VISION

Powering journalism in the public interest

MISSION

The National Press Club Journalism Institute promotes an engaged global citizenry through an independent and free press, and equips journalists with skills and standards to inform the public in ways that inspire a more representative democracy. As the non-profit affiliate of the National Press Club, the Institute powers journalism in the public interest.

AREAS OF STRATEGIC PRIORITY

1. Growth
   • Long-term financial sustainability and organizational independence
   • Match programmatic and reach ambitions with financial capacity

2. Identity
   • Whom do we serve
   • Our sphere of influence

3. Impact
   • Changes in journalism because of our work
   • Changes in the world because of our work
GOALS AND STRATEGIES FOR EACH AREA OF STRATEGIC PRIORITY

Area of Strategic Priority A: Growth

GOAL A.1: Diversify revenue streams so no source comprises more than one-third of the total.

STRATEGIES

A.1. a Identify ways to address and fill the gap left by declining financial and in-kind contributions from the National Press Club.
A.1. b Build on the momentum in foundation support and grants, focusing on soliciting for unrestricted use.
A.1. c Create opportunities for planned giving and build on early success in individual donations.

OPERATIONAL PREVIEW: TACTICS

- Work with Brown Capital to plan to use interest from Rockwell Fund principal as part of the Journalism Institute’s operating revenue.
- Implement an individual giving plan that includes moving donors through a phased giving cycle of small gifts, recurring, mid-range, major donors, and planned giving.
- Expand major sponsorships by moving beyond the event-sponsorship model as the primary driver to an annual sponsorship model.

GOAL A.2: Fully fund programmatic and service ambitions

STRATEGIES

A.2. a Develop funding models to benefit from growing new audiences via grants, sponsorships, and other revenue options.
A.2. b Evaluate the feasibility of and experiment with offering subscription models, customized training packages, and other bundling of learning opportunities for programming to increase individual and newsroom loyalty and involvement.
A.2. c Ensure that revenue matches or exceeds expenditures each year through strategic monitoring and reforecasting of operational and aspirational budgets.

OPERATIONAL PREVIEW: TACTIC
• Regularly evaluate services provided by the Institute for their Return on Investment.

**GOAL A.3:** Examine the competitive landscape for beneficial collaboration and partnerships.

**STRATEGIES**

A.3. a Assess the capacity of competitive and comparative organizations.
A.3. b Review and adopt other organizations’ best practices in fundraising and programming.
A.3. c Experiment with collaboration and partnerships to explore fit for potential acquisitions. Reassess regularly for new opportunities.

**Area of Strategic Priority B: Identity**

**GOAL B.1:** Expand and deepen the Institute’s connections across the country with news organizations and professional journalists, who increasingly see the Institute as an advocate and resource for impactful, representative journalism.

**STRATEGIES**

B.1. a Leverage success by expanding virtual programs to serve a wider range of working journalists and news organizations.
B.1. b Develop new relationships in Washington, D.C., and across the country, and strengthen existing ones, with experts who can teach and promote the Institute’s work and mission.
B.1. c Build on the assets of Washington, D.C., as a global media center through hybrid programming activities and other learning opportunities unique to its location.

**OPERATIONAL PREVIEW: TACTICS**

• Build upon current engagement activities (including the newsletter and writing group) with a more robust presence to grow online communities of journalists with national and global reach.
• Engage Press Club members to broaden connections through their own social media footprints and areas of influence.

**GOAL B.2:** Elevate the Institute’s profile as a premier source of training and support, known for helping journalism organizations strengthen and diversify their newsrooms and the communities they serve.
STRATEGIES

B.2. a  Develop programming and other learning opportunities that help a range of journalists build and deepen their skills in producing rigorous and representative coverage.

B.2. b  Produce focused programming and publishing that highlights emerging best practices in diversity, inclusion, and belonging, including more accurate and representative coverage, fairer hiring, transparent career ladders, effective retention techniques, and other methods for ensuring equity in newsrooms and journalism.

B.2. c  Model diversity by making inclusion and equity part of every Institute policy and initiative. Ensure that program instructors, panelists, and participants represent journalism's spectrum of lived experiences.

GOAL B.3: Serve the public to improve information literacy and increase understanding of journalism’s value in a democracy.

STRATEGIES

B.3. a  Create informational programs that expand the Journalism Institute’s footprint to more systematically reach the general public, in addition to journalists.

B.3. b  Develop partnerships with civic groups that serve to foster stronger connections between the public and journalists.

B.3. c  Advocate for press freedom in ways that help the public understand journalism’s value in a democracy.

