

**NATIONAL
ASSOCIATION
OF BLACK
JOURNALISTS**



NABJ CHAPTER HANDBOOK

A guide for affiliate chapters of The National Association of Black Journalists

Second Edition

NABJ Chapter Handbook

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PREFACE

This guidebook is a manual for the constructing and maintaining of a chapter for the National Association of Black Journalists. From starting a chapter to balancing a budget, this guide will give the instructions needed to develop a dynamic chapter. For further assistance, please contact the NABJ Headquarters, located at 1100 Knight Hall, Suite 3100, College Park, Maryland 20742. For immediate assistance, please call Executive Director, Maurice Foster at (301) 405 – 0248.

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CHAPTER 1

FIRST THINGS FIRST: STARTING AN NABJ CHAPTER

Don't procrastinate in forming a local NABJ professional chapter or making your group an NABJ affiliate chapter. Just do it.



Philadelphia Association of Black Journalists

As an NABJ chapter, your organization will be affiliated with a progressive, professional national organization that strives to unite black journalists and is dedicated to journalism excellence and diversity in news coverage and staffing.

Your local organization will affiliate with a national organization, which boasts more than 3,000 members. The chapter is assigned to a geographical region and has a regional director that represents the chapter's interests on the national Board of Directors. Chapter presidents may participate on the Council of Presidents list serve and receive leadership advice and fellowship from other chapter leaders within NABJ.

There are three main ingredients for forming a professional NABJ chapter: 1) Contain at least five working journalists whose goals are consistent with those of NABJ, 2) form a Board of Directors to lead the organization - president and vice presidents must be full members of NABJ, remaining officers must be NABJ members and 3) two-thirds of the chapter membership must be eligible for NABJ membership (full, associate and/or student).

Effective local executive boards appear to be those that elect at least six officers: president, vice president for print, vice president for broadcast, secretary, treasurer and parliamentarian. In recent years, some chapters have added an additional board position - vice president for new media or online. The structure of your board is up to your local chapter.

The vice presidents are important because they ensure that an officer is "plugged in" to the interest of the print and broadcast membership. It also prevents the group from becoming too print-heavy or too broadcast-heavy at the top. One of the ongoing problems chapters

have is making sure there is sufficient participation of print and broadcast journalists. By creating a board position, you allow members of both groups to take an active role in the leadership of the organization.

Some local officers are elected to two-year terms. You may have one year-terms, but your organization may find it a challenge to hold elections annually. The elected officers should be permitted to serve no more than two or three consecutive terms. This spreads the leadership around and brings new ideas to the top.

A local board of directors could contain such appointed positions as chairpersons for media monitoring, scholarships, jobs/internships, urban journalism workshop, community action, publicity and fundraising. These committee leaders can be appointed annually by the president or by the executive board to one-year or two-year terms.

NABJ chapters are eligible to host regional conferences and the national convention. Members of NABJ chapters are eligible for discounted registration fees at regional and national meetings. Finally, the NABJ Professional Chapter Grant program supports local professional affiliates in producing programming that will benefit their membership and sustain NABJ's longstanding mission of local community outreach.

By becoming an NABJ chapter, your local organization can join the efforts to establish an extensive network of black media professionals and organizations that together can be a unified force.

About Dues

Local organizations finance their activities by charging local dues. Various chapters' dues range from \$25 to \$60. In smaller and medium-size markets, a reasonable fee schedule would include \$40 for full members, \$35 or \$30 for associate members and \$10 or \$20 for students. Two key points must be remembered to keep your affiliate chapter in good standing with the national office: The president and vice presidents must be national full NABJ members, and two-thirds of the organization must be eligible for full, associate or student NABJ memberships. Growing your membership and gaining the active support of your members is key to the chapter's success.

Naming Your Chapter and Submitting Your Application

NABJ has just two naming conventions that it will accept as a part of an affiliate chapter application — “City/State/Region” Association of Black Journalists or NABJ-“City/State/Region.” The reason for this is due to the desire to have similar branding for NABJ affiliate chapters. So choose wisely. There are a small number of chapters that have naming conventions that are different than the aforementioned, such as the Pittsburgh

Black Media Federation. These chapters have been in existence for years and when the new naming convention requirement went into effect in the early 2000s, chapters with these different naming conventions were permitted to keep their names to uphold their histories. If a chapter with an old naming convention becomes decertified for any reason and needs to reapply for affiliation, the new naming convention will be a requirement.

An interested group desiring to become an NABJ affiliate chapter should visit the NABJ toolkit online under chapter resources at www.nabj.org to access the affiliate application form. Contacting the national office staff will also be helpful in identifying the information online and/or accessing additional information/contacts that may be of assistance in starting your chapter. As you begin to prepare your paperwork, the following items are a part of the affiliate application:

- 1) affiliate application form
- 2) letter from regional director supporting candidacy
- 3) letter from chapter president briefly stating history, goals and purpose
- 4) copy of the chapter's constitution and bylaws
- 5) chapter name, which should comply with the NABJ naming convention
- 6) chapter roster, listing member names and company or schools
- 7) two-thirds of the membership must be eligible for NABJ membership as full, associate or student members
- 8) chapter president and vice presidents must be full members of NABJ and all chapter board members must be NABJ members, remaining officers must be members

All affiliate applications and supporting materials should be sent to the NABJ national headquarters. The NABJ staff will forward it to the NABJ Membership Committee, which will review the application and forward it to the NABJ Board of Directors. The NABJ Board reviews applications four times per year at its quarterly meetings.

Establishing a Place of Business for Your Professional Chapter

Finding a place to call home doesn't have to be difficult. Assess your resources to see if a company or community agency in your area can donate office space. Perhaps there is an unused area at a local television station, or a vacant office neighboring the local newspaper. Whatever the case, the local chapter should try to settle on a place that is centrally-located and easily accessible by your leaders and membership.

Ideally, the space should accommodate your technology and logistics needs as well. Some

chapters use offices as their mailing addresses, while others prefer for mail to go to a post office box. Whatever your preference, be sure all of your mailings include the preferred address and a phone number. While your office may not be staffed, it's still a good idea to make sure an answering service or recorder is available to take calls. That also means someone must regularly check the messages.

At the same time, be sure to stock the office with the minimal level of resources you'll need to take care of business: letterhead, office supplies, a fax machine, copier paper, a computer with Internet access, a printer, and so on.

You may find that an actual office space is not feasible to start. You may house your organizational business on the Web and utilize a post office box. Don't let the absence of a physical office space prevent you from starting a chapter.

Council of Presidents and Chapter Day

The Council of Presidents is a standing NABJ committee composed of chapter presidents. The Council fosters effective chapter management, develops strategies for chapters to recruit and retain members, as well as offers an outlet for chapters to share fundraising ideas for scholarships and awards programs. It also aggressively recruits members to NABJ and works to reach a consensus and make recommendations on how issues and concerns can be addressed and resolved within NABJ. The Council communicates with its members, other NABJ leaders and otherwise shares chapter-related news primarily via a dedicated list serve. Since 2004, the Council of Presidents has held a training workshop during the NABJ convention called "Chapter Day." It's a great opportunity for local chapter leaders to receive leadership training and tips on effectively managing your affiliate chapter.

Professional Chapter Audit

Each year, professional chapters are required to submit an annual audit with a December 1 postmark deadline. To review the audit materials, go to <http://www.nabj.org/?ChapterForms>. More information on the chapter audit can be read in Chapter 16.

Organizing Student Chapters

It's easy to start an NABJ student chapter. The hard part is maintaining a consistent level of production and enthusiasm for the chapter to thrive.

When starting a chapter, it's necessary to seek out students who are committed to turning the dream of an NABJ student chapter into a reality. After you've decided to start a chapter, you should notify the NABJ national office of your intentions. The office can provide you with useful information and can connect you to your NABJ board representative to assist you

with the process.

Student affiliate chapters must be composed largely of students enrolled in four-year colleges and universities and pursuing careers in journalism. Student chapters must have a full-time journalism professor, full member of NABJ or a professor who is an associate member of NABJ to serve as chapter adviser. When possible, student chapters should have the support and assistance of a professional chapter. Student chapters must have at least five members who are current members of NABJ.

The president or adviser of the student group should contact the NABJ student representative, as well as the respective regional director for consultation, guidance and advice. Local dues may be collected. If a checking or savings account is opened in the name of the chapter, the signatures of the chapter president or treasurer and adviser are required. All candidates who run for president and vice president(s) must be paid members of NABJ..



University of Oklahoma NABJ Chapter

All affiliate applications should be sent to NABJ national headquarters. The national NABJ staff will check the membership database to confirm that the officers listed on the student affiliate application are NABJ members.

The staff will forward the application to the NABJ membership committee, parliamentarian and the regional director for review. If the application is complete, the membership committee will present the application at the Board of Directors meeting, which takes place quarterly - usually in January, April, August and October. At this time, the Board will vote on affiliation status.

When the Texas A&M University Association of Black Journalists was founded, the chapter struggled for over a year to keep students interested. It seemed like every week the chapter had to find a gimmick to get students to participate in its activities. The executive board had to maintain a certain level of confidence because the chapter found itself frustrated with the slow pace. That's a part of wanting to start a chapter. You must have the perseverance, patience, and finesse to make sure a chapter does not falter.

Student priorities change every day. As a founding member or officer of a fledgling chapter, you must always be the guiding force in the chapter's infancy. That means you will often find yourself doing most of the work, making all of the calls notifying people of the meeting and checking to make sure duties that you delegated are being carried out.

There are so many intangibles that go into starting a student chapter. If you have a solid group of students and a supportive faculty adviser who are willing to do the necessary work, your school's name will be added to the list of NABJ student and professional chapters.

Naming Your Student Chapter

NABJ has just two naming conventions that it will accept as a part of a student affiliate chapters application — “University” Association of Black Journalists or NABJ-“University.” The reason for this is due to the desire to have similar branding for NABJ affiliate chapters. So choose wisely. Like stated above, some student chapters may have different naming conventions, and they were established before the naming convention requirement.

Student Chapter Audit

Each year, student chapters are required to submit an annual audit with a November 1 postmark deadline. To review the audit materials, go to <http://www.nabj.org/?ChapterForms>.

More on Student Chapters

Please see Chapter 15 for more useful information pertaining to student chapters.



University of North Texas Association of Black Journalists Chapter

CHAPTER 2

WRITING A CONSTITUTION & BYLAWS

A constitution establishes the basic structure of how an organization is governed. Its bylaws specify the rules by which it will operate.

First of all, you may ask: What's the difference between a constitution and bylaws?

A constitution:

- Is concise
- Explains the fundamental purpose of the group
- Provides the basic framework for the group's success
- Provides historical perspective
- Is rarely revised and requires a two-thirds majority to do so

While the bylaws:

- Outline specific procedures for the group's functioning
- Help the group conduct business in an orderly manner
- Provide further definition to the constitution
- Are easily revised, usually by a simple majority, and revised regularly as procedures change



Boston Association of Black Journalists

Your chapter constitution ensures that all of the rules and regulations are proposed and debated openly and lays down detailed procedures for the conduct of debates, discussion, meetings and the like. It is your building block for accountability, representation and explanations for the division of power.

Your chapter constitution should mirror NABJ's. It can be revised as you feel is necessary, but keep in mind that two-thirds of the general body must approve any changes. In some cases, you may find that the national constitution is not a one-size-fits-all document. For example, maybe there are few broadcast journalists in your chapter, so you may not need a vice president/broadcast slot on your executive board. Or, you may want to make provisions to incorporate students into the professional chapter constitution.

Bylaws establish the rules governing the management of the chapter. Chief among the items you should include are your chapter's name, purpose, membership standards, voting standards/procedures, officers, board of directors/executive board (if applicable), dues,

meeting information, standing committees, fiscal policies and provisions for how to rewrite the governing documents.

This set of procedural standards not only helps keep order in the organization, it is also a legal document required by all incorporated entities.

Now... to confuse things. Not all chapters have two separate documents. Some successful chapters have followed what has become common practice and just have a single governing document. This accepted practice is noted in "Robert's Rules of Order." This single document can be called the "bylaws" or the "constitution and bylaws." According to "Robert's Rules," "the term bylaws, as used in this book, refers to this single, combination type instrument -- by whatever name the particular organization may describe it."



