

NATIVE AMERICAN JOURNALISTS ASSOCIATION



Native American Journalists Association

2018-2020 STRATEGIC PLAN

April 25, 2018

A. Background

Mission

The Native American Journalists Association serves and empowers Native journalists through programs and actions designed to enrich journalism and promote Native cultures.

Organizational Information

Several key factors make the timing of this planning process important: 1) Most of goals articulated in the former Strategic Planning document have already been accomplished, 2) Continued changes in the media landscape resulting in changing member needs, 3) Limited resources and staffing requiring focused choices and direction

Goals (discussion with Rebecca Landsberry, Executive Director, Oct. 4, 2017)

The board and staff leadership wants to conduct another strategic planning process with the goals of:

- Revising needs of membership and what programs and services can best meet the needs of that constituency
- Review and synthesize the major shifts in the environment – particularly involving Indian Country Today Media Network, which employed a number of members and was the largest national distribution of Native American media content
- What should be NAJA's focused efforts and priorities
- Creating an implementation plan with goals/objectives and measurable outcomes for the next 2-3 years

Other peripheral benefits:

- Bringing board leadership and staff into a shared vision
- Engaging board leaders and development of new board leadership

B. Formation of Strategic Planning Committee and Process

NAJA's Strategic Planning committee consisted of: Rebecca Landsberry, Executive Director, Bryan Pollard, Victoria LaPoe, Jennifer Bell and Lenzy Krehbiel-Burton

Process outline:

- Selected a strategic planning consultant: Pamala Silas, Authentic Management & Consulting
- Conduct membership survey and other data – collection and analysis
- Strategic planning retreat that includes staff and board
- Final document with goals and implementation plan

Strategic planning question:

What does NAJA need in place to build capacity to meet the needs of members and effectively deliver on the mission?

C. Strategic Planning meeting

The meeting was held on Friday, January 26, 2018 at the River Spirit Casino Resort in Tulsa, OK.

Agenda:

Welcome/Introductions/Overview	Becca
Intentions and Ground Rules	All
Accomplishments	Becca
Community Survey Results	Victoria
SWOT of current environment	Pam
Critical issues for NAJA	Pam
Key Priorities	Pam
Short term milestones	Pam
Next Steps	Becca/Bryan/Committee
Implementation plan	
Debriefing	Pam
Adjournment	

Participants:

Rebecca Landsberry	Tristan Ahtone	Jennifer Bell
Bryan Pollard	Lenzy Krehbiel-Burton	Darren Brown
Graham Brewer	Victoria LaPoe	

Consultant:

Pamala Silas

D. ACCOMPLISHMENTS

Goal: Deliver a 2014-2015 program schedule that includes national conference, two additional in-person and four web-based programs in response to topics/skills identified by membership survey and includes learning goals and evaluation

- **Objective 1:** Annual program plan to include national conference programming for 375 attendees and semi-annual training for 25-50 attendees; include a webcast for those not able to attend in-person events
 - In 2015, we did meet the goal of 375 attendees at the National Native Media Conference and exceeded that for the semi-annual training with 75 attendees at the Tribal Media Summit in Oklahoma, which we are working to revamp in 2018.

We did have some live streams of conference sessions and events by attendees but nothing has been specifically available as a webcast.

- **Objective 2:** An annual program plan will include monthly webinars to cover a broad spectrum of topics over the course of a year
 - In 2017, NAJA did adopt webinars via Google Hangout as part of the pre-conference curriculum for the Native American Journalism Fellowship. No training webinars have been developed for the professional membership but the opportunity for collaboration has been established through the sustaining annual membership opportunity.
- **Objective 3:** Annual program plan will be developed with input from post-National Native Media Conference attendee survey
 - NAJA now utilizes survey data to create all program content for all National Native Media Conferences.