OPERATIONAL PREVIEW: TACTICS

- Leverage the National Press Club’s national profile and platforms such as C-SPAN through collaborative efforts.
- Establish a national network of allies, including local newsrooms, national news organizations, universities, and civic groups, to promote and participate in programs for the public that help spread fair, inclusive journalism and grow community misinformation disruptors.

Area of Strategic Priority C: Impact

GOAL C.1: Journalists across the United States will be more skilled and supported in producing well-crafted journalism as a result of the Institute’s programs.

STRATEGIES
C.1. a  Identify ways to assess participant skills before and after training programs to determine measurable growth, emphasizing inclusive storytelling as part of well-crafted journalism.

C.1. b  Provide community spaces (virtual and physical) for journalists to support each other in their work and lives. Assess the value of those spaces and of the programs in helping journalists feel supported.

C.1. c  Define goals and potential impact measures for each activity undertaken by the Institute in relation to diverse audiences, the public, and prospective supporters. Use those measures in the planning phase and as projects evolve to continuously assess potential impact and actual impact.

GOAL C.2: **Journalism organizations will be more diverse, equitable, and inclusive, as a result of the Institute’s programs. The work they produce will be more accurate, fair, and representative of the expanded communities they serve.**

STRATEGIES

C.2. a  Identify ways to assess participating organizations before and after training programs to determine measurable growth in diversity, equity, and inclusion practices.

C.2. b  Identify ways to assess participating organizations before and after training programs to determine measurable growth in accuracy, fairness, and representation of the communities they serve.

C.2. c  Integrate diversity, equity, and inclusion into all Institute initiatives, and assess the impact on partners and participants.

GOAL C.3: **Americans will more clearly understand the fundamental importance of an independent press, fact-based reporting, and civil discourse as a result of the Journalism Institute’s efforts.**

STRATEGIES

C.3. a  Shape press freedom strategies and tactics to influence public understanding of journalism's value in democracy, and identify ways to assess the success of those strategies and tactics.

C.3. b  Assess knowledge among members of the general public before and after participation in Institute programs to determine measurable growth in understanding the value of fact-based reporting.

C.3. c  Convene journalists and the general public in conversations that model civil discourse, and assess the impact of those programs.
VALUES

Our actions, activities, and operations will be informed by core values:

Protect safety.
- The physical and emotional wellbeing of the Institute community is our first priority.

Respect differences.
- We seek first to include, listen, understand and demonstrate respect for different perspectives and lived experiences. Then, we find common ground.

Ensure diversity.
- We are committed to inclusion by representing diversity in all aspects of our work and programming. We are dedicated to promoting accurate news media portrayals of all segments of society, whether by race/ethnicity, gender, age, religion, physical and mental ability, sexuality, economic background, or educational attainment. And we intend to create cultures of belonging for all.

Assume positive intent.
- Most people are doing the best they can with the information available and experiences they’ve lived. Our interactions with each other start there.

Encourage autonomy.
- We value everyone’s ability to make their own decisions; it’s part of what makes work meaningful for us all. We aim for decisions that don’t exceed our authority or pre-empt someone else’s autonomy to make decisions on their own behalf.

Proactively seek alignment.
- In areas of partnership, before we make decisions, we establish a shared understanding of our goals and responsibilities.

Appreciate interdependence.
- We recognize the interconnectedness of our choices and their consequences. When there are decisions that affect several people or organizations, we proactively seek alignment.

Resolve conflict directly.
If something is keeping us up at night, we directly address it. We start by assuming positive intent, respecting differences, and discussing the impact on us. If it’s bothering us enough to discuss with someone, we discuss it with the person most directly involved.

Demonstrate learning.
- We seek to grow and learn, in order to excel in our work and make decisions with the most complete and relevant information. We invest in growth and support each others’ development. When we fall short, we seek ways to improve. When we make a mistake, we acknowledge it, clarify the consequences, commit to educating ourselves, changing our behavior next time, and enlisting support for accountability and backup.
- We consult our guts but recognize their limitations and use data to inform daily and strategic decisions, continuously optimizing based on the best information available.

Trust agility.
- We extend trust when just-in-time decisions require adaptations. We value consistency of purpose while actively identifying areas to experiment and flourish. To accomplish our work and practice these principles, we will stop doing things that have outlived their intent or effectiveness.

Eliminate harassment.
- We are an inclusive community that sometimes falls short but will not tolerate abusive behavior from anyone, whether that abuse is physical, emotional, verbal, sexual, harassing, bullying, demeaning or otherwise interfering with our ability to do our best work for the communities we serve. We expect there will be a range of consequences for people behaving in unacceptable ways.

Practice transparency.
- We will keep communication open and share information.