San Antonio Association of Black Journalists

If a chapter decides to have a single governing document, then it will take a two-thirds majority to amend it. Always include the date of the most recent revision as a footnote on all pages of your governing documents.

It is a good policy for every member, upon joining the chapter, to be given a copy of its governing documents and any other special rules or policies that have been adopted. This will help the member become familiar with the chapter and hopefully encourage their full participation.

For more information, check with successful professional and student chapters of NABJ. Also, consult with NABJ's parliamentarian for guidance in writing your governing documents.



Colorado Association of Black Journalists

CHAPTER 3

PLANNING AND EXECUTING AN EFFECTIVE MEETING

It's a busy week with lots of breaking news stories. The mayor has been arrested; the state university football team is playing in the national championships; and your boss is breathing down your neck for that piece that is not due until next week. Not to mention it's the second Saturday of the month: Time for the monthly chapter meeting. Will your members be excited to attend? Will they need to decompress from the intense week of news coverage? If they already have the day marked on the calendar, is it in anticipation of another long, laborious brain-draining talk fest? Or, are they looking forward to being motivated to return to their important job?

An effective chapter meeting can energize your local membership. Your chapter can provide quality programs and services for its members and advocate on behalf of

black journalists. Your meeting may be your organization's most effective retention tool. Effective meetings don't just happen. They require planning to make sure your chapter is not wasting the most precious commodity of any individual: time.

PAD your meeting for success. PAD is an acronym for Purpose, Agenda, Distribution. Your meeting should have a *purpose*, with a set *agenda* that has been *distributed* ahead of time along with any lengthy materials you want members to consider. Choose to hold meetings at sites members find easily accessible. Consider seating arrangements and room size, too. Just because the "Old Avenue Baptist Library" is where you have always held the meeting doesn't mean it is the best location today. "We choose different locations to try and involve as many members and potential members as possible," says Birmingham Association of Black Journalists President Steve Crocker. He says BABJ tries "to give members who may not ordinarily get to come to regularly scheduled meetings an opportunity to take part in chapter meetings."



South Florida Black Journalists Association

Tulsa Association of Black Journalists president Russell LaCour said in a 2010 NABJ survey of chapters that one of their biggest challenges is "keeping members engaged." He says TABJ is "trying a new organizational model after the Atlanta chapter's lead. We will meet socially monthly, but a board will run the chapter meeting monthly with full meetings quarterly."

As local chapters try to make the most of the time members give them, they have to make sure they are not wasting time meeting for the sake of meeting. However, taking part in chapter activities, whether meeting socially or for fiduciary reasons, can make a big difference in a journalist's career. When you consider the size and scope of an organization such as NABJ, chapter meetings can have different purposes depending on the need of the members involved in the local chapter. For instance, a large, diverse chapter in a densely populated region may focus more on networking, than say a smaller sparse chapter with members who have to drive from neighboring cities to participate. Frequently, smaller cities will have younger journalists whose meetings may indeed double as *de facto* support groups, professionally and personally.

NABJ member Tania Francois is a television assignments manager. In 10 years, her career has taken her to four cities: Miami, FL; Oak Hill, WV; back to Miami; Shreveport, LA; and Little Rock, AR. As someone who has had to move a lot Tania Francois considers NABJ local chapters great networking tools outside of journalism. She recalls her experience with the South Florida Black Journalists Association as one that motivated and encouraged her to continue with her career in broadcast journalism.

"Their meetings would handle business, and include community speakers who helped me feel more connected to the city as a professional. I'm sick of moving," but Tania says if her career took her to another city, she "would look for a local NABJ chapter to talk to other professionals about where the churches are and where would I get my dry cleaning done or my hair and nails, or even good doctors."

On the subject of effective meetings she says, "absolutely, good meetings are effective recruiting tools for local chapter members and NABJ." Regardless of city size, modern technology makes it possible for people who can not physically be in the same place at the same time to connect at the same place and time via electronics.

Philadelphia Association of Black Journalists President Sarah Glover says E-board meetings are very effective in taking care of PABJ business when necessary. She also advises chapters to take advantage of some of the free technology at places like totally free conference calls <http://www.totallyfreeconferencecalls.com/>. The service allows you to meet and record calls. Their website says they can accommodate a three person meeting or a company-wide call.

With all your members ready to meet, whether they are in the room or on the phone, this is your chance to "wow" them with a well-run meeting. To do that, Six Sigma Director Jose' Pereira advises you to establish what type of meeting you are holding ahead of time. He says to ask yourself: "Is it a decision meeting, informational meeting, or other type? You have to make sure the right people are in attendance for the meeting you are holding especially if it's a decision meeting. Ask yourself if it a consensus, majority or chairman's decision that has to be made." That will help you decide how much time you need. He suggests that meetings should not last more than an hour.

Chapters may benefit from allowing time before or after meetings for socializing, giving members the option to leave or arrive late out of respect for their time. First, start your meeting on time. Robert's Rules of Order is helpful in keeping with parliamentary procedure. The method can help you manage the meeting and keep discussion on track. The president or meeting facilitator, as well as the chapter parliamentarian should keep a copy on hand. Refer to <http://www.robertsrules.org> . Next, make sure someone is taking minutes of your meeting. Helpful tips for the secretary who has never quite been a secretary before can be found at the meeting wizard website <http://www.meetingwizard.org/meetings/takingminutes.cfm> or meeting mix. <http://meetingmix.com/vhome>

Committees can and should be utilized to handle special projects and functions. Allow time for committee reports to be presented, keeping in mind every presentation doesn't call for discussion. Encourage committee chairs to submit written reports ahead of time and give them web space on your chapter page to keep members updated on their activities. Committee meetings can be a good way to involve local journalists who can't attend regular chapter meetings because of their work schedules.

Finally, as you conclude your meeting on time, make sure you recap the highlights and next steps your chapter plans to take to meet its goals and objectives. Agree on your next meeting. Whether it is a social function or one for professional development, remember the principals on which NABJ was founded. Support one another personally and professionally because, in some cases, your local chapter may be the only family some members have in town.

Sample Meeting Agenda below.

**Philadelphia Association of Black Journalists
General Membership Meeting
Inquirer/Daily News Public Room
February 8, 2011 ~ 7:00 p.m.
(SAMPLE)**

ORDER OF BUSINESS

- I. Welcome – Sarah Glover
- II. Minutes – Germaine Edwards
- III. Correspondence – Germaine Edwards
- IV. Financial Report – Melanie Burney
 - A. Budget (motion)/Fundraising /Membership Numbers
- V. President’s Report – Sarah Glover
 - A. Calendar/Forthcoming Events, Organization/Committee Structure, Tasking, Accepting Program Ideas, 2011 Priorities
- VI. Unfinished Business
 - A. Media Access Recap – Manny Smith/Denise James
 - B. PMN Advocacy – Chris Murray
 - C. Magazines for Cameroon – Denise Clay
 - D. The Black Quarterback in Philadelphia (Black History Month Program) – Chris Murray/Donald Hunt
- VII. New Business
 - A. 2011 PABJ Awards Nomination/Awards Ceremony – Denise James
 - B. Philly Media Mixer – Germaine Edwards
 - C. 2011 PABJ Scholarships – Porsha Grant
- VIII. Announcements
 - A. Seeking Raffle Items for Membership Incentive – Germaine Edwards
- IX. Guest Speaker – Our February guest speaker is Jenaye Flamer of the U.S. Census Bureau, Philadelphia Regional Census Office. Jenaye will provide the latest information on Census data releases and an overview of the 2010 Census data products. This information will be of great use to journalists and media professionals, both of whom may use this information in their reporting/media workflow.
- X. Adjournment

CHAPTER 4

STAGING ELECTIONS

How elections are held can and should vary based on the size of the chapter. But one thing is paramount: Elections must be above board.

The election of chapter officers is one of the most important functions of an NABJ affiliate. How elections are held can “and should” vary based on the size of the chapter. But one thing is paramount—the nomination and election process must be above board ... and honest. Anything less will lead to a cloud of suspicion that the chapter will never escape.

A chapter’s nomination and election process should be included in the group’s constitution or bylaws. This is mandatory to qualify for IRS tax-exempt status. The NABJ election rules can be used as a guideline, however, a chapter can adopt its own rules as long as they are in the spirit of being a fair and open process.

Here are some tips that will help in planning a successful election:

1 Devote a good portion of your meeting, at least one month before the elections, to discuss the upcoming election and spell out the ground rules. General elections should be held during the same month of every odd year.

2 At this same meeting, you should ask for nominations of officers (and other board members) and set a date, time and place for the election (often times held during the next membership meeting). Officers/board members seeking re-election must go through this re-election process as well, even if running unopposed.

3 If you have nominations, make a list and send it to members with all the necessary information, including candidate bios and instructions to vote in-person and absentia, if permitted in your bylaws. For positions with no nominees, note as such, with instructions on how to submit absentee nominations.

4 Help members make informed choices. If you have a chapter newsletter, you can publish mini-profiles on each candidate before the elections. If the nominee wants to personally send out information with their political platform, you could make the chapter mailing list available to the candidate. In some places, chapters give the candidates a dedicated amount



Atlanta Association of Black Journalists

of time to make a pitch to the members. This can be done during the meeting when nominations are announced or immediately preceding elections.

5 If there are offices without any candidates and your chapter decides to hold its election during a regularly scheduled meeting, you should consider taking nominations from the floor.

6 Many chapters successfully vote for officers with a show of hands. Others have more elaborate procedures that involve absentee or proxy votes and secret ballots. One rule of thumb is that the larger the chapter, the more likely a secret ballot with some kind of absentee vote should be used. A small chapter would be better served by holding the election during a regular scheduled meeting and using a show of hands.

7 If there is a challenge to the election results, chapter leaders have two alternatives: 1) You can hold another full or partial election with another minority journalists group serving as vote counters or 2) You turn to a recognized professional journalists group (e.g., the local press club or local Society of Professional Journalists chapter) to count votes.

8 If there is still no resolution to the problem, contact your regional director or the national office for advice.

As previously emphasized, elections must be handled in a very sensitive manner. You always want to make sure that anyone interested in an elected office has a fair and equitable chance to be nominated. Out of all these suggestions, perhaps one of the best guidelines to follow is common sense.

For more information, see The NABJ Board of Directors' Operating Procedures.

CHAPTER 5

GOVERNANCE AND MANAGEMENT

A chapter's vision should draw from the talent and contributions of other members - not just the executive officers. While the leadership works to direct the resources of the chapter, the members must support the vision and respond appropriately for it to succeed. Where leaders facilitate a plan, members initiate action.

That said, there are a few key things a chapter must have to guarantee success:

A Strong Leadership Team

Nothing can make a smart plan look haphazard faster than unreliable officers who cannot or will not carry their weight.



West Virginia University Association of Black Journalists

“Vetting the board should be as strategic and as thorough an exercise as hiring a corporate employee,” one president advises.

He cited a worst-case scenario in which a member who, it was later learned, was mentally unstable created havoc within a chapter, flinging false accusations against officers and making vague threats.

More likely, however, is the case of a member who wants to be on the board to build his resume or get her employer to subsidize her annual convention expenses, all without putting in significant work.

A chapter “really has to vet a potential board – the president included – because that’s going to be the people who are in the trenches,” this president said.

A Clear Vision of Purpose: There should be a clear outline of the projects and programs that are of importance to the chapter and in line with the mission of the NABJ. If the chapter is focusing on raising scholarships and supporting an Urban Journalism Workshop for students, then that should be clearly outlined. If the chapter wants to emphasize skills building for working journalists, then the agenda should be clear and everyone should know what success in those programs should look like.

Sometimes, chapter leaders find it difficult to get volunteers for projects and programs. Usually, it’s not that people don’t want to participate, they just hate sitting through the

planning meetings. When a committee has been charged with a project, the report to the general meeting ought to have action items and outline the assistance needed.

