

National Association of Hispanic Journalists

July 2022

Strategy Roadmap 2022-2027

La Piana
CONSULTING



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Section 1: **Strategic Priorities, Goals, and Activities**

Introduction to the Strategic Priorities

The following section represents key organizational, programmatic, and operational priorities that will boldly guide NAHJ's work in the upcoming 5 years. They were developed collaboratively by board and staff members during a retreat in October 2021, tested with various stakeholder groups, and approved by the board of directors in May 2022.

Each of the priority areas specified outline corresponding supporting activities. They are listed in order of their potential implementation over the next five years.

Tasks are assigned to their corresponding stakeholder group responsible for implementation as follows:

- (ED)-Executive Director
- (DD)-Deputy Director
- (BOD)-Board of Directors
- (S)-NAHJ Staff
- (MC)-Member Committee

NAHJ's Organizational, Programmatic, & Operational Strategies for getting #MoreLatinosInNews

1 Advocate for equity, parity & accountability in news organizations on behalf of Latinx journalists.

Promote the fair representation, inclusion and just treatment of Latinos of all backgrounds in newsrooms, using data to guide advocacy strategy and hold the industry to account.

2 Increase societal influence & presence of NAHJ and its members.

Position NAHJ as a strong national leader and strengthen our voice on policy impacting journalists; develop and empower members to speak out.

3 Empower members through enhanced programming and services.

Create programming and opportunities that help members at all career stages succeed journalistically and inspire more meaningful engagement.

4 Build infrastructure and expand capacity, financial prowess, and sustainability.

Modernize NAHJ into a more efficient, relevant, and nimble organization that optimizes resources, and promotes long-term sustainability.

Priority Area #1 - Advocate for equity, parity & accountability in news organizations on behalf of Latinx journalists.

Ensure the fair representation and just treatment of Latinos of all backgrounds in newsrooms, using data to guide advocacy strategy and hold the industry to account.

Goal 1: Leadership Development

Establish networks, trainings, and programs to enhance the abilities of Latinxs in media and their access to various positions across the organizational hierarchy.

Goal 2: Research

Conduct research to understand current sector gaps.

Goal 3: Newsroom Outreach

Establish a working dialogue with newsroom editors around workplace issues, such as hiring/promoting more Latinos into management positions. Create accountability measures, strategies to ensure progress.

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Goal 3: Newsroom Outreach

Establish a working dialogue with newsroom editors around issues of bringing more Latinos into management positions. Create accountability measures, strategies to ensure progress.

Potential Activities:

- Develop executive leadership mentoring and training program; For example, a Latina Leadership Academy, which can be expanded to serve our diverse communities (i.e., Afro-Latinx; Indigenous; Academic). (ED, deputy ED, & BOD)
- Establish partnerships with ally journalism organizations and create co-publishing content for palabra. (S)
- Create a career advocates program in which members can advocate for others and recommend them or hire them for leadership roles. (MC)
- Expand Latino Reporter into a year-long paid fellowship. (S & MC)
- Cross training in multiple journalism disciplines for job security and advancement. (S)
- Partner with journalism training institutes to develop NAHJ-specific curriculum. (S)
- Training to foster and support an ecosystem of NAHJ leaders within chapters and across the association. (S & MC).
- Create a transparent system for reporting discrimination, racism, and inequity to NAHJ. (S)

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Potential Activities (in order of priority):

- Membership assessment survey (S & BOD)
- Oral history project: 40th anniversary (S, BOD, & MC)
- Assemble research team of board and regular, academic members to conduct interviews about newsroom culture and climate; “State of Latinx News” report. (MC)
 - Goal is to understand the individual experiences of Latinx journalists in newsrooms.
- Task academic committee with doing universal pay study. (MC)
- Mapping Latinx educators in J-Schools; second phase: mapping students (MC)

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Establish a working dialogue with newsroom editors around workplace issues, such as hiring/promoting more Latinos into management positions. Create accountability measures, strategies to ensure progress.