Goal: Review and update governing structure including bylaws, election guidelines, committee structures by July 2014 Membership Meeting

- **Objective 1:** Review and propose updates to NAJA election guidelines, bylaws
 - The NAJA membership adopted online voting for elections in 2015. This past year, the first online election was successfully conducted in 2017.
- **Objective 2:** Pursue formation of a Senior Advisory Council
 - There has been no movement on this objective, however, a selection committee for the NAJA-Medill Milestone Achievement Award is composed of past winners, many of which are senior lifetime members.
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- **Objective 3:** Synthesize NAJA History
 - In 2017, NAJ Fellow AJ Earl began conducting interviews with longtime NAJA members to create a working history of the organization. He plans to share his findings at the 2018 National Native Media Conference.
- **Objective 4:** Formalize student and regional chapter program with the goal of re-chartering current informal chapters
 - In 2017, the NAJA Education Committee created a draft of student chapter documents including bylaws, handbook and online application, which are awaiting review and approval by the committee and board.

Goal: NAJA is a respected resource and leader in issues affecting journalism in Indian Country and the larger field of Journalism

- **Objective 1:** Review and revise marketing materials including brochure and website – utilizing survey research data that speaks to the needs of members/potential members by the launch of the next membership cycle (Feb. 2014)
 - NAJA adopted a newly designed logo and conference branding materials in 2015. In 2017, NAJA developed a new NAJF brochure and conference sales prospectus. The website has not been updated outside of membership portal with Wild

Apricot, however, NAJA has moved the NAJF page to a WordPress site with plans to migrate all information there by 2019.

- **Objective 2:** Add 25 profiles of Native Journalists from a diverse representative group of members to NAJA web page showcasing NAJA members.
 - In 2017, NAJ Fellow Kaitlin Boysel completed her first of 10 planned NAJA member profiles, which will be housed on the NAJF and NAJA main sites.
- **Objective 3:** By end of 2013, the legal resource room will be promoted again highlighting the NAJA web page as a place that can provide sample constitutional language along with the reasons for them. Two or three tribes will be showcased and a procedural document demonstrating steps to implemented resulting in increased membership in NAJA and usage of the hotline.
 - All of these objectives were accomplished in 2014, however, the use of the hotline has dwindled since that time with the restructuring of the attorneys serving as intake liaisons.
- **Objective 4:** By the end of September 2014, each NAJA board member will make two presentations to public audiences (schools, organizations, tribes) that include information about joining NAJA.
 - Victoria LaPoe has connected with multiple universities about joining NAJA as institutional members.
- **Objective 5:** Rebuild the NAJA web page templates making it more useful to NAJA members and interactive, connected to social media and CMS system easy to update without big fees.
 - The website redesign / overhaul isn't complete; however, the digital media awards forms have become easier to use for entrants and judges. They are tweaked annually with member feedback, which has led to a steady increase in entries and revenue.

Goal: Membership grows from 351 through robust data collection and management, quality customer service and timely communication

- **Objective 1:** Evaluate membership system and create process documents
 - NAJA adopted a new membership portal in 2015 which streamlines all member transactions including donations and invoices. NAJA reached 500 members in 2015 and has hovered just below that in 2016-2017. (SLIDE)
- **Objective 2:** Insure that members receive value throughout the year, beyond the National Native Media Conference
 - NAJA has increased the number of job postings, provided access to a newsfeed and continued access to the NAJA newsletter, although the frequency has decreased from weekly distribution to monthly or semi-monthly.

Goal: To increase the voice and presence of Native Americans in mainstream media, connecting our membership with opportunities – diversifying newsrooms and being a resource to media outlets as well as quickly responding to inaccuracies that come to our attention