One way to address the problem is to add a place on the membership form giving people areas of service from which to choose or that lets them list special skills. Once a project is drawn up, go through the membership list and contact people and ask if they would be willing to take on a specific task related to their area of expertise.

Meetings should be organized and well-run, with clear rules for discussion, debate and voting, officers and committee chairs should be well-prepared in making presentations. There should be a procedure for information that should be submitted to the board in advance so that it is better prepared for a vote. Setting deadlines for getting information to the board in advance of a meeting is recommended. Procedures should be clear to members.

When members renew their membership, they should receive a letter or e-mail reminding them of the chapter's operating procedures and they should be given an opportunity to change or expand the list of their areas of interest.

Efficiently-run meetings tend to be shorter meetings. If members know their time won't be wasted with ancillary debates and heated discussions that go astray, the better the turnout is likely to be. It is also recommended that several meetings a year be devoted to a community or hands-on project or event that may well attract new members and allow the chapter to become better known in the community.

Chapters should also determine how they will pay for projects and whether local sponsorship is an option to help with specific programs or donations to the general fund. In major cities, it is easier to attract philanthropic dollars from banks, media outlets and charitable institutions. If a chapter must rely on itself for fundraising events, officers should be careful to ensure the cost of putting on the event doesn't exceed what the chapter hopes to raise and that they don't approach sponsors that run afoul of longstanding NABJ policies, including not accepting money from companies and institutions whose products and practices harm the black community.

If the chapter has not applied for 501(c)(3) nonprofit status, it should be done as soon as possible. The national office can provide assistance for chapters needing assistance. Chapters may not piggyback on the national's status and cannot tell donors that their contributions are tax deductible if they do not have their own nonprofit status. Many donors will ask for proof or a tax ID number for their records.

A Strong Handle on Finances

This is an area that often tripped up chapters, sometimes the same chapters more than once. NABJ now has an extensive system in place that requires an annual audit and the submission of more than a dozen forms to the national office.

Strong checks and balances are critical to ensure the chapter's monies are protected from theft and fraud.

One twice-burned chapter set up a system with its bank that now requires the president, vice president and treasurer to be bonded and fingerprinted. Two of the three officers must sign every check that goes out. The treasurer's report must attach a copy of the monthly bank statement.

Further, it is recommended the chapter president appoint a finance committee with at least three members and each fiscal year should begin with an adopted budget and financial report.

Veteran presidents also advise that chapters should not hesitate to seek prosecution of a member who has stolen funds, in an attempt to get some reimbursement – including garnishment of wages. Several thousand dollars lost could mean the loss of a scholarship, internship support or a training program.

The best offense, however, is a good offense. The stronger the chapter's checks-and-balances system, the less likely it is there will be a need to pursue legal remedies.

The national office provides a ***Professional Affiliate Chapter Audit Checklist*** intended to help all chapters satisfy the audit mandate.

For starters, there are *bonding and financial procedures* to ensure against misuse of funds; a request for a *chapter officers list* to make sure local President and Vice President (s) must be FULL members and the remaining officers MUST be NABJ members, and a *verification form* checking to see that chapters, among other things, are holding regular meetings and communicating with their members.

Beneficial Contract Agreements

When contracting services, the chapter must take pains to avoid conflicts or the appearance of conflicts of interest or insider access to privileged information.

For example, if the chapter pays a reporter who is a member of the chapter to write its monthly newsletter, that person should not participate in the discussions on how much the chapter will pay, or if a vendor bidding on a service for a workshop or conference is related to a board member, that officer must not vote on the contract.

All contracts should be written documents and require the signature of the chapter president, treasurer or other designee. If it is a complicated contract for services such as a conference or ongoing services, it should be reviewed by a lawyer and the officers should understand what is required under the terms of the agreement before signing.

There should be penalties in the contract for vendors that fail to meet the terms of the agreement and board members should understand their contractual obligations as well.

As with routine finances, there should be a system in place that is easy for officers and members to understand and follow and the board should make sure the system is enforced consistently.

Strong Networking Relationships

NABJ is only as strong as the sum of its parts. Affiliate chapters compose these all-important parts. Mutual and respectful dependency can exist between local and national efforts through NABJ's objectives to:

- Provide development and organizational support;
- Facilitate communications between chapters and the national office, as well as to foster communication among chapters;
- Provide technical assistance in the areas of program development and fiscal operations;
- Assist with event and meeting planning
- Provide education and training for chapters and chapter members; and
- Strengthen chapters and their programs through financial grants and revenue sharing.

Don't hesitate to raise questions with the national board or office to gain clarity about rules, an interpretation of a rule or to seek a new ruling.

For example, during an economic downturn, the national board may extend membership for full members while they look for work. In addition to helping the individual, that could help small chapters that may fall below the required minimum of five full members to keep a chapter in good standing.

NABJ's goal is to develop and maintain strong chapters. The national office and board members are dedicated to making sure that happens.

CHAPTER 6

OFFICERS AND THEIR RESPONSIBILITIES

The Philadelphia Association of Black Journalists Operating Procedures clearly outline all officer duties. PABJ is NABJ's founding chapter and the NABJ organizational bylaws were adapted from PABJ's bylaws. You will do your chapter a great service by adding both operating procedures and financial procedures to your organizational bylaws because further outlining how to manage the association will help your current members and future leaders sustain your chapter. To view PABJ's operating procedures and financial procedures, visit www.pabj.org.



Pittsburgh Black Media Federation

Per PABJ's Operating Procedures, the duties of the offices of president, vice president, secretary, treasurer, parliamentarian and immediate past president are as follows:

1) The President shall be the Chief Executive Officer of the organization and Chair of the Executive Board and membership meetings. It shall be the duty of the President to:

- Order the disbursement of the funds of the organization as directed by the Executive Board.
- Exercise general supervisory powers over the work of the other members of the Executive Board.
- Request and require such additional information from the Executive Board or members as deemed necessary to operate the organization effectively and efficiently.
- Provide a full report of the administration and make such recommendations as deemed appropriate for the good of the organization.
- Appoint chairpersons and members of the Standing Committees as well as create any ad hoc committees, with input from the Executive Board, deemed necessary. He or she shall remove inactive chairpersons and members.
- Be an ex-officio member of every committee.

- Complete the annual PABJ program audit and financial budget to be submitted to NABJ.
- Give a year-end status report on the organization at the December board and membership meetings.
- Be bonded to the organization in a sum sufficient to cover the probable amount of funds he or she might be called upon to handle during the term of office.

2) The Vice Presidents shall be the Deputy Executive Officers of the organization and, at the direction of the President, one Vice President, shall serve as the chairperson of the Executive Board and membership meetings in the absence of the President. It shall be the duties of the Vice Presidents to:

- Serve as coordinators of all committees, shall ensure that the committees function and provide the Executive Board with a periodic report of progress and work being performed by the committees.
- Perform such duties as are assigned to them by the President and the Executive Board.

3) The Secretary shall be the chief record keeper of the organization. It shall be the duty of the Secretary to:

- Keep an accurate account of the proceedings of the board and membership meetings.
- Take minutes at regularly scheduled Executive Board and membership meetings, read minutes at the monthly meetings of both; ensure that the minutes are archived for seven years for audit and tax purposes. The secretary shall provide written copies of the minutes for members at the monthly membership meeting. It is the responsibility of the secretary to make sure membership cards are distributed to each member within 60 days of receipt of the application and membership fee.
- Perform such secretarial duties of the Executive Board as may be necessary at the direction of the President.

4) The Treasurer shall be the Chief Financial Officer of the organization. It shall be the duty of the Treasurer to:

- Be bonded to the organization in a sum sufficient to cover the probable amount of funds he or she might be called upon to handle during the term of office.
- Receive and account for all funds of the organization.

- Disburse the funds of the organization on order from the President and/or the Executive Board. Should any disbursement of funds appear to be unlawful, the Treasurer shall submit the question of the legality of such order for the vote of the Executive Board, and he or she shall follow the course outlined by the majority vote of the Executive Board.
- File the annual incorporation papers for PABJ.
- Report all income and expenditures, using generally accepted accounting principles, at each board and membership meeting in an uncomplicated form, and at such other times as the Executive Board may require.
- Carry out the duties outlined in the PABJ Financial Procedures.
- Perform such financial duties of the Executive Board as may be necessary at the direction of the President.

5) The Parliamentarian shall be the chief interpreter of Robert's Rules of Order, the PABJ Bylaws and Operating Procedures, and shall serve as sergeant-at-arms during all meetings. It shall be the duty of the Parliamentarian to:

- Advise the President and the Executive Board on all interpretations of Robert's Rules of Order, the PABJ Bylaws and Operating Procedures.
- Interpret the PABJ Bylaws and Operating Procedures when requested by the membership.

6) The Immediate Past President shall perform those duties assigned by the Executive Board and President.

CHAPTER 7

MAKING SENSE OF THE MONEY & ATTAINING NON-PROFIT STATUS

Managing chapter finances doesn't have to be difficult. But it does have to be done right.

Once a chapter begins collecting dues that money should go into a checking account in the chapter's name. Banking laws differ from state-to-state, but basically the organization's name, address, and two signatures are required to open an account.



Triangle Association of Black Journalists

Banking

Designate three (3) authorizing signatures on your organization's bank account, that way if one person is unavailable for critical last-minute transactions, there are still two people available. The signatures could include the chapter's president and its treasurer as the chief financial officers, and another board member could serve as the third authorized person.

Remember: these should be people who are accessible, who are good with numbers and who are constantly watching the bottom line. These also should be people who play major roles in the group's fundraising activities.

Incorporation

The next step is incorporating the chapter and registering it with the secretary of state in your locale. This is a routine procedure and involves some tedious, but essential paperwork. Call the local Secretary of State in your state and someone should provide you with the necessary information. Having incorporation paperwork will enable your organization to do business tax-free in the state where your organization is registered. This incorporation is crucial to the chapter's legitimacy in the eyes of the state, the members and potential donors. It is also a necessary step for non-profit status with the Internal Revenue Service.

Obtaining 501(c)(3) status

Securing non-profit status with the IRS can be a lengthy process. While the government is likely to respond within 100 days of receiving your application, it can take months to compile the historical data, financial records and other documentation needed to complete the application. Be sure to have an attorney and an accountant, or someone with a keen sense of your chapter's finances available to help you wade through the process.

At the same time, the chapter president, treasurer or another member should be assigned to follow this task from beginning to end.

There are two categories which are likely to fit your chapter: 501(c)(3) and 501(c)(6). Your chapter will need legal advice to gain both. See IRS Publication 557. Essentially, 501(c)(3) status qualifies your chapter as tax-exempt and allows others to give you tax deductible donations. Under 501(c)(6), trade associations, professional associations and business leagues can file to qualify for nonprofit status. Like the thousands of other organizations which receive this status, NABJ's affiliate chapters typically work to promote a common interest and not a business. If there isn't a tax attorney who can guide the chapter through this process for free, check with other non-profit black organizations in your area who do a great deal of fund-raising (Urban League, 100 Black Men/Women, sororities, fraternities, etc.) and see who helped them. In many cases, that person would work with a group of journalists for free. Many accounting and law firms do pro bono work, and you want to stress your efforts in raising money for scholarships and other educational activities as your primary function.

Read the IRS' instructions on how to obtain 501(c)(3) status:

Read www.unitedwaygc.org/mydocuments/how_to_become_a_501c3.pdf

Once your chapter gets on its feet, you can offer the attorney or the firm a free ad in one of your future program brochures or newsletter in return for his or her assistance. In the meantime, keep track of all major donations. Make copies of the checks received, and draft and maintain a budget. The IRS wants to know where your money comes from, where it goes and why.

Student outreach and scholarships are the centerpieces of many NABJ chapters. They will help you satisfy the non-profit status requirements for the IRS. That's hardly where money management ends. While your chapter may land nonprofit status, your treasurer still must file an annual report with the Secretary of State's office, and the federal government will want to see Form 990, your chapter's annual income tax return.

For more information, see:

IRS Form 990

IRS Form 1023

IRS Publication 557

Financial Health Checkup List

Do you know your organization's FIN (Federal Identification Number)?

Who has the Corporate Seal?

When was the last Annual Report filed?