Potential Activities:

- Meet with newsroom editors to establish dialogue to bring more Latinx into management positions. (ED & BOD)
- Offer NAHJ training and partner with Hispanic-serving publications. (S/BOD)
- Partner with affinity journalism groups to strengthen relationships and create solutions to industry-wide issues. (BOD & S)
- DEI skills training for managers with focus on Latino cultural, language, historical, and political backgrounds. (S, ED, & BOD)

Priority Area #2 - Increase societal influence & presence of NAHJ and its members.

Position NAHJ as a national thought leader and strengthen our voice on policies that impact journalists; empower members to lead.

Goal 1: Visibility and Messaging

Amplify the work of NAHJ and its members to highlight the impact of Latinos in news and in the communications industry.

Goal 2: Internal Communications

Effectively communicate NAHJ actions, initiatives and advocacy work to empower and engage members.

Goal 3: Networking and Collaboration

Strengthen NAHJ's position as a thought leader by building a network that mobilizes leaders and organizations to advocate for Latinx journalists.

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Potential Activities:

- Create communications campaign to launch and share new strategic plan in English and Spanish. (S)
- Create a NAHJ educators directory. (MC)
- Advance our agenda to increase Latinxs in newsrooms by educating policymakers about parity goals and by collaborating with news leaders to highlight diversity milestones. (ED & BOD)
- Highlight NAHJ members' success stories, including those in leadership positions. (S & BOD)
- Campaign highlighting achievements of Black and Indigenous NAHJ members. (S & BOD)
- Utilize all media platforms (i.e., video narratives, documentaries and film) to share NAHJ's work and its impact. (S)
- Amplify and raise awareness about issues affecting journalists at the local level, which is informed by chapters.

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Potential Activities:

- Gather membership data that enables NAHJ national to serve member interests and communication preferences (i.e., demographics, social, and professional interests, preferred platforms, email delivery time, and how often). (S)
- Provide a member toolkit for new and existing NAHJ members that outlines policies, tools, and resources available at national, regional, and local level. (ED & S)
- Provide training for all chapters, including communications, leadership development, and best practices. (S)
- Targeted promotion of regional level and local chapter work that is highlighted nationally to ensure connection and collaboration between national board and local chapters. Promotion and engagement of local level NAHJ activities by chapter leaders within their regions. (S & BOD)
- Organize all-chapter in-person and virtual gatherings to exchange ideas and prioritize regional advocacy efforts to galvanize member support for this work. This can include annual gathering at NAHJ conference. (S & BOD).

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Potential Activities:

- Establish annual agenda – identifying advocacy priorities and forming alliances with Latinx national groups to tackle those issues. (ED, S & BOD)
- Educate and raise awareness about NAHJ priorities among influential leaders at the local, state, and national level. (ED, BOD & S)
- Become an umbrella organization for Latino journalism groups across the country to advocate on local and national issues. (ED, S, & BOD)
- Expand local job fairs in collaboration with other affinity networks. (S)
- Develop new ways to tell our stories via high profile influencers. (S)
- Partner with chapters to identify local groups with which to partner and/or sponsor. (S)

Priority Area #3 - Empower members through enhanced programming and services.

Create programming and opportunities that helps members at all career stages succeed journalistically and inspire more meaningful engagement.

Goal 1: Support Journalism Students

Provide tools & training to address the unique challenges faced by Latina/o/x/e students as they tackle career development barriers.

Goal 2: Provide Professional Development

Equip journalists with the skills, training and resources needed to navigate the journalism industry.

Goal 3: Develop Membership Processes and Protocols

Define & promote how members can access membership resources.

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Potential Activities:

- Develop an alternate internship model that can provide Latinx students with greater flexibility (i.e., funding a year-long internship that pairs students with weekend jobs at their local news outlet). (S)
- Make students full voting members. (BOD)
- Expand student participation in palabra., such as via internships and more publishing opportunities, (e.g., creation of a student section). (S)
- Build a student engagement program by connecting high school, college, and early career training programs to bolster career development of NAHJ members. (S)
- Partner with journalism schools to create robust pipeline for Latino students, with an eye toward increasing support for Spanish-language media students. (S & MC)

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Potential Activities:

- Hands-on training for members in emerging areas of journalism, including digital journalism and new technologies, data journalism, investigative reporting, and all forms of storytelling. (S)
- Provide mentorship opportunities for emerging leaders, including mid-level journalists transitioning to management. (S)
- Conduct outreach and engagement. Also, provide virtual training opportunities and support for NAHJ's US-based Spanish-language members and Latin American members. (ED, S, & MC)
- Support and showcase NAHJ freelancers and leverage palabra. to be a clearinghouse for Latinx talent. (S)
- Empower members to explore new paths including journalism entrepreneurship ventures. (ED, BOD, & S)

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Define & promote how members can access membership resources.

