

Minutes

IRE Board of Directors

Oct. 7, 2020

Video Retreat, Part 1

See appendix for full committee reports

IRE Board President Cheryl W. Thompson presiding, called the meeting to order at 9:02 a.m. Eastern.

In addition to Thompson, the following board members were present: Bethany Barnes, Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Marisa Kwiatkowski, Jennifer LaFleur, Steven Rich, Mark Rochester, Brian Rosenthal, Kat Stafford, Jodi Upton, Mark Walker

Staff present: Doug Haddix and Denise Malan

Thompson called for approval of minutes from the Sept. 28 board call.

Motion from Jodi Upton to move the approval of minutes to executive session at the second half of the retreat Oct. 14. Jodie Fleischer seconded.

Vote:

No: Bethany Barnes, Kat Stafford, Brian Rosenthal

Yes: Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Marisa Kwiatkowski, Jennifer LaFleur, Steven Rich, Mark Rochester, Cheryl W. Thompson, Jodi Upton

Thompson yielded her time from the President's report to Jodie Fleischer and Kat Stafford for their committee reports.

Awards Committee – Jennifer LaFleur

The Contest Committee had two recommendations that were tabled from the June board meeting.

- Recommendation to change the language of Question 8 on the contest questionnaire.
- Recommendation to limit the number of finalists put forth by screeners.

Brian Rosenthal asked what would constitute pushback. LaFleur said that it should be substantial, but any questions would go up to the Awards Committee, which did not exist for the 2019 contest. LaFleur also noted that the contest is an educational tool and that pushback should not necessarily mean that an entry is flawed, but it can help others learn from their experiences.

Motion from Jodi Upton to change Question 8 as presented by the committee. Cindy Galli seconded

Vote: Approved unanimously.

Discussion about limiting number of entries. Fleischer noted how long entries were and that in one case, seven entries were moved forward. She said that if we are asking members to volunteer for this committee, we should be respectful of the significant amount of time it takes. Rich noted that whether the limit is 3 or 5, it needs to be enforced.

Motion from Galli to limit the number of finalists put forth by screeners to 3. Jodie Fleischer seconded.

Vote: Approved unanimously.

LaFleur asked for feedback from the board about the role for the new Awards Committee and its involvement in all IRE contests.

Thompson said the action item was to decide who should judge the Don Bolles Medal.

LaFleur said she also wanted feedback about what role the new committee should play.

Rich said it was intended to be an advisory group when questions arise with any contest. Also, it was to provide a home to all the different contests that IRE oversees.

Motion from Rich, seconded by Thompson: Awards committee will provide oversight for issues that may arise in the Philip Meyer Awards, which is a joint project with Arizona State University. Staff will continue to pick the judges and administer the award. The IRE Contest Committee, now a subcommittee of the Awards Committee, will judge the IRE Awards. Robb Cribb will continue to coordinate the Golden Padlock Award with staff support. The Don Bolles Medal will be judged by the Awards Committee, along with Phil Williams (if he is able) who has previously coordinated the award in coordination with the Public Engagement Committee, which was eliminated.

Vote: Approved unanimously.

Conference Committee – Cindy Galli

Galli thanked the staff for a successful conference with nearly 3,000 attendees.

She shared the committee's ideas for keynote and showcase panels. Other ideas were offered from members. The committee will return with three recommendations so we can get speakers confirmed.

The board discussed the role of the board in the AMA guests and moderators. Galli noted that the committee supported being involved with speakers beyond the keynote.

The committee felt master classes were really successful but wondered if they could be open to more people in the future. An interesting idea that came of it is could it be a revenue generator in the future?

Noted that the committee has come up with a list (see report) of possible keynotes and Marisa has additional suggestions. She also noted that things could change with the election.

Kwiatkowski noted that there has been only one international speaker since 1998. And there's some really fantastic international journalists who are doing incredible work, who also face challenges that are a lot different than the challenges that we face here in the US.

Kat Stafford noted that 2020 has been such an extraordinary year that whomever we choose should be someone that could address the issues of the year, including COVID-19 and systemic racism.

Haddix noted that although IRE doesn't know the shape of the 2021 conference, his best guess was that it would be hybrid with an in-person component in Indianapolis. So we should consider whether speakers could travel to Indianapolis.

Galli said that with a hybrid conference, we could have speakers that are hybrid.

