
<td>22,324</td>
<td>730,768</td>
</tr>
<tr>
<td>Convention registrations</td>
<td>596,688</td>
<td>596,688</td>
<td>1,193,376</td>
<td>378,543</td>
<td>378,543</td>
<td>757,086</td>
<td>599,948</td>
<td>599,948</td>
<td>599,948</td>
</tr>
<tr>
<td>Membership dues</td>
<td>241,072</td>
<td>241,072</td>
<td>482,144</td>
<td>316,743</td>
<td>316,743</td>
<td>633,486</td>
<td>240,680</td>
<td>240,680</td>
<td>240,680</td>
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<tr>
<td>Media Institute</td>
<td>85,318</td>
<td>85,318</td>
<td>170,636</td>
<td>58,085</td>
<td>58,085</td>
<td>116,170</td>
<td>21,540</td>
<td>21,540</td>
<td>21,540</td>
</tr>
<tr>
<td>Program fees</td>
<td>75,162</td>
<td>75,162</td>
<td>150,324</td>
<td>76,492</td>
<td>76,492</td>
<td>152,984</td>
<td>56,703</td>
<td>56,703</td>
<td>56,703</td>
</tr>
<tr>
<td>In-kind contributions</td>
<td>202,000</td>
<td>202,000</td>
<td>404,000</td>
<td>111,495</td>
<td>111,495</td>
<td>222,990</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>3,308</td>
<td>3,308</td>
<td>6,616</td>
<td>45,965</td>
<td>45,965</td>
<td>52,580</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net unrealized gain (loss) on investments</td>
<td>(8,529)</td>
<td>(8,529)</td>
<td>(17,058)</td>
<td>51,175</td>
<td>51,175</td>
<td>68,230</td>
<td>59,444</td>
<td>59,444</td>
<td>59,444</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>10,082</td>
<td>10,082</td>
<td>20,164</td>
<td>5,185</td>
<td>5,185</td>
<td>15,369</td>
<td>16,653</td>
<td>16,653</td>
<td>16,653</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>84,500</td>
<td>(84,500)</td>
<td>0</td>
<td>99,000</td>
<td>(99,000)</td>
<td>0</td>
<td>70,371</td>
<td>(70,371)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total revenue and support</strong></td>
<td>2,992,142</td>
<td>(84,500)</td>
<td>2,907,642</td>
<td>2,122,535</td>
<td>328,984</td>
<td>2,451,519</td>
<td>1,795,105</td>
<td>(48,047)</td>
<td>1,747,058</td>
</tr>
</tbody>
</table>

### Expenses

#### Program expenses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Convention</td>
<td>1,313,315</td>
<td>1,313,315</td>
<td>2,626,630</td>
<td>927,497</td>
<td>927,497</td>
<td>1,854,994</td>
<td>910,285</td>
<td>910,285</td>
<td>1,820,570</td>
</tr>
<tr>
<td>Media Institute</td>
<td>125,347</td>
<td>125,347</td>
<td>250,694</td>
<td>49,438</td>
<td>49,438</td>
<td>98,876</td>
<td>78,959</td>
<td>78,959</td>
<td>78,959</td>
</tr>
<tr>
<td>Scholarship</td>
<td>84,731</td>
<td>84,731</td>
<td>169,462</td>
<td>98,904</td>
<td>98,904</td>
<td>197,808</td>
<td>136,851</td>
<td>136,851</td>
<td>136,851</td>
</tr>
<tr>
<td>SEED</td>
<td>66,375</td>
<td>66,375</td>
<td>132,750</td>
<td>51,477</td>
<td>51,477</td>
<td>102,947</td>
<td>24,664</td>
<td>24,664</td>
<td>24,664</td>
</tr>
<tr>
<td><strong>Total program expenses</strong></td>
<td>1,589,768</td>
<td>1,589,768</td>
<td>3,179,536</td>
<td>1,127,316</td>
<td>1,127,316</td>
<td>2,354,652</td>
<td>1,150,759</td>
<td>1,150,759</td>
<td>1,150,759</td>
</tr>
</tbody>
</table>

#### Supporting expenses

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>National office</td>
<td>1,034,522</td>
<td>1,034,522</td>
<td>2,069,044</td>
<td>772,193</td>
<td>772,193</td>
<td>1,544,386</td>
<td>964,196</td>
<td>964,196</td>
<td>964,196</td>
</tr>
<tr>
<td>Governance</td>
<td>64,006</td>
<td>64,006</td>
<td>128,012</td>
<td>2,470</td>
<td>2,470</td>
<td>27,470</td>
<td>21,448</td>
<td>21,448</td>
<td>21,448</td>
</tr>
<tr>
<td>Membership</td>
<td>69,651</td>
<td>69,651</td>
<td>139,302</td>
<td>49,743</td>
<td>49,743</td>
<td>99,486</td>
<td>67,244</td>
<td>67,244</td>
<td>67,244</td>
</tr>
<tr>
<td>Other supporting expenses</td>
<td>146,332</td>
<td>146,332</td>
<td>292,664</td>
<td>62,071</td>
<td>62,071</td>
<td>154,635</td>
<td>156,191</td>
<td>156,191</td>
<td>156,191</td>
</tr>
<tr>
<td><strong>Total supporting expenses</strong></td>
<td>1,314,511</td>
<td>1,314,511</td>
<td>2,629,022</td>
<td>866,477</td>
<td>866,477</td>
<td>1,730,962</td>
<td>1,209,079</td>
<td>1,209,079</td>
<td>1,209,079</td>
</tr>
</tbody>
</table>

### Total expenses

<table>
<thead>
<tr>
<th>2011 Total</th>
<th>2,904,279</th>
<th>2,013,793</th>
<th>2,359,837</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 Total</td>
<td>2,103,791</td>
<td>2,013,793</td>
<td>2,359,837</td>
</tr>
<tr>
<td>2009 Total</td>
<td>2,359,837</td>
<td>2,359,837</td>
<td>2,359,837</td>
</tr>
</tbody>
</table>

| Net Assets/(Deficit) beginning of year | (979,768) | 1,701,834 | 722,066 | (1,088,510) | 1,372,850 | 284,340 | 564,733 | (48,047) | 897,120 |
| Net Increase (Decrease) in net assets  | 87,863 | (84,500) | 3,363 | 108,742 | 328,984 | 437,726 | 523,778 | 1,420,897 | (612,780) |
| Net Assets/(Deficit) end of year       | (391,905) | 1,617,334 | 725,429 | (979,768) | 1,701,834 | 722,066 | 1,088,510 | 1,372,850 | 284,340 |