Potential Activities:

- Create a member toolkit that outlines benefits and services. (S)
- Establish an ambassador program among chapter leaders to groom NAHJ leaders and represent the organization during media appearances. (S)
- Publish NAHJ board policy guidebook. (BOD)
- Develop an NAHJ member grievance process where members can report complaints/concerns. (ED, S, & BOD)
- Establish clear channels for members to reach out and engage with NAHJ. (ED, S, & BOD)
- Create means for affinity groups to collaborate with NAHJ for training and learning opportunities. (S)

Priority Area #4 - Build infrastructure and expand capacity, financial prowess, and sustainability.

Modernize NAHJ into a more efficient, relevant, and nimble organization that optimizes resources, and promotes long-term sustainability.

Goal 1: Expand Staff and Restructure Board Composition

Restructure board composition/tenure and add staff positions to support organizational growth and achieve strategic plan priorities.

Priority Area #4 - Build infrastructure and expand capacity, financial prowess, and sustainability.

Modernize NAHJ into a more efficient, relevant, and nimble organization that optimizes resources, and promotes long-term sustainability.

Goal 1: Expand Staff and Restructure Board Composition

Restructure board composition/tenure and add staff positions to support organizational growth and achieve strategic plan priorities.

Potential Activities:

- Update bylaws regarding board tenure and composition (shrink board) to match internal priorities and streamline organizational processes. (BOD, ED, S, & MC)
- Review staff organizational chart and staff responsibilities and increase staff based on NAHJ goals and needs (e.g., hire a deputy director when the budget allows for this). (ED, S, & BOD)
- Assess NAHJ finances and investments to support organizational sustainability and growth based on strategic plan priorities. (ED & BOD)
- Create a more robust NAHJ infrastructure, technological capacity, and enhance website development. (ED & S)
- Develop organizational handbook that addresses board policies and potential conflict and resolution processes for membership. (ED, S, & BOD)

Section 2:

Strategy Process and Framing

Background

The National Association of Hispanic Journalists (“NAHJ”) developed a five-year strategic plan with the guidance of La Piana Consulting. This plan will create a unified direction of the future of the organization and serve as a guiding document to orient its work as it seeks to get **#MoreLatinosInNews**.

This document contextualizes the process for establishing the organizational priorities and associated activities of the strategic plan. Those core elements of constructing the strategic plan include identifying:

- **Relevance of strategic planning to NAHJ and its mission**
- **Desired 5-year impact**
- **Organizational business model**
- **NAHJ’s competitive advantage**
- **Strategy Screen**
- **Strategic priorities and activities**

The following roadmap provides the outcomes of NAHJ’s strategy development process, including the organizational strategy, the key decisions made during the process, and supporting strategies.

Strategy Process Timeframe and Overview

To advance this effort, NAHJ engaged La Piana Consulting to work with board and staff to consider strategic choices that will shape the organization's future direction. The strategy development process was guided by a strategic committee composed of board members and, initially, an interim Executive Director. A new ED was hired and integrated into the process in March 2022.