Haddix agreed and pointed out this year's international session included eight journalists from around the world. The virtual format also allowed us to include Maria Ressa as a speaker.

The committee also was interested in finding out whether members paid their own way or whether their employers paid. Haddix said that is asked on the evaluation forms, but that it could be helpful on the front end. He also noted that the format of the conference will play into the question because costs are very different for an in-person conference. Haddix also said he would love to get suggestions from the committee for NICAR as the call for sessions will open soon.

Haddix also said that he would love the committee or the board to help with sponsors for NICAR. He said with a virtual conference it would be unlikely they would need a regional committee, but the four committee members designated for NICAR could help with sponsorships, ideas for speakers and new ideas we might consider. LaFleur asked if the deadline could be extended because people are busy with election coverage. Malan said they would have to look at the timeline. Haddix said they are already behind on NICAR because of IRE rescheduling. Typically the pitch form would be opened in August and closing in early October. Staff will need to go through hundreds of ideas. He also noted that there is always flexibility for great ideas that come in later. LaFleur withdrew her request.

Rosenthal said that adding the payment question to the registration form will help the board better understand affordability. He also said that the board should be more involved when it comes to featured speakers.

Discussion began about NICAR, but Haddix said that discussion about plans for NICAR would take place during the staff report Oct. 14.

Haddix noted that the staff traditionally plans the conference and has a track record of successful conferences. (This year's virtual conference had nearly 3,000 attendees.) He also recognized concerns from long-time members of not being on panels, but to increase diversity, there may be fewer white males on panels. He also said it is not healthy for the board to plan conference sessions and doing that creates more work for the staff.

Forsyth said it would make sense that the conference committee have input into the featured speakers to make sure there's a gut check into all the things we've talked about: diversity, ethical parameters, etc... It is a small slice of the conference that the board should have some input on.

Haddix said that many of the featured speakers were publicized for marketing purposes.

Barnes said that the board is accountable for those speakers as well. She also noted the lack of local journalists among the featured speakers.

Rosenthal agreed that the board should have input into those speakers and the moderators.

Mark Rochester agreed that the board should have input into the moderators as well to make sure we have experienced, savvy, diverse moderators.

Galli noted that the committee is diverse and has a lot of IRE experience and that the committee should have input into featured speakers. Thompson agreed.

Upton said that if the board is going to be held accountable for the behavior of some of the speakers, what they said and what the fallout is, that it needs to have some input into who gets put in those positions, regardless of what we actually call them.

Stafford suggested that IRE provide training in how to moderate because it can be difficult. She offered to help as she has experience moderating.

Rich said that IRE previously had a template to help moderators.

Rosenthal asked if we needed to vote or whether it was a statement. Thompson said it was a statement and that she was confident the Conference Committee will stay on top of the issue.

The board took a 20-minute break at 10:12 a.m. Eastern. The meeting reconvened at 10:30 a.m. Eastern.

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Governance Committee - Steven Rich and Mark Walker

Candidate forum

The Governance Committee proposed moving the board candidate forum to earlier in the conference to give members a chance to hear from the candidates before voting. With online voting it makes sense to let members hear from candidates earlier in the process.

Rich shared suggestions from the committee such as doing videos earlier or doing a candidate forum. The board discussed the format of a video component for candidate statements.

Mark Rochester suggested we add an orientation for those interested running for the board.

Rich clarified that the forum would still exist at the conference and that the proposal is to add 2-minute videos to the candidate statements.

Discussion about content and format of video.

Motion from Rich to bring the board's feedback to the committee so it can put together a proposal. Seconded by Jodi Upton.

Vote: Approved unanimously.

Election of officers

The Governance Committee proposed moving the election of board officers to a few days after the election to give the newly elected board an opportunity to learn about the board members, duties, responsibilities and positions they could hold on the board. This would require a bylaws change. See appendix for bylaws change requirements.

Discussion about whether board members should make statements about their intent and what they would do in an officer position.

Motion from LaFleur, seconded by Kwiatkowski to send back to the committee to refine language.

Vote: Approved unanimously

Term change

The Governance Committee proposed changing IRE board terms from two years to three years.

The board discussed the reasons for this and how to do it procedurally. Rich noted previous concerns about board turnover and institutional knowledge.