Does your organization need to be Reinstated?

Has your organization ever applied for 501(c)(3) tax-exempt status?

Who in your organization has filed a 990-EZ or 990 with the IRS?

Are any of your fund raising activities really unrelated Business Income?

Have you seen your tax-exemption letter from the IRS?

Does your organization have bonding insurance?

Do you know if your organization can pay the bills next month and next year?

CHAPTER 8

FUNDRAISING

Fundraising can be the Achilles heel for many ambitious chapters. Organizations without a comprehensive, well-organized plan for raising money will often find their activities curtailed and achievements limited, as the lack of resources puts serious boundaries on the projects they can tackle.



Triangle Association of Black Journalists

Particularly as the journalism industry struggles through economic slumps and fiscal instability, the need for chapters to develop stable and long-term sources for funding grows more important.

This part of the handbook will suggest some approaches for developing a sound fundraising strategy, while also providing examples of how NABJ chapters across the country have tapped their local resources and creativity to find new sources for financial support.

Often for journalists, the toughest part of running a chapter is learning how to raise money for its operation. After all, most old school members of the Fourth Estate have spent much of their careers distanced from the moneymaking side of the business – focused on creating great journalism and keeping it independent from bias or compromise.

But running a chapter requires raising money for its activities. Whether you're trying to present a public forum or hoping to hand out scholarships to up and coming journalists of color, most work undertaken by ambitious chapters requires financial resources to implement.

Presenting a healthy year of programming – from assembling a social get-together at a local nightclub to organizing a 1,000-seat banquet – requires money for deposits, early fees, flyers, advertisements and whatever else is required to make events successful.

Here are a few tips on how to develop your bankroll.

First, have a plan

Too many chapters approach fundraising as a piecemeal effort; something they undertake for specific initiatives or goals. But groups can find greater success by planning fundraising efforts over a calendar year, developing a budget and scheduling expenditures to accommodate your income timetable.

Some chapters may have a different experience, but many groups seem to be most successful focusing their fundraising on a single event they replicate each year which earns enough profit to support activities for the next 12 months.

Otherwise, it becomes easy for chapters to fall into the trap of constant fundraising – expending time and energy on a range of smaller moneymaking projects which don't leave much time to serve chapter members.

One typical project used as a big moneymaker is a gala event; a scholarship banquet, journalism awards ceremony, journalism hall of fame dinner or some combination thereof. Such events are planned to create big profits, requiring more sweat and resources for a greater reward.

If a single event sounds like too much work or ambition, then plan a series of events throughout the year. But be realistic about the amounts of money you hope to raise and the amount of effort chapter members will commit to pulling off the event.

Don't assume members can each sell eight tickets to an event, for example, if they don't have a history of pulling off that kind of effort. It is easy to find your group committed to an expensive event, only to discover that not enough members have sold tickets to cover the costs.

Develop partnerships with sponsors

This is a strategy, which has become more difficult as the media economy has worsened. Years ago, when NABJ chapters sought to create scholarship galas or awards ceremonies, they could count on significant sponsorship support from local media outlets eager to help fund diversity initiatives.

But these dollars have seriously diminished, requiring chapters to be more aggressive and innovative about seeking donor dollars. Regardless, obtaining the support of sponsors can help offset the costs of many events, reducing the pressure to sell tickets or rack up contest entry fees.

In West Central Florida, the Tampa Bay Association of Black Journalists has presented an annual awards ceremony and scholarship banquet funded largely by sponsorship donations. In years past, the group pulled together enough corporate partners that the event would pay for itself, even if no one bought a single ticket. Entry fees for the awards contest and tickets added to the proceeds.

The Philadelphia Association of Black Journalists has asked corporate donors to support the chapter more directly by underwriting the chapter itself for a period of time. Such arrangements make it easier for groups to establish budgets and redirect funding to any project that needs resources.

Of course, the goal is to establish regular relationships with sponsors who can be tapped more than once for support. Lining up a substantial roster of supporters for an annual event can help planners set budgets for the project and make it easier to solicit new sponsors. The goal, while putting on one event, is to simultaneously build partnerships for the next one.

The flip side of soliciting corporate partnerships is that chapters must be careful to associate their group with appropriate, reputable sponsors. In the Tampa Bay area, a politician with a history of ethical problems wanted to sponsor a public forum on voting issues. Despite the newsworthiness of the event, the chapter passed up the opportunity to avoid any potential of appearing to support the embattled politician.

Other controversial sponsors may include liquor companies, tobacco companies, religious institutions or lending institutions. Each chapter's leadership must decide when such associations may be too controversial to accept – but it is important for officials to have these conversations early, before the group finds itself facing criticism for alliances which may not have been fully considered.

Plan events with profits in mind

It sounds like a simple idea: Make sure your fundraising event will turn a profit.

But in practice, chapters can too easily get swept up in the effort to create an impressive event, losing sight of the dollars and cents behind every decision.

Before any chapter moves forward with actually organizing an event, there should be a concrete plan in place for how much money the project is expected to generate. And the estimates should not be pie-in-the-sky, wishful thinking about fantasy supporters falling from the sky or 50 chapter members each selling five tickets. These estimates should be realistic, practical estimations of where revenues will come from, and what expenses will arise.

As an example, consider the major expenses for a typical banquet fundraiser:

Banquet hall rental	\$ 1,000
Speaker's fee, travel and lodging	\$ 1,000
Catering	\$ 3,000
Table decorations, cutlery	\$ 750
Ticket printing	\$ 250
Food for pre-banquet reception	\$ 1,000

Entertainment	\$ 500
Tribute plaques	<u>\$ 500</u>
Preliminary total	\$ 8,000

Assuming the chapter isn't presenting scholarships or giving away journalism awards, the event already has an \$8,000 projected cost. Drawing up this budget in advance gives chapter officers a chance to develop sponsorships that might cover these costs and more.

Plan events carefully and with detail

This is another recommendation which sounds obvious and simple. But a host of worthy fundraising efforts have been derailed by the lack of proper planning or inability to foresee all the challenges involved.

It helps to create a committee for big fundraisers, assigning each member different areas of responsibility with one or two chapter officers in charge overall. Such groups can be a great way to pair less active members with more involved supporters and spread the workload around.

Creating a timeline for the event, with important milestones in developing the project, is also a great way to maintain strong communications among organizers while staying focused on your goals. Comprehensive schedules ensure you don't forget important details and can act as reminders for committee members for what tasks they must complete and when.

Likewise, detailed plans for fundraising goals can also help the effort. Knowing how much income is expected from sources such as awards entry fees, sponsorships, ticket sales, silent auctions or whatever other fundraising mechanisms you use, can help you judge how much to spend presenting the event.

Expenses should be estimated in detail as well; knowing how much headroom you have between expenses and expected profits can make the difference between a project that finishes in the black and one that doesn't.

Fundraising is more effective when tied directly to specific uses and goals rather than seeking general operating funds. For example, if you have enough sponsors to defray costs for a scholarship banquet, it can help spur ticket sales if you can announce that all of the ticket proceeds go to the scholarship fund. Some donors and supporters would rather write a direct check to the cause than to underwrite food and entertainment.

Ask for free and in-kind support

As a nonprofit charity organization, NABJ chapters can offer potential donors the ability to deduct donations from their taxes – even donations made in services or products.

Additionally, chapter events offer potential partners access to a ready-made audience of tastemakers and community leaders. A restaurant chain may not want to provide \$3,000 in cash for a banquet, but it might be willing to provide \$3,000 in catering services without charge or at a reduced rate – particularly in exchange for status as a featured sponsor.

In-kind service can be used in a variety of ways. A free stay for two in a local luxury hotel can be raffled off, either as part of a larger event or as a fundraiser all its own. Chapter members who are photographers and artists can donate images for framing and auction; members who receive promotional items at work can donate the books or t-shirts or frisbees for auction or raffle.

In-kind donations are also great for items which you can place in “goody bags” for guest at the end of big events. Once again, donors get a bit of free promotion by having something connected to their brands or businesses handed to your audience, while you get another fun element for your event relatively free of charge.

Use online resources

The online world offers some concrete resources for fundraising and organizing events.

You can embed donation buttons on your chapter website using online payment services, such as *PayPal*, allowing potential members to pay their dues online and pay for sponsorships or donations with direct deductions from a bank account or by credit card.

The site does have an involved process for verifying nonprofit organizations, and will not allow you to transfer funds from your *PayPal* account to your bank accounts until your accounts have been verified. But such buttons offer easy access for members and potential members to make dues payments, in addition to providing an easy way to sell tickets to any fundraising events.

Eventbrite is a website which helps users develop, market and sell tickets to events online. It walks users through developing a webpage promoting the event, notifying friends and supporters via email, offering ways to buy tickets online and a map to the event venue in several different formats. The site does take a small percentage of ticket sales revenue in exchange for processing the orders, so carefully compare the costs and benefits to make sure the site is appropriate.

Watch expenses

Even after an event is carefully planned, it can be derailed by an inability to keep a handle on costs. Chapters can unintentionally sabotage their own achievements by not keeping an eye on expenses, authorizing significant and unexpected expenses at the last minute or underestimating the cost of some efforts.

For example, hiring a band to perform at a fundraiser not only requires paying the band (or getting them to donate their services), but it also requires procuring staging, lighting and

an adequate sound system. The cost of such items can be surprising if they aren't anticipated.

Other times, organizers may choose a more expensive way to achieve the same end. For example, using a hotel banquet hall for an event will be easier logistically and may look more impressive. But such venues are also often quite expensive; some colleges may allow use of their facilities for a lower cost, especially if a chapter member is on the faculty, is a student or an alumnus.

Can you find a keynote speaker willing to donate his/her fee? Is there a way to find a cheap or free venue for the event? Can you find volunteers to do something that otherwise incur an expense? Can you find sponsors to underwrite an expense or need? Can you find entertainers willing to donate their time? And does there come a point when too much cost-cutting may threaten the quality of the event?

Case studies

Here are a few stories from different NABJ chapters on fundraising efforts that worked for them:

The Pittsburgh Black Media Federation

The Pittsburgh Black Media Federation hosted an evening of dance, poetry, performance tied into the professional tour of the musical "The Color Purple." We named the evening "purple: a celebration of black arts" and everything was tied to the "purple" theme. We asked guests to dress in purple, and we had awards for the best purple outfits: we had purple food —blueberry tarts, a purple-tini drink.

We contacted an old warehouse in our downtown district that was being redeveloped and its owners were interested in getting the word out that their space was available for celebrations. They were interested in the publicity a media federation could generate and leased us the space for almost nothing. Our membership helped reduce costs even further by using sweat equity to clean up; we then used our network of community contacts to dress up the warehouse — a luscious space with wide windows on a top floor that looked out over Pittsburgh three rivers.

Our contacts contributed food, a "Color Purple" mural, purple party favors at cost or at greatly reduced prices. Performers donated their time. We began a string of communication with the public relations people handling "Color Purple" and our local cultural center powers-that-be and they arranged for show tickets that we could raffle, gave us door prizes, and most of all helped us to bring the actors to the event when the performance was over. It helped that two Pittsburgh natives were in the touring company and loved the idea and rallied other cast members to stop by.

Tickets cost \$15; purple-tini drinks (\$7) and purple desserts (\$5) were extra and they sold well. We published a program, supported by ads to announce upcoming arts events. The

ads cost from \$100 to \$500. We sold silent raffle items: a massage package, dinner package, and a theater package, as well original art pieces on Obama.

We developed a purple graphic design workshop for high school students, offering the students a chance to design a "Color Purple" poster and have the winning design as part of our evening's program. We charged \$25 for the workshop and got about 25 students to participate. Our members donated their time to talk about design careers and coach students in poster making. An NABJ grant provided seed money for the workshop.

In all, we made slightly more than \$2,000. Enough to cover our operating costs for much of two years. In retrospect, we would have charged more at the door; worked harder to get more lucrative sponsorships and reached out to different audiences to increase attendance (about 90 people showed up to celebrate).

See if there are popular shows coming to your area and how you might develop a celebration to take advantage of an event that already draws an audience. Use your membership to network and negotiate for deals on space, to help bring talent and glamour to attract an audience.