Project Framing September-October 2021

Outcomes:

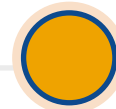
- Develop a comprehensive understanding of NAHJ's current organizational identity, programs, and operations
- Develop initial thinking about the organization's unique and differentiating qualities.
- Illuminate opportunities and/or challenges in market/environment



Organizational Strategy Development October 2021

Outcomes:

- Confirm NAHJ's current identity and business model
- Surface key questions that need to be resolved during this process
- Develop Strategy Screen criteria to guide strategic decision-making
- Identify options for resolving key questions



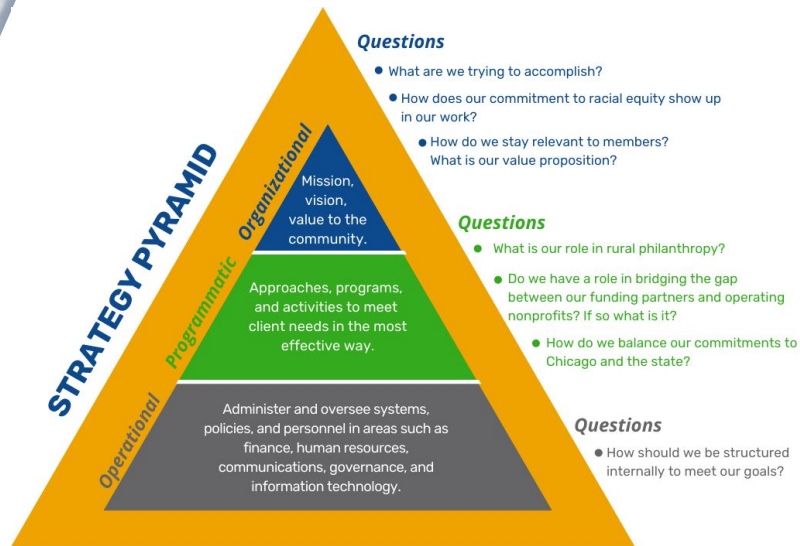
Refinement and Approval of Strategy & Planning November 2021-July 2022

Outcomes:

- Make key decisions about organizational strategy
- Propose organizational strategy for board to vote on
- Put first strategic steps in motion

Context: Terminology and Focus

- **What is Strategy:** Strategy is defined as a coordinated set of actions designed to create and sustain a competitive advantage in achieving a nonprofit's mission
- **Impact:** The change the organization is trying to achieve NOW to achieve its mission
- **Identity Statement:** A clear articulation of “who” the organization is based on its mission and impact, business model, and competitive advantage
- **Competitive Advantage:** The set of qualities that sets an organization apart in the sector; an organization's unique value to the market which allows it to better make positive social impact



The focus of NAHJ's process is on establishing an **organizational strategy** to guide all programmatic and operational decisions

Reasoning & Logic:

Why is this strategy important?

- NAHJ needed a clear vision, especially as it searched for a new Executive Director and now seeks to evaluate the composition/tenure of the board.
- **Diversity and inclusion** needs to be at the forefront of all of NAHJ's work.
- NAHJ needs to **improve its position** as a key leader in the Latinx journalism professional sector.
- Aspiring and current Latinx journalists at every level of journalism seek **professional growth**, including training
- Newsrooms, universities, and other journalism institutions are not adequately **supporting Latina/o/x/e journalists**
- There is **a lack of Latino power and leadership** at the highest levels of the journalism industry.
- NAHJ's **membership has a strong reputation and community**, but needs to be cultivated and supported.
- **Program sustainability** requires adequate funding and internal capacity, which NAHJ does not currently have.



Impact of Strategy

We aim to:

- **Support Latinx journalism students** into full-time roles within the newsroom and academia.
- **Increase diverse representation of Latina/o/x/e journalism leadership** across all levels of news organizations.
- **Ensure newsroom equity and inclusiveness** for Hispanic and Latino professionals through targeted advocacy efforts.

Section 3:

Initial Discovery Interview Findings

Discovery Stakeholder Interviews

La Piana Consulting conducted interviews and focus groups with board members, organizational members, and staff to

- Explore the unique value NAHJ brings to the Latinx journalism sector,
- Identify strategic opportunities, and
- Understand goals of this strategic planning process.

The interview data was used to identify key opportunities/threats to which NAHJ must respond to and these were used to guide conversations about what NAHJ's strategic priorities should be.