Haddix noted that this change would require a change to the Articles of Incorporation, which can be a complex process.

Motion from Rich, seconded by Walker to pursue changes to articles of incorporation and bylaws to change length of terms

Roll-Call Vote:

Yes: Bethany Barnes, Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Marisa Kwiatkowski, Steven Rich, Brian Rosenthal, Kat Stafford, Jodi Upton, Mark Walker

No: Jennifer LaFleur, Mark Rochester, Cheryl W. Thompson

At-large member

The Governance Committee proposed defining the responsibilities of the Executive Committee's at-large position.

Discussion about whether it could be a liaison to the rest of the board. The duties are not clearly defined in the bylaws.

Thompson suggested that that position could be assigned to chair the Governance Committee.

Motion from Mark Walker to take the board's feedback to the committee to develop a proposal. Rich seconded.

Vote:

Yes: Bethany Barnes, Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Marisa Kwiatkowski, Steven Rich, Brian Rosenthal, Kat Stafford, Jodi Upton, Mark Walker, Jennifer LaFleur, Mark Rochester, Cheryl W. Thompson

No: Jennifer Forsyth

Revenue Committee – Jodie Fleischer

The committee discussed what the role of the committee should be. Chris Vachon provided information about current initiatives so we can talk about priorities. They also brainstormed other possible ideas, such as branded masks. (See the full report for details.) We also discussed program sponsorship.

Haddix noted that full staff had not discussed the report. He also noted that selling masks would create extra work for the staff. The vendor used for IRE did not have masks as an option. He said the staff does not have bandwidth for extra items. Forsyth said the committee was trying to gauge how various fundraising ideas would be a burden on staff.

Haddix said that sales don't generate the sort of money IRE needs. It would be better to focus on big picture funders. He noted that Matt Dempsey, working through the Houston Chronicle and Hearst led to a \$50K donation to JOC reporting fellowships. Lee Zurik developed a relationship with Arnold Ventures, which led to a \$150K operating grant, plus \$25K conference sponsorship.

LaFleur asked about legacy members and estate planning. Chris is working on that. Endowment also is discussing. Endowment and revenue will be meeting in the next few weeks.

Fleischer reported on the Campus campaign. We made pitches to deans to get new student members paid for by universities as well as professors. It raised \$26K in revenue. (See report for details.) IRE could raise more money if we increased the fees.

Haddix said the new website to be launched later this year would allow more flexibility as far as coupon codes. But he urged that we avoid elaborate payment plans to make it easier to market the conference.

Motion from Fleischer, seconded by Rosenthal to add an enhanced fee structure for NICAR. LaFleur amended the motion to include staff in the discussion.

Vote: Approved unanimously

Member Services Committee – Kat Stafford

Members are interested in training geared to journalists of color. IRE also could work with other journalism groups. (see report for details).

The committee drafted a membership survey to better understand member needs/interests of journalists of color in collaboration with Ida B. Wells society and OpenNews. Forsyth asked whether the survey would be anonymous. Fleischer and Barnes described the history of the idea. Discussion ensued. Kwiatkowski noted that there are several open-ended questions that might be hard to analyze. Stafford asked any board members who want to weigh in on the survey do so by mid-November.

Jodie Fleischer suggested using Survey Monkey. Haddix said IRE did not have an account and suggest the survey be done in Google Forms, which is what IRE typically does.

Endowment Committee - Jodi Upton

Upton said the committee is in a research phase on what constitutes an endowment and whether we want to consider an investment change. The endowment committee has been exploring whether to do a fundraising drive. But the committee felt we needed to do a strategic plan first. She suggested that the combined recommendation from endowment and revenue might be a good start. She noted that the donation policy to the endowment is set by the board.

Motion from Jodie Fleischer to adjourn. Barnes seconded.

Vote: Approved unanimously. Adjourned 12.36 p.m. Eastern

Committee reports

IRE Awards Committee Report

Sept. 28, 2020

The board voted at the Fall 2019 retreat to create an Awards Committee with oversight over all contests:

The Awards Committee will oversee the IRE Awards, Phil Meyer Awards, Don Bolles Award and the Golden Padlock Award. The committee will consist of five board members, including a chair and vice chair. The five board members aren't required to be IRE award judges. The committee will take up matters that apply to all awards presented by IRE. The IRE awards judges fall under the Awards Committee. The Chair and Vice Chair must be IRE awards judges. Per board policy (adopted in June 2019), the Chair, Vice Chair and President will select the three unelected IRE award judges who will join two elected awards judges. (Please refer to [Oct. 2019 minutes](#) for more information.)