Seattle Association of Black Journalists

Our greatest fundraising efforts:

1. When our chapter plans a workshop, corporations seem more willing to give. They are given exposure in our workshop marketing materials (press releases, printed material and verbal mentions at the workshops). Depending on the focus of the workshop, corporations may want to have greater involvement beyond financial. When we did a career reinvention workshop, we invited pr/media/hr folks from the donor corporations to be panelists. They didn't necessarily always take us up on it, but the gesture was appreciated. We have also approached and received funds from Native American tribes. As long as we could show that our workshop was open to the public and may benefit Native Americans, they were willing to give.

2. Small fundraising/membership efforts - I received \$75 dinner certificates from the public relations firm representing a local restaurant. Members could renew membership (\$50) and receive the dinner certificate. Basically, they paid \$50 for a \$75 certificate.

We don't hold major fundraising events, but these methods have gotten us where we need to go and with an eye on the spending for the workshops, we have been able to save several thousand.

Tampa Bay Association of Black Journalists

Faced with presenting a fundraiser during the 2009 national convention in Tampa, the TBABJ chose to present an evening of entertainment inside the Florida Aquarium, showing off

a prominent local landmark while also presenting an event much different than previous chapter fundraisers.

The move was a gamble. At the time, NABJ allowed local chapters to use a room inside the host hotel free of charge, while the Aquarium charged just over \$7 per person. But the Aquarium offered a distinctive venue which could attract a sizable crowd from both within and outside NABJ.

The Aquarium required a minimum charge of \$7 per person starting with 500 people plus a required \$1,500 food purchase (the event's cash bar, where attendees paid for their own drinks at four stations throughout the facility, helped cover that cost).

Nationally known radio personality Tom Joyner agreed to greet sponsors and VIPs at a special reception just before the main event, and serve as M.C. for the main event. Joyner was the key our success, agreeing to fly himself into town at no charge and appear at the event for no fee as a favor to NABJ. The chapter simply had to pay for one night's lodging for him and five staffers.

The main entertainment was provided by DJ Kid Capri, who charged \$5,000 plus airplane tickets for himself and two other people, along with lodging, ground transportation, P.A. system and rented DJ gear. Capri's management company had a singer they wanted to promote, Tyler Woods, so his management agreed to provide Woods and his band free of charge, paying an extra \$500 or so to cover the cost of increasing the P.A. system to accommodate a live band.

This project quickly became the biggest party our chapter had ever organized, with a V.I.P. reception scheduled 90 minutes before the main event's doors opened. Entertainment there would be provided by four poets who won a Poetry Slam held by the chapter the month before. Then, Tyler Woods and Kid Capri would present evening's main event, open to NABJ members for \$12 and the general public for \$15. Outside of circulating flyers and courting free press through news interviews and public service announcements, we didn't spend money on marketing the event.

We got a limousine company to offer convention attendees a discount and transport our performers for free from the airport to the hotel and the venue and back. We got loads of area businesses to contribute items for the "goody bags" we gave to attendees as the show's end. And we amassed close to \$25,000 in corporate sponsorships, in part by selling access to the VIP reception including Joyner; two people could enter with a \$250 sponsorship, eight could enter for \$2,000.

In the end, we drew over 1,500 people to the event – the largest private event the Aquarium ever hosted – adding another \$18,000 onto the \$25,000 in corporate sponsorships we had pulled together. The Aquarium took about \$12,000, the P.A. system cost about \$2,900, hotel rooms cost about \$2,000, including a suite for the chapter over three days during the convention, \$5,000 to Kid Capri, \$2,000 for assorted charges (flyer printing, small limo charge, rental charge for trolley used to take NABJ members from host hotel to venue, and more);

\$1,700 for flights bringing Kid Capri and his staff into town. Those were the biggest expenses, but we also had a host of smaller ones too minor to list here.

By the time the dust cleared, the event made about \$10,000 for the chapter, our second-biggest single revenue generator in the chapter's history.

South Florida Black Journalists Association

The Miami-based chapter held a fundraiser at the home of a local black newspaper owner, enlisting CNN/TV One personality Roland Martin to appear as a featured guest. The chapter got Air Jamaica airplane tickets donated, held a regular and silent auction and got catered food donated at a discount.

In the end, the chapter spent about \$2,548.33 in expenses, charging \$50 per ticket to take in about \$2,000 in pre-paid tickets. Another \$2,090 came in at the door, plus \$3,705 in donations. The auctions collected \$1,477 and the raffle for the airplane tickets drew in \$805. Total revenues: \$8,177.

CHAPTER 9

MEMBERSHIP RECRUITMENT AND RETENTION

NABJ chapters have to be creative in finding ways to get people involved and keep them interested.

Attracting new members and retaining current members is essential to the growth and vitality of NABJ and its chapters. Media professionals seek good, solid reasons to join and remain active in organizations. NABJ members desire a payoff of their investment, the enhancement of their opinions and talents and helping them directly.

NABJ chapters should be creative in finding ways to get people involved and keep them engaged. Chapters should keep in mind members' investments on three fronts:



Atlanta Association of Black Journalists

Money

Money is invested initially in the form of dues and is continually invested as the member purchases association programs, services and products offered for sale. These taken together represent the total investment impact of the member.

Time

In order for a member's monetary investment to make sense to him, he must spend time with the investment.

How many of us know someone who has purchased a boat after having envisioned long relaxing hours drifting on his favorite body of water, only to sell the boat 18 months later because he did not have the time to enjoy it? Value from monetary investment can only be realized by spending time with the investment.

Talent

Each member brings to the chapter talents and abilities that spring from a personal and professional experience. These talent resources, when shared with others, improve the entire chapter, and thus NABJ. As an organization, each NABJ affiliate is uniquely qualified to survey the talents of its members, develop a resource bank and bring individual members together to complement each other's strengths and weaknesses. Mentoring programs, consulting programs and project collaborations are just a few examples of how talent is utilized.

How do you keep NABJ chapter members interested and involved? Try these tips:

- 1) Survey area black journalists to find out how the local chapter could better serve their needs or entice them to participate.
- 2) To make meetings more convenient for members and potential members, hold meetings at a member's workplace.
- 3) Post or send out meeting notices at least two weeks in advance.
- 4) Have an agenda and stick to it.
- 5) Hold social hours before meetings to make them more inviting and give folks a chance to get acquainted.
- 6) Invite local officials, politicians, or someone prominent in your community to discuss on or off the record about current issues and trends.
- 7) Hold professional development seminars quarterly.
- 8) Have a high visibility fundraiser or media forum to gain credibility with those who have been inactive.
- 9) Balance activities and speakers with broadcast, print and public relations professionals depending on the composition of your chapter so that no group feels left out and that everyone can learn more about other aspects of the media.
- 10) Make sure you reach out to include black-owned publications and public relations professionals with your activities.
- 11) Write personal letters to those who have been inactive or who have never participated, telling them about the group's activities and soliciting their suggestions.
- 12) Establish a telephone tree so that members can stay informed and reminded of your group's activities.
- 13) Publish and send a regular newsletter to members and non-members.
- 14) Create a chapter website and make sure all relevant chapter information is available online.
- 15) Make sure everyone is working on some project that fits their interests and skills.
- 16) Give current members incentives to recruit new members by offering free dinners, hotel packages, and similar perks for every three to five new members they recruit.

- 17) Seize opportunities to help members professionally.
- 18) Share information about press conferences, photo opportunities, pertinent news releases and other day-to-day happenings.
- 19) Encourage members to bring at least one name or one new member to each meeting.
- 20) Contact journalism professors to identify potential student members.
- 21) Honor members who have made significant contributions with plaques, T-shirts, mugs, freebies or even consider a "Member of the Year" award.

Membership retention begins on the first day a new member joins your chapter, says Ty E. Gable of the Associated Builders and Contractors of Metropolitan Washington. He also makes these suggestions to ensure success in retaining members:

*** Visit, call, or write new members within 30 days of joining.** Reinforce their decision to join, invite them to a function or invite them to join a committee or task force.

*** Plug them into their area of interest or expertise.** If there is a committee in their area of interest, have the chairperson of that committee personally contact the new member and invite them to join the committee. Follow-up is necessary by the committee chairperson to make sure the new member knows other committee members and attends the meetings.

*** Give them a job.** Discover their talent resources, and ask them to use those talents to help improve the chapter and its role in the industry.

*** Visit, call or write new members on their six-month anniversary.** Survey their satisfaction by discussing their involvement in meetings or committees; ask what the chapter must do to ensure their long-term involvement; and reinforce your commitment to meet their needs.

*** At renewal time, send a personalized letter** accompanied by the renewal invoice to them highlighting all of the programs, services and products the chapter has to offer.

CHAPTER 10

CREATING YOUR OWN SUCCESS STORY: THE MAKINGS OF A GREAT CHAPTER



NABJ at Marquette University

Creating Your Own Success Story: The Makings of a Great Chapter

If your goal is to create a successful NABJ chapter, choose your ingredients wisely. Leadership must be flexible enough to understand and plan according to the current industry climate and membership needs. No single recipe will produce the same level of success in every chapter. Regional and chapter leaders share these tips on what it takes to make your chapter a success.

Have a strong belief in your organization, its mission and its principles.

Establish consistent communication with members - Begin with efficient communication. Survey your membership. Find out what works best for your NABJ chapter. Technology has given us e-mail, social networking, websites, blogs, texting, electronic invites, free conference calling and more. These are all quick and useful communication tools, but don't forget the personal touch. One-on-one phone calls still have a big impact. Be careful not to inundate your members. They will stop paying attention. Whatever you do, all communications should be informative and concise.

Goal oriented leadership is a key ingredient. Careful planning, realistic yet challenging goal setting will keep members engaged. Leadership must plan far beyond the year in front of them. They must decide how they want the chapter to grow in the future. Chapter leadership can develop a game plan, which includes grooming new officers, innovative programming and successful fundraising.

Flexible Dues – Consider reducing or even waiving dues depending on the situation. With the changing landscape in the newsroom, there could be downsizing. Members are sometimes laid off or afraid of being laid off. Maybe offer reduced dues or waive dues for a laid off member(s).

ENGAGE YOUR MEMBERS

Give them relevant programming and a way to participate – A survey or poll is an excellent way to empower your organization. Make members aware of the many ways they can contribute to the organization, the community and even the next generation of journalists. Next delegate tasks and then full execution. New members may need inspiration, and old members might need reminders. The best example of engaging members from the beginning is the Atlanta (AABJ) chapter's membership application. On the left side of the application, you fill out your name & contact information. On the right side, you're given a list of committees with descriptions. You're asked to check which one you're interested in working on. The chapter has stated expectations from the start.

Members jump at limited-time responsibilities - If you are having a workshop, reception or an event, call on specific, reliable people to take on tasks. You will find that many members may not be able to take on board roles, but would be happy to work on an event-by-event basis. Know who your go-to members are, but don't burn them out. Every chapter has one or two members who may not attend a meeting, but are willing to participate in a workshop or a panel, or even give a speech. They make themselves available. Many members want to help. Leadership must get to know them well enough to understand how they can benefit the chapter.

Be flexible. Consider professional development & external programs - Make it a point to understand what your membership needs in order to feel part of the chapter, appreciated and fulfilled. For example, the Seattle chapter (SABJ) was excited to provide various workshops in the community, garnering positive exposure and networking. This type of community involvement also helps the membership. Some in the chapter wanted more professional development, so they planned back to back workshops and career reinvention training. Journalists now wear several hats in the newsroom. In fact, larger markets are using one-man bands. Train, train, train. Use the expertise in your own chapter or a panel of outside experts. We use the term "panel" loosely. Interactive panels are best for skills-based professional development workshops like blogging, shooting, or writing, making them interactive. Take time to offer members programs that make a difference. Plan screenings and mixers that focus on networking. Sometimes it's more fun to mix business with pleasure creates balance.