Top 4 Insights From Discovery Stakeholder Interviews

1. There is a need to support Latinx journalists across all stages of their professional journey.
 - a. We could be helping [students] get fellowships and internships. This is where Latinos get stuck. It's hard to take two months and not get paid. **How can we support Latino journalism faculty, students and entry-level journalists connect to work?**
 - b. Our big challenge is how do we get more Latinos into management. I think it's a combo of training and also support and mentorship. **How can we support the progress of Latinos to management-level positions?**
 - c. We need to invest in placing Latino journalists in key positions. **How might we be better intermediaries between companies and journalists looking for jobs?**

— **How can we support Latinos at all levels of journalism?**

2. We need to set guidelines for how we respond to some things. Journalists want us to come to their defense and we can't do that every time. Often it's a personnel issue.

What is our role in advocacy and how does that advance our mission? How do we get to the root of the problem?

Top 4 Insights From Discovery Stakeholder Interviews

3. We need to be visionary in the way we do things and stay ahead of the curve in relevant trends that impact our industry (Me Too, Racial Justice) in a way that's forward thinking and true to our values. Companies are realizing that Latinos are an increasing and important demographic. We need to rethink the way we do things and internships, job referral process, clique-ness of school institutions, mentor matching, the way we talk about reporting—conversations we're bringing to newsrooms.

- **How are we remaining relevant to issues that are pressing and trending?**

4. Staff size has to grow to fulfill member needs and future direction. Redesign board bylaws to allow for greater continuity of work. Board cycles and responsibilities. How do we resolve conflict within the organization? We also need to think through member engagement for elections.

How do we need to rethink our organizational and board structure to allow us to work more effectively?

Section 4: **Strategy Retreat Outputs**

Strategy Retreat Summary

NAHJ board members and leadership met at a strategy retreat to discuss NAHJ's mission/vision, identity, external environment, and strategic priorities. Takeaways from the retreat include:

- There is an expressed concern for inclusion and racial diversity within NAHJ.
- There is clear and genuine excitement among staff to enhance NAHJ's mission.
- Representation of Latinxs in management is cross cutting among identified futures.
- There is a need to impact the field with a higher number of Latinxs in universities (professors and students) and newsrooms (journalists and managers).



Strategy Retreat Takeaways

NAHJ board members and leadership met at a strategy retreat to discuss NAHJ's mission/vision, identity, external environment, and strategic priorities. Takeaways from the retreat include:

Identity

- There is an expressed concern for inclusion and racial diversity within NAHJ.
- There is clear and genuine excitement among staff to enhance NAHJ's mission.
- Representation of Latinxs in management is cross cutting among identified futures.
- There is a need to impact the field with a higher number of Latinxs in universities (professors and students) and newsrooms (journalists and managers).

Trends

- We have to make an economic argument and a moral argument for inclusion of Latinxs e.g., push for inclusion in many different ways at many different levels. One approach is not enough.
- We have to utilize trends toward making deals with newsrooms for power. Latinxs are growing in size and power and they know it.
- Many of the ideas that resulted from analyzing these trends can help form stronger programs that respond to membership needs.

Strategy Retreat Takeaways

Strategic Priorities

- There is strong consensus as to the future direction of NAHJ.
- Building metrics to ensure all four priority areas are being met is fundamental.
- The four priority areas are not independent of each other. Instead, they build off of one another and are strengthened as they grow.

The strategy retreat's activities were conducted via an online, interactive "whiteboard" called Mural. The Mural containing detailed notes of these takeaways, as well as the overall retreat's activities can be found [here](#).

NAHJ Identity Statement

Business Model

Who we serve

- More than 4,000 members, including
 - Working journalists,
 - Journalism students,
 - Other media-related professionals,
 - And journalism educators

Where we work

- National coordinated effort
- Local presence through chapters

What we do / How we do this (programs)

- Membership, which includes
 - Training and development
 - Annual convention
 - Media advocacy
 - Outreach to local media/other sectors of journalism
 - Partnerships with other journalist groups
 - Career center
 - Next Gen. Initiatives: student member services e.g., training, internships, scholarships, among others
 - Parity Project: partnerships and market evaluations to improve newsroom diversity and Latinx community media coverage

The National Association of Hispanic Journalists (NAHJ) is dedicated to the recognition and professional advancement of Hispanics in the news industry.