Awards Committee: Jennifer LaFleur (chair), Bethany Barnes (vice chair), Cindy Galli, Cheryl W. Thompson and Jodi Upton.

In August, the committee approved the selection for the **Golden Padlock** contest, which is coordinated by Robert Cribb.

The **Philip Meyer** contest, a partnership with Arizona State University, will proceed with staff selecting judges. Issues of concern will be elevated to the Awards Committee.

The **IRE Contest Committee**, now, a subcommittee of the Awards Committee: Jennifer LaFleur, Bethany Barnes, Fernando Diaz, Jessica Huseman, Zaneta Lowe, Eric Sagara and Kameel Stanley.

Contest Committee

Two action items were tabled from June. (Please see the [June minutes](#) for the list of items previously approved.)

1. **Limit the number of finalists in all categories** Screeners judges should be instructed to send only three finalists up to the committee for final judging. Only in an **extraordinary** case – and with approval of the contest coordinator/committee chair – should a committee send a fourth potential finalist.
2. **Amend question 8:** “Have you run a correction or clarification on the report? **Has your reporting received any pushback? Or** has anyone come forward to challenge its accuracy **or fairness, even if a correction or clarification was not published or aired?** If so, please explain **the challenge and how it was resolved.**”

New action item:

With the elimination of the Public Engagement Committee, we need to discuss who will judge the Don Bolles Award.

ConferenceCommitteeReport–September2020

Members:

Cindy Galli (Chair) – ABC News
Matt Dempsey – Houston Chronicle
Kyle Jones – NBC Connecticut
John Kelly – ABC Owned Stations
Marisa Kwiatkowski – USA TODAY
Steven Rich – Washington Post
Mark Rochester – Type Investigations
Brian Rosenthal – The New York Times

The Conference Committee has met twice; once in August, prior to the IRE virtual conference and once in September immediately following. The committee will plan to meet monthly from now until IRE 2021. The key discussion points as well as proposals for upcoming conferences are following.

KEYDISCUSSIONS

- 1) IRE20 Feedback.** Overall, the feedback from the committee and other members is the first virtual IRE was a success and that Doug and staff should be commended for a tough pivot done extremely well. The Committee discussed areas that worked as well as areas that could use improvement should we continue to hold virtual conferences.

A few highlights:

- The Pathable platform was easy to navigate and use. Committee felt overall that being able to be present in one session but viewing a concurrent one later via recording was a huge plus;
- Social media push by staff was very effective, great reminder of panels;
- Mentorship program was authentic;
- Good choice of panels but would like to see continued diversity – more JOC, younger and/or newer voices;
- Networking rooms were awkward, not as effective as could have been;
- Hard to hit all of the “fun” rooms happening at once – needed more nights;
- Simultaneous chat feature made it difficult for some panelists to follow/respond to all comments while also presenting;
- Master classes were effective but would have been good to allow more attendees.

- 2) **Ask Me Anything sessions.** Committee felt the AMA sessions were a good idea but that the panelists could be more representative of membership going forward. Committee members felt too much emphasis was placed on finding “big” names and felt instead we could have tapped our own membership for these Q&A sessions. Rochester suggested the Committee also strongly consider more names from non-profit organizations for keynote and other highlighted panels.
- 3) **Hybrid Conference.** Without knowing what the future holds, the committee discussed what a “hybrid” NICAR or IRE conference of virtual and in-person may look like and how that could be beneficial for our membership. The Committee likes exploring this option.
- In-person would still be a favorite for members who want to network face to face but this would allow the option for those members who cannot afford to travel to still participate.
 - Dempsey suggested a “virtual center” at the in-person conference that could replay popular panels on a big screen for members that may have missed them while in other panels (again, one of the biggest benefits of virtual being not missing out on any concurrent panels).
- 4) **Master Classes.** Master classes were successful but could we open them up to more people in the future? Committee also likes the idea of recording these sessions to be offered after the fact.
- Dempsey noted this could be a revenue generator. Kwiatkowski noted that Poynter also does this and that its classes are pricey, ours could be offered as a package or even a la carte for members to purchase.
- 5) **Keynote Speaker.** We have discussed possible keynote and highlighted speakers for IRE 2021. An initial short list can be discussed with the board but we are also anticipating events of the next month leading up to the election may add more ideas to consider.