- **Objective 1:** Influence mainstream media through member placement and partnerships through establishment of internship program
 - NAJA exceeded the goal of insuring 5 students received internship placements through the NAJF and continues to build relationships with university partners.
- **Objective 2:** Produce Annual Report on the State of Natives in news media
 - In 2014, NAJA developed a tribal media list, which is now outdated. In 2017, Mark Trahant began tracking new lists with the goal of compiling a comprehensive list of Native media practitioners in the U.S.
- **Objective 3:** Advocate for freedom of the press in Indian Country
 - NAJA established the Legal Resource Room in 2014, which houses templates for use by NAJA members seeking freedom of the press. Since that time, NAJA has directly assisted 2 tribal media outlets with developing freedom of the press documents, which were adopted by tribal leadership: Muscogee (Creek) Nation and the Confederated Tribes of the Grand Ronde.
- **Objective 4:** Create a media watch / Native news blog
 - No movement.
- **Objective 5:** Develop a journalism outreach program geared toward educating the industry and Indian Country
 - Since 2016, NAJA partnered with SPJ, High Country News and AP to produce newsroom resources for mainstream and tribal media including an Indigenous style guide, AP insert and Indian Country Bingo Card.

Other Accomplishments:

- Received \$250,000 in funding for NAJA Facebook Journalism Project Scholarships for 2018-2022.
 - NAJA will award \$10,000 scholarships to 5 students per year for the next five years.
- Clean audit reports 2014-2016
- Successful national conferences in 2015-2017
 - Expanded sponsorships from long-time partners with co-hosted conference model
 - Successful partnership financial models support NAJA programs and share event costs

E. DATA

The strategic planning committee decided that input from the community was critical to the planning process. A community survey was conducted (see attached executive summary - PowerPoint presentation shared during the Strategic Planning Retreat).

Group Discussion

- 1) What are the major trends that stand out for you?
- 2) Were there any surprises in the data? What were they?
- 3) What questions come to mind from what was presented?

Comments, insights and questions during the discussion on the data:

- *Members want more training and resources*
- *More training opportunities period*
- *Want more technical skills, training*
- *Continue to advocate for independence in tribal media*
- *Ethics: Advocacy still important but representation, sourcing issues*
- *Set up Indian Country desks*
- *Publisher's advisory/sector*
- *Unemployed membership request waiver rules*
- *NAJA needs to promote itself as the national brand for resources*
- *Youth and freelance want consistency*
- *Increase NAJA membership in newsrooms*
- *Need digital training*
- *Promoting accurate coverage of Indian Country: want more of this provided by NAJA*
- *How to identify Native experts? What are the standards for the industry*
- *Standing Rock provides watershed for clarity on ethics in JMC*
- *Need for Native-centric ethics policy*
- *Playing by mainstreams rules to advance Native coverage*
- *Trending young*
- *Want more networking opportunities*
- *Digital media: more practitioners and more training sought*
- *NAJA needs to provide more newsroom leadership and management*
- *More freelancers*
- *Digital skills training*
- *Reporters involving themselves in coverage of Indian Country/biased*
- *Need more members in newsrooms*
- *Need more video skills*
- *Know how to connect*
- *Want more NAJA perks*
- *Big numbers of freelance and tribal*
- *Good cross sample intergenerational response*
- *Provide investigative reporting training*
- *Jump from print skills to video skills*
- *Leave awards alone*
- *High response rate*
- *Heavily skewed female*
- *How to train members? Tap for talent?*
- *Where are non-Native members?*
- *How do members define advocacy?*
- *Unclear on definitions (journalist, freelance)*
- *What does NAJA do inconsistently?*
- *How many are transitioning? (i.e., print to multimedia journalism)*
- *Degrees in journalism?*