How we are funded*

- Advertising income (6%)
- Donations (2%)
- Grants (28%)
- Investment income (4%)
- Membership dues (6%)
- Conference Revenue (53%)

The background of the slide features a close-up, artistic shot of several large rolls of paper, likely from a newspaper or magazine, stacked and slightly offset to create a sense of depth and texture. The paper has a warm, off-white or light beige tone. A large, light gray diagonal line cuts across the image from the top right towards the bottom left, separating the header area from the list area.

Competitive Advantage & Unique Value of NAHJ to the Sector

We are NAHJ.

- We **create advancement & growth opportunities** for our members throughout their careers.
- We **foster community** and connections among Latina/o/x/e journalists nationwide.
- We have a strong social media **presence and outreach**.

Section 5: **Stakeholder Validation Feedback of Roadmap**

Stakeholder Validation Feedback on Roadmap

After the initial draft of strategic priorities was developed, the following actions were taken to vet the priorities with various NAHJ stakeholder groups to ensure stakeholder input was incorporated into the emerging strategies and to maximize NAHJ's mission impact:

1. La Piana provided the Strategic Planning Committee guidance on who to interview and what questions to ask as part of the stakeholder vetting process.
2. The Strategic Planning Committee conducted interviews with various stakeholder groups – ensuring input from a wide representation of voices were heard, including NAHJ members, staff, and other external stakeholders and partners
3. La Piana compiled and analyzed the findings, which was shared with the NAHJ Strategic Planning Committee to review the overall reactions to the emerging strategic priorities and decided on necessary changes to be made to NAHJ's stated priorities in response to stakeholder input.

Strategy Validation Stakeholder Feedback

Question 1:
What do you consider to be the strongest elements of the initiatives and activities proposed in NAHJ's strategy roadmap?

| | |
|----------------|---|
| Training | <ul style="list-style-type: none">▪ Hands on training is key (<i>Identified by 6 respondents</i>)▪ IRE conferences are great▪ We'd benefit from mid-level journalists who want to offer mentorship especially on issues on how to get into management |
| Advocacy | <ul style="list-style-type: none">▪ Advocacy in newsroom is important (<i>Identified by 4 respondents</i>)<ul style="list-style-type: none">□ Journalists need equal access to pay and opportunity▪ There are already many skilled journalists ready to take on positions at various levels, but they are not being hired. We need to influence newsrooms<ul style="list-style-type: none">□ Many are forced to stay stagnant because of lack of opportunity▪ Mid-level and veteran are not getting Executive Director jobs<ul style="list-style-type: none">□ Need to support journalists who speak out against discrimination |
| Research | <ul style="list-style-type: none">▪ I like the research aspect (<i>Identified by 3 respondents</i>)<ul style="list-style-type: none">□ We should have a committee that works on that to do research to see how many Latinos are in journalism and what is happening and why are they not staying |
| Students | <ul style="list-style-type: none">▪ Really liked the idea of expanding internships (he mentioned Ida B. Wells as an example) and helping students work for a news organization and find ways for them to intern▪ Like the idea of trainings to help students▪ Mentorship for students is a good idea |
| Partnership | <ul style="list-style-type: none">▪ Partnerships are key to help Latinos across the U.S. |
| Infrastructure | <ul style="list-style-type: none">▪ Starting from within and branching out is important▪ Board work is important |

Strategy Validation Stakeholder Feedback

Question 2: What, if any, limitations do you find to what is being proposed in the strategy roadmap?

| | |
|-------------|---|
| Advocacy | <ul style="list-style-type: none">▪ Word of caution: Be very cautious of any collaboration with politicians for priority #2 and be very wary of how you present those collaborations in order to not give the impression that we are advocating for them <i>(Identified by 2 respondents)</i>▪ NAHJ needs to get comfortable with speaking up and when we speak up. we have to be smart, well researched, well educated, and thoughtful on how not only pointing out problems, but being there to facilitate and offer solutions▪ Newsroom accountability is really hard and NAHJ hasn't had the reputation of holding groups accountable |
| Ambitious | <ul style="list-style-type: none">▪ It is a lot to pull off. The plan should be prioritized and staggered <i>(Identified by 2 respondents)</i>▪ How will this be funded? <i>(Identified by 2 respondents)</i>▪ How will NAHJ get buy-in from external groups? |
| Reach | <ul style="list-style-type: none">▪ When it comes to research, we have done the Brown Out report before and the results there were not enough of us▪ They are all important research areas — how and which will you prioritize? |
| Staff/Board | <p>Staff</p> <ul style="list-style-type: none">▪ (Overall agreement and enthusiasm for strategy)▪ Capacity▪ Program sustainability requires adequate funding and internal capacity which NAHJ does not currently have <p>Board</p> <ul style="list-style-type: none">▪ Extending board terms may allow for board members to work through projects they introduce; understand what it takes to implement some changes▪ Agree that trimming the board is a good idea |