PROPOSALS FOR NICAR/IRE 2021

- 1) (Committee) The Committee developed a short list of potential keynote speakers for IRE21 to discuss with the board for feedback.
- 2) (Rosenthal) In an effort to further evaluate the financial feasibility for our members to attend conferences, the Committee is proposing adding a question to conference registration about whether an employer or the individual him/herself pays for registration. This question would be optional but would allow our organization to better assess not only if newsrooms are supporting their employees to attend IRE or NICAR but could also be used to better understand the needs of our members.

****For discussion with the board to consider adding this question to conference registration***

- 3) (Galli) AMAs should be considered spotlight panels that the Committee can help to build. The Committee would like to nominate the speakers and moderators for the AMAs, much like it does for the keynote speaker. We believe this would also take burden off staff, who largely brainstormed and booked these sessions while putting together the conference.

****For discussion with the board to consider having the Conference Committee nominate speakers and moderators for AMA sessions***

Governance Committee Report Fall IRE Board retreat 2020

Mark Walker and Steven Rich, co-chairs of the Investigative Reporters and Editors' governance committee, present their plan of action for the next calendar year.

The issues we will be addressing are the following:

** The Governance Committee will propose changing the board candidate forum to earlier in the conference to give voters an opportunity to hear from the candidates before casting their votes. Currently, the candidate's forum takes place well after many of the organization's members have cast their ballots.

** The Governance Committee will propose moving the board officer election to a few days after the election instead of 30 minutes after to give the newly elected board an opportunity to learn about all the possible duties, responsibilities and positions they could hold on the board.

** The Governance Committee will propose turning three-year terms instead of the current two years. We feel three-year terms would give board members a better opportunity to learn how the board works during their first year and still have two remaining years to make an impact as a board member.

** The Governance Committee would like to propose defining the responsibilities of the at-large position on the board. The responsibilities will include having the member at large of the board of directors will primarily serve as a liaison between the membership, committees, staff and the board of directors.

** As a footnote, we had previously discussed changes to the code of conduct as it related to online events. Those changes

Member Services Committee Report:

Responsible for member recruitment, reviewing training efforts and member resources.

- Kat Stafford, The Associated Press – Chair
- Bethany Barnes, Tampa Bay Times
- Kiran Chawla, freelance broadcaster, Baton Rouge
- Jodie Fleischer, NBC4 Washington
- Ana Ley, The Virginian Pilot
- Emmanuel Martinez, The Markup
- Topher Sanders, ProPublica
- Mark Walker, The New York Times

The Member Services Committee has met twice: On July 20 and Sept. 1.

Discussion:

1. **Member survey spearheaded by Bethany and Jodie:** Note: Brian helped create the initial iteration of it. The committee has refined the questions and would like to discuss how to move it forward:
https://docs.google.com/document/d/1C_0z5m6nVb89Kxhe8swd3KMbWBBjQWLNy5i6OONxHvo/edit
2. **Create a Slack channel for members:** We've heard from members that they'd like to stay in touch and feel more connected throughout the year aside from the conference/NICAR. They've expressed a desire to have a way to communicate in real time. We believe a potential solution would be creating a Slack channel for members. We'd have to set some rules and guidelines, similar to that of the JOC slack but it could be a good way for us to interface with members directly.

Informational items:

1. **We'll hold for next week's discussion on mentoring: Consider creating more robust mentoring program options that lasts throughout the year and/or beyond the conference:** We discussed a potential partnership opportunity with Journalism Mentors. There are detailed notes below in our meeting notes. Is there any interest or available of IRE modeling its own investigative journalism leadership training program geared toward women/JOC in the same vein as Poynter?
2. **We want to ask staff to consider training opportunities aimed at journalists of color:** Committee members have heard from members or potential members that they'd like to have more training opportunities geared specifically toward JOC.
 - a. Consider offering training targeted in markets where we know there may be a concentration of JOC who would potentially be interested.