F. ENVIRONMENTAL SCAN

Strengths	Weaknesses	Opportunities	Threats
Lots of institutional knowledge	Constantly fighting ignorance and stereotypes	Student projects and sponsorship	Lack of presence = Irrelevance
The world benefits from Native stories	No enough staff to implement	Connect freelance members with jobs	Members lose interest
Eager membership base	Outdated bylaws	Pulling in college students/early career journos	Becoming irrelevant
Represent a unique community	Terrible website / That #\$\$%^! website	Leverage social media to increase/engage members	Sustainability engagement and support students and student projects
Members embedded in underserved communities	Turnover/ inconsistency of board	Interfacing with mainstream newsrooms	Rollback of free press laws in Indian Country
A unique mission	Tiny budget	Provide balance/ethical coverage in racist climate #Trump	Shrinking talent pool
Passionate members	Funding	Being the go-to resource for developing free press resources	Irrelevant membership
Dedicated board	Not rethinking or revamping practices and programs	Build a comprehensive media database for Indian Country	Racist/misinformed rhetoric will persist and increase
Elevated position of NAJA in industry as diversity champion	Need a more professional diverse board	Connecting with journalism schools	A decrease in Native voices in media
Dedicated leadership of professionals	Need to be seen as a source by large media outlets	Update digital presence – fix the website	Trump coverage talking up all the oxygen and dollars
Loyal membership base	No enough staff capacity	Heightened awareness of press freedom and Indigenous issues	Stagnating skills
Resources/team to develop what's needed	Lack of consistent fundraising	Working with other journalism orgs	Others end up telling our story
Youth bench response survey	NAJA is not a large organization	Converting gaming tribes into supporters	Native youth won't move into journalism
Love of the awards	Geographically dispersed membership		Unsupported students = no future generation
Tribal/geographic diversity	Lack of marketing		Less membership renewals and involvement

G. STRATEGIC PRIORITIES – 7 areas with ideas on milestone activities

Number beneath indicates the priority level voted on by participants. Milestones listed were ideas under each goal given by the group for possible objectives in the implementation plans.

1. Institute Fund Development System 4- 1 st 4- 2 nd 0- 3 rd	2. Grow NAJA's Public Image 2- 1 st 2- 2 nd 2- 3 rd	3. Provide Skill Development 1- 1 st 2- 2 nd 0- 3 rd	4. Strengthen and Assist Tribal Media 0- 1 st 0- 2 nd 3- 3 rd	5. Shape Journalism Standards 0- 1 st 3- 2 nd 0- 3 rd
Fully fund NAJA staff	Become digital resource hub for Indigenous journalism (web)	Launch professional boot camp	Promote free press award/importance of independent tribal media through NAJA Free Press Task Force	Update bylaws
More recurring stable revenue sources	Promote media award winners and work	Create training opportunities	Create heat map showing free press in Indian Country	Articulate ethics and principals through guides for mainstream media
Expand funding	Brand as a resource/authority on covering Indian Country	Training/Resources for members	Tribal media convening	Ethics contract
Expand staff	Marketing	Develop digital training program for members at all career levels	MILESTONES:	MILESTONES:
Find stable funding	MILESTONES:	Change NAJF format – train, plane or automobile	Heat map published	Publish resource guide and collect stats
More funding	New website launched	Expand NAJF; revive Project Phoenix	Tribal media convening	First section of bylaws revisions proposed to membership
Help Becca / more staff	Overall plan to promote members and awardees' accomplishments	MILESTONES:		
Funding opportunities		Restructure NAJF		
Adding staff		Offer daylong boot camp at conference with certificate		
MILESTONES:				

Responsibilities moved from ED job description				
Fully funded programs				
Add money to budget to support fundraising				

6. Increase and Engage Membership 1- 1 st 0- 2 nd 0- 3 rd	7. Assess and Respond to the Media Landscape 0- 1 st 0- 2 nd 0- 3 rd
Increase membership	Make the survey data actionable
Qualitative research = understanding and crafting measurable goals	
Increase formal relationships with non-Native media	
Find more ways to include member (Native/non-Native) ideas	
Partner with Online News Association	
Increase newsroom partnerships	
More active members	
More actively engaged members	
Motivate and activate all involved	
Resources for unemployed	
MILESTONES:	
% __X__ Increase in association members	
3 new partnerships exist	
# __X__ Members are serving on committees	
# __X__ Members are voting in elections	

Attachments:

- [Strategic Planning Committee Meeting Minutes](#)
- [2017-2018 NAJA Membership Survey Questions](#)
- [2017-2018 NAJA Membership Survey Results](#)

H. IMPLEMENTATION PLANS

NAJA Strategic Goals 2018-2020

Goal: Institute a fund development system

												A = Accountable R = Responsible C = Consulted I = Informed
Objective 1: Fully fund current NAJA programs by the start of FY2019												