Use technology for outreach – Websites are great, but remember to give members and the public a reason to visit it. Make sure the site is interactive and constantly updated. Again, assign this task to a reliable member. For example, The Atlanta chapter -- AABJ -- has an eye-catching interactive website and it is linked to Facebook, Twitter and Flickr.
<http://aabj.org/>

Meetings that matter – Make sure your meeting has a purpose, but save time for networking and socializing. Start with an agenda and finish with action items. Make sure you all agree on a convenient meeting time and location that works for the majority of the members. Refreshments are always a nice incentive. Consider meeting at a restaurant or replacing business meetings with social events. Some chapters on the east coast meet

quarterly. Only the board meets monthly. You decide if you really need to meet every month. Here's one great idea. AABJ turned their February meeting (Black History Month) into a black expo to honor local black businesses. The chapter charged vendors a small fee per table (\$50) and invited a guest speaker. This event allows members to connect with the community, black businesses with the added bonus of a fundraiser.

A major success keep members hooked – According to Tampa Bay chapter president, Eric Deggans, nothing fires up a chapter like an interesting program. “Successful events give active members the feeling they are contributing to a worthwhile organization, while showing potential members and the community that your group is an important player. This is achieved by keeping your mind and ears open for new challenges, while maintaining a realistic sense of what the chapter can handle.”

Create a contacts database – Maintain, create and cross-reference a list of members, lapsed members and other chapter contacts. Assign this important task to a reliable member.

Diversify your leadership – Make sure your officers and members have various skills and personality types. Learn to appreciate members' strengths and weaknesses. All members should feel represented and heard at the board level.

Honor the past – The Tampa Bay chapter (TBABJ) says it pays to have a sense of history by engaging active members who know the organization's history.

Develop the future – Recruit student members and provide ongoing mentoring. Invite students to participate in various professional and social events. Allow them to do enterprising projects for the chapter. The Seattle chapter (SABJ) recruited a recent graduate to co-produce a video for their scholarship reception. Not only was it well-received, but the graduate received mentoring and hands-on experience.

Connect and share – Plan events with other minority journalists/public relations/communications organizations in the area. You will save money, stimulate networking and could learn about prospective job openings.

Apply for 501(c)(3) status – It makes fundraising so much easier. Find a C.P.A., preferably pro-bono, in your community. Hiring a professional can ensure a smooth process.

Don't forget to say “thank you” - Members who work hard want to be appreciated.

CHAPTER 11

HOSTING A REGIONAL CONFERENCE

Hosting a regional conference has its advantages and disadvantages. The project can promote chapter unity, develop chapter organization and generate chapter revenue. It is also very time consuming and chapter members will likely face an abundance of work with limited resources.

What should you consider BEFORE bidding to host a regional conference?

- Can your city accommodate a regional conference?
- Do you have enough chapter members to do the work?
- Will there be continuity of leadership throughout the project?
- Is the chapter comfortable with the revenue potential?

Can your city accommodate a regional conference?



University of Mississippi Association of Black Journalists

NABJ regional conferences generally draw an estimated 100-300 attendees, depending on the region, location of the conference, timing and other factors. Most cities have facilities that can accommodate those numbers either at a full-service hotel, conference or convention center, or combination of both.

Do you have enough chapter members to do the work?

With no objective reference for how many members it takes to plan and execute a regional conference, this is a difficult question to answer. You will definitely want to have a solid team of members working together to efficiently plan the event in conjunction with your regional director and the national office.

Will there be continuity of leadership throughout the project?

Ideally, the best time to begin planning for a regional conference is at the beginning of a leadership term. Chapter board transitions and changing chairpersons can be detrimental to your planning process. Do all you can to maintain continuity of leadership throughout the project.

Is the chapter comfortable with the revenue potential?

A regional conference is a joint project between the national organization and the local chapter. Proceeds from a regional conference are to benefit all members of the region but also reward a local chapter for hosting the event.

"The host chapter of a Regional Conference may receive up to 50 percent of the profits of the conference." The NABJ Board Operating Procedures goes on to make a breakout based on division of labor, volunteer efforts and/or other contributions if there is more than one chapter hosting the event.

Make sure your chapter members know and fully understand the revenue split before taking on the project.

Steps to Hosting a Regional Conference

- Discuss with members and agree to bid
- Contact the regional director
- Develop your bid presentation

Discuss with Members and Agree to Bid

Planning and executing a regional conference requires work from every member of your chapter. Have a detailed and frank discussion with members about what it will take to have a successful event and make sure everyone is on board BEFORE you move forward.

Contact the Regional Director

Once your chapter has agreed that it wants to host a conference, contact the regional director to express your intent to submit a formal bid.

Develop Your Bid Presentation

As you write your chapter's formal bid for a regional conference, include the following:

Possible dates. March thru early-to-mid April are the best months during which to hold a regional conference. This allows the event to serve as a prelude to the national convention in July or August and also keeps the event from conflicting with major television ratings periods.

Possible sites. Contact hotels and/or conference centers in your city that can accommodate the conference. It is recommended that you contact at least two properties to facilitate a competitive bidding process. Obtain and submit spec information (number of sleeping rooms, number of meeting rooms, banquet facilities, registration space, exhibit space, etc.) for each property.

Suggested activities. Include information about sightseeing opportunities, special tours, shopping options, nightlife, recreation, etc.

Identify potential sponsors. Compile a list of potential supporters (Chamber of Commerce, Convention and Visitors Bureau, newspapers, television stations, radio stations, businesses, foundations, etc.) that will provide financial and/or logistical support.

Ideas that Work

Start Early

Planning for a successful regional conference should begin no less than one year in advance of the event. This allows the region more time to reach out to potential sponsors and other participants.

Understand Your Role

The regional director supervises the overall planning and execution of the regional conference. The host chapter serves as the director's eyes and ears in the host city. The local committee should initiate contact with potential host hotels, conference/convention centers and vendors. However, negotiating necessary deals **MUST** include the regional director and the NABJ executive director. **ALL CONTRACTS FOR A REGIONAL CONFERENCE MUST BE REVIEWED AND AUTHORIZED BY THE NABJ EXECUTIVE DIRECTOR AND TREASURER.**

Establish a Local Host Committee

This committee is much like your scholarship committee or awards event committee. The only difference is that it is a temporary committee that forms once a chapter is awarded a regional conference and ends once the conference is over. This committee then delegates responsibilities or tasks to other chapter members. It is this committee that, with the regional director, manages the regional conference.

Conference Super Committee

In addition to the local host committee, the director identifies a regional super committee consisting of members from other chapters in the region. This super committee, with the conference co-chairs, then meets via a series of conference calls to recommend speakers and workshop participants to assure diversity in geography, gender and discipline.

Identify Host Chapter Events

General conference profits are divided between the region and the host chapter according to the aforementioned prescribed. However, there are opportunities for the host chapter to raise money outside of the regional conference proceeds. These may include a

fundraiser during the conference with all proceeds retained by the host chapter. These may also include revenue from the sale of conference souvenirs. The host chapter bears the expense of production and retains all of the profits. These proceeds need not be processed through the NABJ bank account, however the expenses and anticipated revenue should be noted in the regional conference budget as to assess more accurate revenue potential for the local host chapter.

Conference Finances

The NABJ national office maintains an account for each region. All general conference finances must be managed through the conference account. The following are suggestions for successful financial management of a regional conference.

Develop a Conference Budget

Once your chapter has been awarded a regional conference, the first step to success is working with your regional director to develop a budget. This is a working document, which includes estimates of expenses and revenue. Consider the following when developing your conference budget:

- How many people do you expect to participate?
- How much revenue will registrations generate?
- How much revenue can you expect from sponsorships and/or advertising?
- What other sources of revenue do you anticipate?
- What expenses do you expect to incur to stage the conference?

Do not forget to account for in-kind revenue in your budget. Though you do not receive actual cash for in-kind services, they do have value and should be included in the budget.

Note: The regional director may provide the chapter with seed money at the beginning of the conference planning process. Make sure you have a clear and documented understanding about whether the seed money is a grant (does not have to be repaid) or a loan (must be repaid). If seed money is considered a loan, have a clear and documented understanding about whether repayment comes from gross conference revenue (before profit split) or from the chapter's net revenue (after profit split).

Processing Revenue

All registrations and sponsorships should be processed through the regional account managed by the NABJ national office. Registration and sponsorship checks should be made payable to "NABJ Region (insert number) Conference."

Keep Detailed Records

The local conference chairperson should maintain detailed records of all revenue and expenses. Make photocopies of all checks and receipts. This gives the chapter reference documentation should any questions or discrepancies arise.

Each week, original checks and receipts should be forwarded to the national office for deposit.

Reconciliation

Once all bills have been paid following the conference, the host chapter and regional director should reconcile their records and determine the actual revenue split for each based upon the prescribed formula.

Word to the Wise

There is no standard model for a regional conference. NABJ regions vary by geographical size, membership, number of local chapters, etc. A convention-style, Friday thru Sunday conference works for some regions while a simpler Saturday-only format is best for others. You should plan the conference that best fits your region, meets the needs of your regional members and gives the local chapter and region the best chance at profitable success.

CHAPTER 12

HOSTING A NATIONAL CONVENTION

Congratulations! Your city has been chosen to host a convention of the National Association of Black Journalists. It may be one of the greatest experiences of your career and it may be one of the worst.

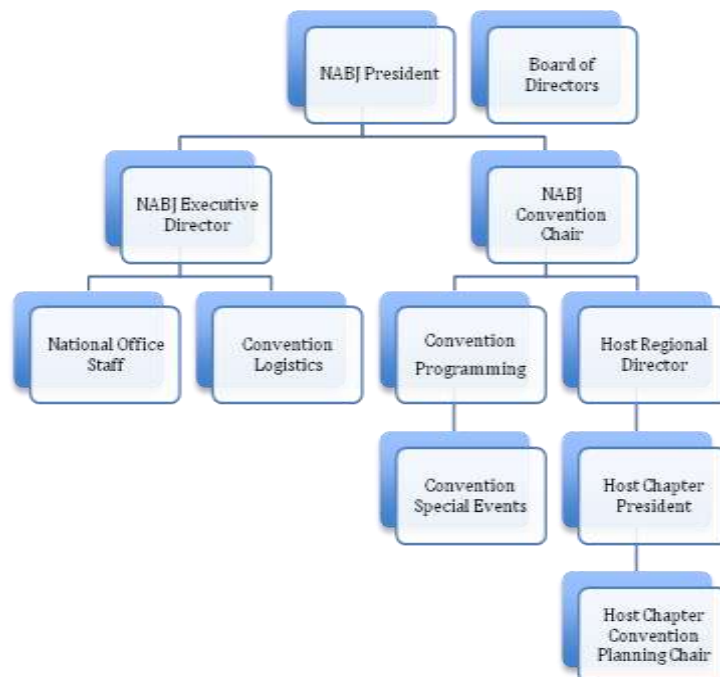


NABJ – Arizona State University

Hosting a national convention brings a great deal of prestige to your city and to your chapter. It also can lead to increased membership in your chapter. When news gets out that your chapter is hosting the convention, you will attract interest from local people who have never been members and those who have dropped of the membership rolls.

The planning and execution of the NABJ convention and career fair is a tremendous undertaking that succeeds when there is coordination and clear communication between the board of directors, national office and host chapter. Each has distinct responsibilities, but there can be times when purposes overlap making coordination and consistent communication necessary on all levels to ensure a smooth planning process.

Convention Planning Hierarchy



Host Chapter Convention Planning Responsibilities

The line of authority in the convention planning process channels up the chain of command from the host chapter through the regional director to the NABJ Convention Chair and NABJ Executive Director. The convention chair and executive director are responsible to the NABJ president for overall convention planning.

The NABJ President shall appoint the local chapter Convention Planning Committee chairperson based on recommendations from the host chapter president.

The host chapter is encouraged to initiate contact with prospective program participants, local funding sources, activity venues, etc. However, to insure that the overall convention is well coordinated, all official correspondence and negotiations should be handled through the National Office.