- b. Connect and partner with national NABJ, NAHJ, AAJA, SAJA, NLGJA, etc. organizations and regional leadership, as well as groups like Ida B. Wells Society, to create targeted training opportunities.
- 3. **Survey/industry census of journalists of color in investigative journalism roles:** This effort is ongoing. We are still in the conception phase of planning where we are identifying potential target markets and different forms of media (broadcast, print, online, radio) to encompass more than just the big outlets. A small group of IRE folks (Kat, Cheryl and Mark W.) are working on making this a joint collaborative effort with Ida B. Wells Society (Nikole Hannah Jones, Ron Nixon and Topher Sanders) and Open News. More details forthcoming.

Revenue Committee Report – September 28, 2020

Committee Members: Jodie Fleischer (co-chair), David Boardman (co-chair), Jennifer Forsyth, Brian Rosenthal, Dana Chinn, Mc Nelly Torres, Manny Garcia
IRE Staff Liaison: Chris Vachon

Revenue Needs and Opportunities

Given the financial uncertainty initially forecast due to the COVID-19 pandemic, the Revenue Committee began by discussing IRE's potential earned revenue needs with regard to membership decline (pre-conference), contest entry fees (potential) and paid training being on hold. Our staff liaison, Chris Vachon, advised that there were no glaring declines to make up at this time. The Committee discussed the need to monitor each of these revenue drivers going forward in case they require program development and sponsorship to supplement future loss of income.

The Committee then discussed the potential to seek new revenue sources to sponsor programs such as JOC Fellowships, our Diversity Census and an online platform partnership to supply members with mentorship beyond an IRE conference. (See page 4 for further details.) Committee member Dana Chinn also suggested universities as a potential revenue source and membership driver, particularly during the pandemic as they were looking to add value to their virtual classes. We quickly initiated a Campus Campaign which, in the three weeks it was available, sent 342 students and 30 educators to the conference and raised \$26,610. (See pages 3 and 4 for further details.)

Committee members agreed that specific programs would be more likely to attract donations/sponsorships, rather than general IRE operations. The committee discussed the need to forge collaborations with other news organizations and target creation of Local News Engagement initiatives and Diversity, Equity, Inclusion programs- as all of those are current drivers for generating funds.

The Committee also discussed the need to expand IRE's fundraising approach to include high-dollar individuals, as that's been a largely untapped market for the organization thus far. We should also attempt to make fundraising inroads with the hedge funds that have purchased news organizations and may be looking for opportunities to bolster their reputation in the journalism world.

Chris Vachon provided the Committee with a list of foundations from which we already receive funds and those with which she has already forged relationships to possibly solicit funding in the future. (List provided on page 2.)

She also supplied a list of IRE programs which receive funding and those that don't. She suggested free newsroom training sessions could use additional sponsorship, as the demand always exceeds our means to provide them. (List provided on page 2.)

Current Foundation Funding

1	Funder	Type	Amount	Duration
2	Knight Foundation	TV Watchdog Workshops	\$390,000	three years, 2018, 2019, 2020, \$130K/year, new program
3	Arnold Ventures	General operating	\$300,000	two years, 2019 & 2020, \$150K/year, new funder
4	Knight Foundation	Conference sponsorship	\$240,000	three years, 2018, 2019, 2020, \$80K/year, long-time sponsor
5	Jonathon Logan Foundation	General operating	\$225,000	three years, 2019, 2020, 2021, \$75K/year, new funder
6	Kohlberg Foundation	Newsroom training program	\$150,000	one year, 2020, long-time funder of program
7	Inasmuch Foundation	Watchdog Workshops/webinars	\$100,000	one year, 2020, long-time funder of program
8	Lumina Foundation	IRE on Campus program	\$95,000	18 months, 2019-21, new program
9	Arnold Ventures	Conference sponsorship	\$50,000	one year, 2020, new sponsor
10	Hearst Foundations	JOC fellowship program	\$50,000	one year, 2020, new funder
11	Park Foundation	General operating	\$40,000	one year, 2020, been a funder since 2018
12	Lumina Foundation	Conference sponsorship	\$25,000	two years, 2019, 2020, \$12.5K/year, already renewed for 20-21
13	Gannett Foundation	Conference sponsorship	\$15,000	one year, 2020, long-time sponsor
14	TEGNA Foundation	Conference sponsorship	\$10,000	one year, 2020, long-time sponsor
15	Scripps Howard Foundation	Conference sponsorship	\$7,500	one year, 2020, long-time sponsor