Activity	J	F	M	A	M	J	J	A	S	O	N	D	Outcomes (tangible/observable)	
Identify programs for funding													NAJA maintains a manageable list of specific and identifiable programs	
Identify funders with relevant programs													Manage a workable document of targeted partners for potential funding to pair with relevant programming	
Develop program metrics													Method in place for evaluating program impact	
Develop program reporting													Accountable parties have set standards for success	
Develop messaging and branding of each program													There's consistency and listed marketable characteristics of each program	

Objective 2: Increase executive director's time dedicated to fundraising from 13 percent to 20 percent by FY2020												A = Accountable R = Responsible C = Consulted I = Informed
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Activity	J	F	M	A	M	J	J	A	S	O	N	D	Outcomes (tangible/observable)	
Shift responsibilities of executive director													The executive director is able to spend more time in fundraising for NAJA	
Identify potential contract support resources													NAJA maintains a list of contractors capable of accomplishing specific duties	

A = Accountable
 R = Responsible
 C = Consulted
 I = Informed

Objective 1: Publish heat map showing tribal free press by 2020 conference

Activity	J	F	M	A	M	J	J	A	S	O	N	D	Outcomes (tangible/observable)
Designate a publishing partner			X										A partner can help fund the heatmap project
Reach out to tribal media to determine the status of their free press protections						X							NAJA will have an understanding of which media outlets have free press protections in place
Develop map							X						NAJA will compile the results in a presentable format
Promote map at NAJA conference								X					NAJA will prepare a session/presentation to present the map and discuss how free press protections should be implemented at Native media outlets by 2020
Promote map to non-tribal Native media									X				NAJA will promote the map to Native media outlets so that they will publish articles and promote free press

Objective 2: Convene tribal media

Activity	J	F	M	A	M	J	J	A	S	O	N	D	Outcomes (tangible/observable)
Develop a list of tribal media to invite to the meeting.			X										NAJA will compile a list of tribal media publications and use it to assist with outreach efforts
Determine a location for the meeting			X										NAJA will determine if the meeting will take place during the annual conference or at another location
Develop promotional material to encourage Native media to attend				X									NAJA will develop promotional material so Native media outlets have a reason to attend
Invite Native 20 media outlets to the meeting					X								NAJA will confirm at least 10 Native media outlets to attend
Determine speakers/facilitators for the meeting						X							Determine speakers and facilitators will coordinate the meeting
Determine goals/objectives to leave the meeting with							X						In order to not lose momentum, NAJA should determine what goals/objectives need to be determined during the meeting
Develop next steps								X					Identify next steps and responsible parties

<i>Activity</i>	J	F	M	A	M	J	J	A	S	O	N	D	Outcomes (tangible/observable)	
Solicit feedback from members on which bylaws they believe need updating			X										Engage membership and ask them what areas of the bylaws they believe need updated and what they believe those updates should be.	
Solicit feedback from past board members on which bylaws they believe need updated			X										Engage past board members and ask them what areas of the bylaws they believe need updated and what they believe those updates should be.	
Assess the bylaws				X									Form a committee to assess the bylaws and identify areas that need updated.	
Determine how to communicate bylaw changes to membership					X								Develop a process to educate members on bylaw changes. Have opportunities for members to ask questions about the proposed changes.	
Present new bylaws to the board for approval to send to membership for a vote.						X							Submit changes in the bylaws to the board for feedback/approval prior to sending the bylaws to membership to approve.	
Present proposed changes to membership						X							Present the new bylaws to membership so they have time to review prior to voting on them.	
Present bylaws to membership for approval.							X						Conduct a membership meeting to discuss the changes and request the members vote on the new bylaws.	

Goal: Increase and Engage Membership

													A = Accountable R = Responsible C = Consulted I = Informed	
Objective 1: Activate current members														
<i>Activity</i>	J	F	M	A	M	J	J	A	S	O	N	D	Outcomes (tangible/observable)	
Engage members	X	X	X	X	X	X							10% increase in commitment to board initiatives (mentors, committees and reviewing awards) by 2018	AR: BOD; I = membership