The host chapter and its convention planning committee are primarily responsible for assisting with the following:

1. Opening Ceremony
2. Meal Function Invocations/Benedictions
3. Chapter Fundraiser
4. Gospel Brunch Local Entertainment
5. Local Vendors/Exhibitors
6. Volunteers
7. Miscellaneous

Opening Ceremony. The NABJ Convention Chair will appoint a producer for the Opening Ceremony. Based on the format created by the producer and approved by the convention chair, the host chapter will provide recommendations and assistance in securing local, state and federal government officials from the local community to extend greetings welcoming NABJ to the area. The host chapter will also identify local entertainment for the ceremony subject to the approval of the NABJ Convention Chair. The Host Chapter President will deliver brief welcoming remarks during the Opening Ceremony.

Meal Functions. The host chapter shall recommend religious leaders from the local community to deliver invocations and benedictions at various meal functions. Recommendations should be diverse and include ministers of various faiths.

Chapter Fundraiser. This is the host chapter's opportunity to raise money for itself during the convention. Traditionally, the time slot for the chapter fundraising event follows the Friday early evening prime event. The host chapter is responsible for all expenses and staffing of its event with all proceeds going to the chapter. The chapter's convention planning team shall coordinate location, logistics and sponsorship with the NABJ Executive Director and staff. While it has become a tradition in recent years for chapters to organize parties, consider other events, such as a comedy show or talent show.

Gospel Brunch. The host chapter shall recommend a local church choir or gospel singer to be the opening act at the Gospel Brunch.

Vendors and Exhibitors. The host chapter shall forward to the National Office a list of potential vendors and/exhibitors from the local community. Then staff will then send informational packets to prospects.

Volunteers. The host chapter is responsible for securing volunteers willing to work as hosts and hostesses during the convention. Areas where volunteers are needed to help include but are not limited to:

1. Convention registration
2. Providing directions and information about the city
3. Assisting at special events

Miscellaneous. The host chapter may be called on to suggest venues for special events or provide information about local businesses, like a bank or caterer, the organization may need to work with during the convention.

The chapter will have use of a suite during the convention. The NABJ Executive Director shall assign the suite. The host chapter shall be responsible for all expenses. A recommended way to underwrite costs associated with the chapter suite is to secure local sponsors and allow convention-related groups/individuals to sublet the suite for daytime events.

The host chapter may also receive office space in the convention center, if available. This must be coordinated with the logistics contractor through the executive director.

The Host Chapter President will write a welcome message to convention attendees. This message will appear in the convention program book. The chapter president also should appoint a member to write an article that offers insight on the host city from an African American perspective.

National Board/Office Convention Planning Responsibilities

Unlike planning for a regional conference, decisions about where to hold a convention and what facilities to use are made at the national level. The NABJ board and national office also are responsible for:

1. Recruiting sponsors
2. Convention programming
3. Planning special events
4. Logistics
5. Fundraising

Recruiting Sponsors. The NABJ Executive Director is responsible for setting fees and securing sponsorships for the convention and all related events with the exception of host chapter activities. While it is acceptable for members to bring potential sponsors to the organization, the executive director is the organization's sole negotiator and finalizes all sponsorship agreements. All contracts require the signatures of the NABJ Executive Director and the NABJ President or NABJ Treasurer.

Convention Programming. The NABJ Convention Chair is responsible for appointing members of the Convention Programming Committee. The CPC is responsible for all professional development workshops and seminars on the convention schedule. Committee members will review all workshop submissions and agree upon final selections to make the schedule.

The NABJ Convention Chair may designate certain committee members or others to assist with the planning of special events. Such events may include specifically targeted breakfast or brown-bag lunch sessions.

Task force chairs will coordinate their specific events with the convention chair and executive director.

The NABJ President will coordinate plenary sessions with the convention chair and executive director.

Logistics. The executive director, with approval of the Board of Directors, hires a contractor to coordinate all convention logistics. The logistics contractor works directly with the executive director and convention chair to ensure the seamless execution of all convention related events. Any and all requests for audio-visual equipment, room assignments, setup, breakdown, food and beverage, etc. related to chapter events at the convention site go through the executive director and logistics contractor.

Fundraising. In addition to the Friday night chapter fundraising event, the host chapter has the opportunity to raise additional money through the sale of convention souvenirs.

Popular selling items include T-shirts, caps, mugs, cups and lapel pins bearing the official convention logo.

The host chapter can receive 50% of the net proceeds from any advertisements it helps sell in the convention program book. This must be coordinated with the executive director.

Words to the Wise. Hosting an NABJ Convention and Career Fair is a daunting task. While much of the work falls upon the national office, board of directors and the national planning committee, the local chapter is called upon to provide significant assistance throughout the process. It is vitally important that all members of your chapter be committed and willing to work. It also is vitally important that everyone understands and adheres to their role in the convention planning and execution process. The end result can and should be rewarding for both NABJ and the local host chapter. It's always a good idea to get planning details and partnership arrangements in writing from NABJ.

CHAPTER 13

CHAPTER PROGRAMS AND GRANTS



West Virginia University Association of Black Journalists

Producing meaningful programming is paramount to your chapter's success. Being engaged in the community is a tenet of all NABJ chapters. You may want

to consider these types of chapter programs: a book signing, a networking mixer, an awards dinner, a scholarship luncheon, a student mentoring program, a community media access event, an arts showcase and/or a new media training session. You may want to survey your chapter membership to inquire what programs they are interested in participating in and supporting. Also, it's useful to create a few signature events each year that members and the community can count on, such as an awards ceremony or an urban journalism workshop. It takes the full support of your membership to ensure your chapter programs are a success.

Consider what type of event you'd like to have. Will you charge admission, or will your event be free? Is your event going to be a fundraiser? Look back at Chapter 8 of this handbook for some great information on producing a fundraiser. Here are some things you should do to begin planning a program:

First, identify a committee and appoint a chairperson and/or co-chairs. They will be responsible for shepherding the planning process and reporting their progress to the president and board of directors.

Second, create a projected budget to identify any and all costs associated with your event, and identify all revenue sources for the event, such as ticket sales, sponsorship and in-kind support.

Third, create an event overview or outline. Identify what this event is seeking to accomplish, who is the audience and what the purpose of the event will be.

Fourth, identify your location. Seek a contract if necessary. Consider if your event requires insurance, setup/cleanup, audiovisual and/or security costs. There are lots of potential

hidden costs that may pop up over the course of your planning. Try to identify each and every cost associated with your venue. Seek out space that may be donated to save money. Think about parking for your event. Is your venue centrally located and easy to access? Consider all those factors in choosing a venue.

Fifth, identify volunteers. Draft chapter members to help make your event successful. Volunteers help bring the costs down on the event. For example, a member photographer may offer to photograph the event in-kind or for reduced fees.

Sixth, advertise your event. Create social media or a website and start circulating e-mail, tweets, blog posts and Facebook status updates with the event information. Create a news release and circulate it to local media outlets.

Chapter Programming Examples

“Making the Media Work for You” is an annual signature event the Houston Association of Black Journalists produces to give the public a chance to access local media personalities and news outlets for tips on getting their information out to the media. The Indianapolis Association of Black Journalists and the Philadelphia Association of Black Journalists each produce their own media access workshops, which consist of panels of media experts and assignment desk/decision makers. They inform non-profits, businesses, churches and the public about how to get media coverage. The Atlanta Association of Black Journalists tried something new in support of Black History Month with their Black Expo. AABJ offered local vendors tables at \$50 apiece to showcase their goods or services during a chapter meeting. This was a quick way to make a little extra cash. Many chapters produce an awards ceremony or scholarship banquet each year, such as the Association of Black Media Workers (Baltimore) Annual Media Choice Awards, Bay Area Black Journalists Association Young Journalists Scholarship Gala, Arizona Media Diversity Awards Contest and the Oklahoma Salute to Excellence Awards in Journalism.

Getting the community involved in the good work your chapter is doing goes a long way. Cultivate your younger members to step up, volunteer and get involved. Consider producing events jointly with other like-minded professional organizations in your city. You may find that your chapter has a greater impact by working collectively with other organizations. This kind of networking and engagement will ensure future programming success.

Chapter Grants

NABJ offers a chapter grant program to all professional and student chapters in good standing. The NABJ Chapter Grant is a financial award up to \$500 given to NABJ chapters.

The grants, approved by the NABJ Board of Directors, are to help and encourage NABJ chapters to develop programming that will benefit their membership and sustain the association's long-standing mission of local community outreach.

The grants can help underwrite selected proposals in the following areas: professional journalism development, community-based journalism partnerships and chapter start-up funds. The grants may not be used for chapter operations, scholarships, chapter travel to conventions or conferences, administrative costs or fundraising. The number of chapter grants awarded each year may vary, and NABJ aims to bestow them every spring and fall. Financial need may be considered by the selection committee. Incomplete applications will not be considered. Grant decisions will be based on a variety of criteria, including clarity of the proposal and whether the proposed program aligns with the grant's objectives. All award decisions are final. The fall deadline is October 15 and the spring deadline is February 15. Winners will be announced within 60 days of each deadline.

To view model grant proposals and for more information, visit:

<http://www.nabj.org/?page=ChapterGrants&hhSearchTerms=chapter+and+grants>

CHAPTER 14

PROMOTE YOUR CHAPTER ONLINE AND VIA SOCIAL MEDIA

With a myriad of free and low-cost social media tools available, these resources can be an important part of your efforts to recruit new members and keep current members informed of your activities. Tools available to do this include a website, blog, Twitter, a Facebook fan page, a Flickr photo account and a YouTube channel, to name a few. You don't need to do all of these – but choose at least two as part of your overall communications plan. Below are examples of social media and how NABJ chapters are using them.

WEBSITE

A website can be the face, the welcome card for a chapter. In a perfect world, a member would be available to help set up a website. If not, TheSiteWizard.com offers a great tutorial for setting up a home page from scratch. But if that's too much, buy a domain name at places including GoDaddy.com, Register.com and NetworkSolutions.com, then consider providers that offer free and paid website creation. Some of the free ones include Weeby.com, Wix.com and Google Websites, and have easy drop-and-drag instructions.



Detroit Chapter of NABJ

Some great examples of NABJ chapter websites include: the [Bay Area Black Journalists Association](#); the [Philadelphia Association of Black Journalists](#); the [Colorado Association of Black Journalists](#); and the [Dallas-Fort Worth Association of Black Journalists](#).

BLOG

If a website is too much, you may want to consider a blog. The two most popular blogging platforms are Google's [Blogger](#) and [WordPress](#). Other free platforms include [TypePad](#), [Tumblr](#) and [Posterous](#). NABJ's Digital Journalism Task Force uses WordPress to profile NABJ members on innovations in new media, offer tricks, tips and techniques and post a weekly calendar of events. We also use the blog to promote our task force webinars and [BlogTalkRadio](#) shows.

TWITTER

[Twitter](#) is a free microblogging site that allows 140-character updates. Chapters use Twitter to hold discussions, publicize events, ask for assistance and follow industry events. The San Diego Association of Black Journalists used its Twitter account -- [@SDABJ](#) – to promote the 2010 NABJ annual conference, giving it great exposure. Marquette University’s NABJ chapter -- [@NABJ MarquetteU](#) – uses Twitter to inform members of meetings and events. Use the free web-based [Hoot Suite](#) platform to administer and monitor your Twitter account, including following topics of interest and scheduling tweets. It also allows you to automatically post to your Facebook pages, eliminating a step in the process.

FACEBOOK

Chapters can create fan or groups pages as a tool to recruit and disseminate information. Baltimore’s [Association of Black Media Workers](#) Facebook fan page is overseen by chapter president Troy Johnson. He uses it to post monthly chapter meetings, local journalist-related events and information of interest to chapter members. The site also has a calendar of events, posts of event photo albums and videos and links to chapter contacts and the official website. The Philadelphia Association of Black Journalists uses its Facebook fan page to publicize its events, post job openings, disseminate stories on journalism trends and promoted the chapter as the host to NABJ’s 2011 annual convention.

OTHER TOOLS

Do you want to hold an online discussion or event? Two free effective tools are [CoverItLive](#) and [BlogTalkRadio](#). CoveritLive.com is a web-based live blogging tool that allows you to broadcast live commentary to readers on the topic of your choice. The CoverItLive session can be inserted into a web page with a hyperlink, and can be replayed at a later date. You can also keep track of participants and do live polling.