IRE Program Funding

1	Program/Service	Funding
2	DJNF Bootcamp	Dow Jones News Fund
3	Data in Local Newsrooms Training Program (focus on local news) (includes fellowships to NICAR)	Google News Initiative
4	Webinars	Inasmuch Foundation
5	Watchdog Workshops (focus on local news)	Inasmuch Foundation
6	TV Watchdog Workshops (focus on local news) (includes fellowships to NICAR + bootcamp)	Knight Foundation
7	Total Newsroom Training Program (TNT) (focus on local news) (includes fellowships to bootcamp)	Kohlberg Foundation
8	Educator Bootcamps (educators of color fellowships too)	Lumina Foundation & Syracuse University
9	Fellowships (to bootcamps + conferences) (joc fellowships + others)	various
10	JOC Fellowship program (includes fellowships to NICAR, IRE + bootcamp)	ABC News, ESPN, CNN, Gray TV, Hearst Foundations + donors
11	Data Journalism Bootcamps	
12	Mini-bootcamps	
13	NICAR-Learn	
14	CoursePacks	
15	Resource Center: Tipsheets/Stories/Audio	
16	Coding Bootcamps	
17	Data Library	
18	Data Services (comp hours included in some fellowships)	
19	Educators' Center	
20	Resource Center Services	
21	Job Center	
22	IRE Journal	
23	Awards	
24	Store (books, apparel, etc)	
25	Local Matters newsletter	

Member Fundraising Ideas

Board Member Jennifer Forsyth suggested several revenue-generating initiatives like a silent auction, IRE-branded facemask sales, member art drive, etc. that could be used to raise funds. The Committee would like additional clarity on whether we have the ability to create these initiatives, the capability of staff to execute them, and how the logistics would work. For example, IRE-branded facemasks could be sold through the website but may require staff time in order to be sent to our members.

Suggested slogans like “We’ve got you covered.” or “Big stories aren’t all we cover.”

Committee members also discussed the possibility of an endowment drive. Chris Vachon added that IRE staff was discussing fundraising to be timed with the upcoming 50th anniversary. She said development of a legacy program to solicit planned gifts and estate gifts from aging members was also in the planning stages. This will be discussed at our next meeting on October 21st, a joint meeting with the Endowment Committee.

Campus Campaign

The main initiative enacted by the Revenue Committee thus far has been a Campus Campaign to attract additional students and educators to our virtual conference- while capitalizing on universities’ current need to add value to their virtual curriculum and justify their full tuition. Committee member Dana Chinn made the initial suggestion, mentioning that she was going to pitch USC leaders on sending her students and inquired whether we could encourage other universities to do the same with an incentive program. David Boardman, Jodie Fleischer and Chris Vachon initially met to create a detailed tier structure which could have been a more significant revenue driver, however due to IRE data-entry and website limitations, along with staff time constraints, Doug Haddix advocated for a simpler “buy 10 students, get one educator free” program.

There were no discounts on the student membership or conference rates; those were offered at full price. For every 10 students, the university was afforded one educator registration for free. The educator had to already be an active IRE member or pay for new membership. For example, if the university paid \$1500, they sent 20 students and got to send 2 member-educators for free.

Because of IRE time constraints, the program was only available for registration through August 31st, which ended up being about three weeks. Revenue Committee co-chair David Boardman sent the details to a listserv of his fellow J-school deans and IRE sent an email to all of our educator members to market the program. Fourteen schools ended up taking part in the program.

Special thanks to IRE staffer Amy Johnston for coordinating the university payments and registration lists, which were updated frequently prior to the start of the conference.