[BlogTalkRadio](#) gives chapters the ability to host a live, Internet Talk Radio show using a telephone and a computer. NABJ Students and the Digital Journalism Task Force use [BlogTalkRadio](#) for discussions on topics of interest to their members.

[Vokle](#) is a free live video broadcasting platform for hosting interactive events that allows chapters to customize and brand their content. Ustream is a live interactive broadcast platform that allows anyone with an Internet connection and a camera to do webcasts to audiences of unlimited size.

The key to using any of these helpful tools successfully is to incorporate them into your chapter’s ongoing communications efforts and assign members to oversee each of the accounts. If you need further help, please contact NABJ’s Digital Journalism Task Force at nabjdjtf@gmail.com.

CHAPTER 15

STUDENT AFFILIATE

CHAPTER



Oklahoma University Chapter of NABJ

Working with Student Chapters

The National Association of Black Journalists prides itself on mentoring and developing young journalists.

NABJ fosters relationships on the local professional and student chapter level.

For many local affiliate chapters, there are a number of ways where student outreach can be achieved; especially in those cities where there are a number of post-secondary institutions (colleges and universities) with small communities of young journalists...

Some chapters, like the Memphis Association of Black Journalists (MABJ) and the Atlanta Association of Black Journalists (AABJ) offer scholarships each year to area college students majoring in journalism or communications.

Some chapters, like MABJ and the Colorado Association of Black Journalists (CABJ), have forged relationships with the colleges and universities in their area to produce “real world” programming. In addition, CABJ has a student coordinator who works closely with the chapter president to expand their programs to more of the area colleges.

Having someone like a student coordinator or liaison on their board creates a concrete relationship between the students and the chapter. The liaison or coordinator will keep the professional chapter up-to-date with student members’ concerns and needs. If there is no local student chapter, then the student liaison/coordinator would be responsible for producing programming targeted to students in the area.

In addition to area colleges and universities, affiliate chapters should look for opportunities to work with area high schools to identify high school students who may be interested in journalism.

Mentoring can truly make a mark. MABJ, for example, has had a mentoring program for years where they connect professionals with student journalists on an annual basis. They also, in addition to AABJ and a handful of other chapters, sponsor a group of students to attend NABJ’s annual convention.

Job shadowing, personal internships are a few mentoring ideas where student members can truly benefit. Such mentoring programs give student members the opportunity to

access valuable advice and learning opportunities. These programs give students a feel for things beyond the classroom and become more inspired, motivated, and encouraged to become successful and prepared communication practitioners.

In addition to mentoring, keeping track of campus media can also be helpful. Spending time working with the student members, critiquing the products being produced on local campuses, particularly HBCU campuses, and giving feedback or advice to these aspiring journalists could help ensure the quality of the product, and improve the skills of aspirants.

Overall, how an affiliate chapter works with students in the area depends on that chapter's resources. Working together can be extremely beneficial for all parties involved.

Starting a Student Chapter

Maybe one of the most important acts any student leader will make is the creation of a student chapter.

If done the right way, your chapter could outlast you. If done the right way, you will become a member of a very special fraternity/sorority of those who have accomplished what you have set out to do.

How do I start a chapter? That is probably the first question anyone asks, but rarely does anyone ever ask, "Why start a chapter?" or "Is starting a chapter necessary?"

Starting a chapter can be a lot of work. Your first step should be figuring out if your campus even needs a chapter. Why are you starting a chapter and what will be your goals, focus, etc?

Before starting a chapter, gauge student interest on your campus. You will need a lot of support so you want to make sure you have it.

If you decide that your campus needs a chapter then the work begins.

Next, identifying/selecting leadership and then applying to NABJ to become an affiliate chapter.

You must have at least five NABJ student members as well as an advisor who is either a full member of NABJ or a full-time professor who is an associate member of NABJ. Candidates for chapter president and/or board chairman and vice president(s) must be student members of NABJ.

The group's name may be either - "University" Association of Black Journalists or NABJ-"University."

The next step is to fill out an application form (which can be found under the Chapter Toolkit on NABJ.org).

Along with the form you will need the following:

- A letter from the respective regional director supporting candidacy for affiliation.
- A nomination letter from the student chapter advisor, who must be a full-time journalism professor, a full member of NABJ, or a professor who is an associate member of NABJ.
- A letter from the chapter's president briefly stating its history and its goals and purpose.
- A nomination letter from the local NABJ professional chapter, if one is in close proximity. (When possible, the organization should have the support and assistance of a local professional NABJ chapter.)
- A copy of the chapter's constitution and bylaws, which must be consistent with NABJ's mission and approved by the NABJ Constitution/Operating Procedures Committee.
- A chapter membership roster that lists each member's school classification and major.
- A copy of the schools newspaper.
- At the time of application -- and upon annual renewal -- the organization must submit to NABJ a local membership roster showing that two-thirds of the affiliate members are eligible for NABJ membership as student members.
- An outline of three initiatives (programs, membership drives, fund raisers, community service projects, etc.) for the school year.

Deadlines for NABJ Student Chapter applications are **March 1** for review at the April board meeting and **Sept. 1** for review at the October board meeting.

Maintaining a Successful Chapter

- A. Developing a strong chapter begins with electing strong leaders. Leadership consists of executive board members and an advisor.
 1. The Advisor's role is to oversee the activities of the student chapter. It is up to the executive board to decide how much involvement the advisor will have in the chapter's operation. We strongly suggest that you maintain a close relationship between the advisor and exec board. They will have a wealth of knowledge to impart to you about NABJ.
 2. The President's role is most important because he/she is responsible for delegation. The president must strategically use his or her executive board in order to lead a successful student chapter. To avoid taking on all the responsibilities of the executive board, the president must enforce the bylaws or constitution of that chapter.
 3. The Vice-President(s) role is to assist the president in managing the chapter's operations.

4. The Secretary's role is to record the chapter's history. Their role is essential to having a successful chapter because a chapter cannot not insure a successful future if they do not know where they have come from. The secretary's attendance at meetings is mandatory unless approved by the president.
 5. The Treasure's role is to manage the chapter's finances. A chapter's financial success is contingent upon how the chapter manages its dues and profits from fundraising.
 6. The Parliamentarian shall be the chief interpreter of the chapter bylaws and "Robert's Rules of Order." The Parliamentarian is also charged with maintaining order during chapter meetings and events.
 7. Coordinator of Special Affairs will plan all special events and meetings that the organization has. This is the most important position second to the President's role in leading the organization. This will need to be a person abreast of current events, and also have a wealth of knowledge about what the National organization is planning.
- B. Membership is an important factor in having a successful chapter. Without members there is no chapter.
1. Recruitment is an essential part of membership. Your chapter must be attractive to potential members. You must prove to them how you will help them accomplish their career goals be it for an internship or fellowship. You need to be mindful of their goals when planning your meetings, tours and special events. This information about your members will be useful to your Coordinator of Special Affairs. You may want to offer incentives such as paraphernalia or discounts, which can be deducted from you membership dues.
 2. After you successfully recruit members, you have to find a way to keep them. If your chapter is active on campus and nationally, that will give members an incentive to remain active and interested in maintaining membership.
- C. A successful chapter has to plan successful programs.
1. One idea to develop successful programming is to use current events for inspiration. You can always create a panel around headline news.
 2. Another idea for programming is to schedule career development workshops. Your members can always benefit from training, not to mention it helps them to gain contacts with influential people in the Journalism industry. These contacts can lead to a myriad of opportunities for your members. Building a great reputation for your chapter is very important.
- D. Fund raising is an important factor to keeping your chapter thriving.
- E. It is also important for the chapter to be affiliated nationally with NABJ.
1. It is not enough to have ABJ in your chapter name. You must remember that you are representing NABJ at all times.
 2. You must make sure that you complete your chapter audit on time.

The Student Chapter Audit

Once a chapter earns student affiliate status, it must complete and submit a chapter audit annually. Failure to do so could result in removal as an official affiliate chapter of NABJ.

The purpose of the audit is to help NABJ's record keeping. In addition, affiliation with NABJ gives student chapters access to the NABJ Chapter Grant. Only affiliated chapters are eligible for these grants.

Your chapter audit package must include an updated officers list, completion of the audit checklist (available at NABJ.org), a membership roster, a copy of the chapter constitution and/or bylaws, an upcoming calendar of events, and a chapter budget.

The deadline for student chapter audit materials is November 1.

CHAPTER 16

CHAPTER TOOLKIT AND CHAPTER AUDIT

Chapter Toolkit

Visit the NABJ Chapter Toolkit online for general affiliate chapter information:

<http://www.nabj.org/?page=ChapterToolKit&hhSearchTerms=chapter+and+toolkit>

Here are some useful NABJ Chapter Forms:

<http://www.nabj.org/?ChapterForms>

Chapter Audit

Please understand that as a public, non-profit organization, NABJ needs to keep its house in order. So NABJ requires chapters to be compliant with the association's procedures and policies to maintain NABJ's integrity and mission. Each year, affiliate professional chapters are required to submit a chapter audit with a December 1 postmark deadline. Affiliate



student chapters are required to submit a chapter audit with a November 1 postmark deadline. So as you embark on starting your chapter also think about the need to maintain affiliation through the chapter audit process. Plan ahead for how you are going to grow your organization and meeting the chapter audit's requirements will set you on the right path.

If a chapter does not submit its audit on time or if the audit is missing materials, the chapter can be put on probation or decertified by the NABJ board of directors. NABJ does not want to do

this. But, NABJ needs its affiliate chapters to maintain good standing. While the audit process can appear cumbersome, it's actually rather easy to follow. The chapter audit requirements prepare your chapter for the coming year, helps your chapter to plan, and protects your chapter from financial issues that may arise down the road. It is good business for your chapter to conduct. So embrace it and get it done on time each year.

The audit materials can be found online here:

<http://www.nabj.org/?page=ChapterToolKit&hhSearchTerms=chapter+and+toolkit>

Some parts of the professional chapter audit include:

- Audit checklist verification form
- Chapter officers contact list

- Next year's chapter budget
- Next year's chapter programming plans
- Bonding form and payment
- Financial controls form
- Membership roster
- Bylaws
- 501(c)(3) and/or incorporation paperwork if acquired

CHAPTER 17

NABJ RESOURCES, INFORMATION & SUPPORT



University of Oklahoma NABJ Chapter

NABJ MISSION STATEMENT

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

NABJ is committed to:

- *Increasing black employment in the media*
- *Increasing the number of blacks in management positions*
- *Providing continued professional development and training for black journalists*
- *Sensitizing the media to the importance of fairness in coverage and fairness in the workplace, and*
- *Encouraging black journalists to become entrepreneurs.*

Some of NABJ's Objectives

- *Strengthen ties among black journalists.*
- *Become an exemplary group of professionals that honors excellence and outstanding achievement by black journalists.*
- *Expand job opportunities for black journalists and assist in recruiting activities.*
- *Work with high schools to identify potential Black journalists.*

Professional Development

- *NABJ Media Institute fellowships*
- *Ethel Payne International Fellowships*
- *Skill-based convention workshops*
- *Convention discounts*
- *Convention Job Fair, featuring hundreds of recruiters*
- *Convention Career Center*
- *Webinars*
- *Connect with other NABJ members via listserves and online communities*
- *Networking opportunities*

Media

- *Industry advocacy*
- *Media monitoring*
- *National representation*
- *Research partnerships*

Awards and Recognition

- *Salute to Excellence Awards*
- *Special Honors*
- *Scholarships*
- *Internships*
- *Chapter and national leadership opportunities*

Programs

- *Print, broadcast and multimedia short courses for college students*
- *Journalists Across America*

Community Workshops

- *Chapter grants*
- *Regional and convention programming*

Publications and Information

- *Quarterly editions of the NABJ Journal*
- *NABJ updates via e-mail*
- *Membership directory*
- *Website*
- *Annual report*

NABJ contact info:

*National Association of Black Journalists
1100 Knight Hall
Suite 3100
College Park, MD 20742
Phone: (301) 405-0248
Fax: (301) 314-1714
www.nabj.org*

For a complete list of affiliate professional and student chapters, visit: www.nabj.org.