CAMPUS CAMPAIGN RESULTS:

- 342 students attended the 2020 IRE Conference as part of this program, the majority of whom are first-time IRE members.
- 28 educators attended the 2020 IRE Conference for free. 5 were previously IRE members and renewed, 3 were first-time members.
- \$26,610 paid by universities for conference registrations and memberships

1	University	# of Students	# of Educators	Revenue
2	USC Annenberg	66	5	\$4,950
3	University of Minnesota	50	5	\$3,890
4	Arizona State University	30	3	\$2,250
5	University of North Carolina	27	2	\$2,025
6	University of Florida	24	2	\$1,940
7	Syracuse University	22	1	\$1,650
8	University of Illinois, Urbana Champaign	20	2	\$1,500
9	Temple University	20	2	\$1,570
10	San Jose State University	19	1	\$1,425
11	Univeristy of Maryland	15	1	\$1,125
12	St. Bonaventure University	15	3	\$1,735
13	University of New Mexico	13	1	\$975
14	University of Illinois, Springfield	11	1	\$825
15	University of Kentucky	10	1	\$750
16				
17	TOTALS	342	30	\$26,610

A total of 30 educators participated, 22 of whom were already IRE members. It appears our academic members have great ability to advocate for the value of the conference- and we would recommend greater outreach and marketing for future campaigns.

IRE estimates one full week of staff time dedicated to this project, based on processing time of 6 minutes to enter each student/educator into the system. Improvements to the IRE website should allow for easier data entry and/or manipulation of conference rates by utilizing discount codes. This would enable universities, students or educators to enter their own registrations, thus cutting down on the workload for staff.

With additional time to plan, market, and register, we think this program is ripe for expansion at future virtual conferences. We can also collaborate with the Member

Services Committee to target greater outreach to HBCUs and HSI campuses to coincide with our efforts to increase JOC membership.

Hopefully, this new crop of students and educators saw the tremendous value IRE offers and will remain members for years to come. We can also tap these new financial relationships with universities for future revenue-generating programs.

Media Mentors Platform

The Revenue Committee also discussed the potential to seek funding for a new year-round mentorship program with board approval. Board members Bethany Barnes and Jodie Fleischer have since held an exploratory Zoom meeting with Adriana Lacy and Caitlin Ostroff about a possible collaboration with their start-up web platform, Media Mentors. The site currently has an investigative page, which IRE could manage and brand as its own. <https://journalismmentors.com/mentors/investigative>

Board Members Steven Rich and Marisa Kwiatkowski are already mentors within this program, as are several other IRE members. The platform is self-matching so would not drain staff resources. The site had nearly 55,000 page views in 2019 and 36,000 in the first eight months of 2020. They are working on expanding to allow mentors to provide training sessions online and to create a database of HBCUs and community colleges for additional outreach.

We believe the Revenue Committee could seek sponsorship in the range of \$2500 to \$5000 to fund the startup costs and a five-year partnership with this platform, depending on the page features and how involved IRE wants to be with the site.

Recommendations / Action Items for the Board:

- 1) Prioritize and/or approve IRE programs for which the Revenue Committee should be seeking sponsorships.
- 2) Identify whether the Revenue Committee has authority to create general fundraising initiatives among our members, ie: branded mask creation, silent auction, art drive- and identify the approval/logistical processes needed.
- 3) Determine whether the Revenue Committee should proceed in seeking funding for a Media Matters collaboration on a year-round mentoring platform.
- 4) The eventual launch of the new website may afford us greater flexibility in data-entry during conference registrations. With that in mind, the Board should determine whether to enact a more lucrative financial tier structure for future Campus Campaigns.

Endowment Committee

Attendees: Corey Johnson, Jennifer Forsyth, Jodi Upton (chair)

Sept. 9, 2020

Agenda: Work on questions assigned by the board in June: what's the endowment (defined), spending protocol (excess revenue vs. reserve), etc. Corey and Jenn are working their sources to find experts/consultants we can talk to about best practices. We'll divide up those phone calls and come up with some questions we want to be sure to ask the consultants. (We'll follow up by email).

We will meet again at **noon (ET) Oct. 21** to discuss what we've learned and whether there are specific recommendations we can make. We plan to meet with IRE's investment advisor in late Nov./early Dec.

We also discussed a new \$150K endowment recently received for the IRE on Campus program.

Also on the agenda for 10/21:

- Added 9/23: meeting will be joint with Revenue Committee to discuss upcoming IRE Legacy promotion and where large and/or restricted funds will be deposited.
- Update on our request that Doug work with the Knight Foundation so those funds are available (rather than unspendable because the minimum increases annually)
- An update on the current endowment amounts/returns from Heather, including the smaller scholarships below \$20K. (I'll also ask for a revenue/expense summary from the Sept. conference).
- An update on whether any of those smaller scholarship funds have been spent down as previously directed, or whether family members need to be contacted in order to repurpose those funds.