Strategy Validation Stakeholder Feedback

Question 3: What recommendations would you have to the NAHJ strategic committee to enhance the strategy roadmap?

| | |
|------------------------------|---|
| Communication and Engagement | <ul style="list-style-type: none">▪ Increased member engagement is key for the success of the strategy. Maybe build a path for members to be more engaged than they currently are?▪ Re-emphasize NAHJ is not forgetting about mid-career members by making programming appealing to people across career stages so it does not seem just student/early career focused▪ Members are not getting enough communication from national NAHJ▪ Reason we come back: it is people who are like us and have dealt with the same things we have dealt with.▪ Develop a pipeline for board engagement (<i>Identified by 2 respondents</i>) |
| Training | <ul style="list-style-type: none">▪ Think of ways to legitimize them like offering certificate for Latina Leadership Program▪ The last couple of years at our conference we really filled the gap which was training and very hands on training and skills. I am worried that we're going to resort back to discussing things opposed to giving hard skills valuable skills to our member |
| Advocacy | <ul style="list-style-type: none">▪ This has to be industry wide▪ When connecting Latino journalists with newsrooms, we have to be more proactive to make sure they don't say something like, "We put a booth at the NAHJ conference and no one applied." We have to proactively connect journalists to the opportunities somehow.▪ We need to challenge racially biased hiring processes and also advocate for inclusion once they are in |
| Other Helpful feedback | <ul style="list-style-type: none">▪ As digital journalists we are an afterthought. When it comes to conventions there are not many workshops for us. It should be in English and Spanish. Some reporters need to learn AP style for the web, but they need to be digital first▪ Most of our students go into their jobs not understanding that their first job doesn't pay well, or they do not want to leave their family. Helping give them the realities of what it is like when you get your first job |

Strategy Validation Stakeholder Feedback

Question 4: Are there any other gaps in the journalism landscape you think NAHJ could/should fill?

| | |
|-------------|---|
| Influence | <ul style="list-style-type: none">▪ Mass education of journalists is needed on race and ethnicity within the states and local level to make sure that we are able to advocate for ourselves. He said very few white people know of NAHJ that he has worked with. How could we grow our presence and brand more with this group?▪ NAHJ has a chance to bridge industry knowledge to academia, particularly community colleges, which is not adapting as quickly as the jobs that exist such as audience engagement and social roles |
| Mid-career | <ul style="list-style-type: none">▪ Lots of journalists who are mid-career could still benefit from NAHJ, but do not feel like programming is made for them |
| Broad Scope | <ul style="list-style-type: none">▪ Being more forward-thinking about journalism roles that are more tech and modern |
| Students | <ul style="list-style-type: none">▪ We need to invest in scholarships to help students get to the finish line |

Section 6: Strategy Screen



NAHJ Strategy Screen

A **strategy screen** is a tool NAHJ can use when considering new organizational, policy, or other major opportunities.

The screen was developed by the board and staff during the strategy retreat and is meant to promote consistent, transparent, and well-supported dialogue and decision making.



NAHJ Strategy Screen

When thinking about a specific strategy or decision, consider:

- Is this strategy the best way to advance NAHJ's mission?
- Does it advance racial equity?
- Does it leverage our differentiating strengths/competitive advantage?
- Is it financially viable?
- Is this something we can measure and sustain?
- Is it an original idea not being done (well) by others?
If being done well, are we leveraging those partnerships?
- Is this reaching a significant portion of our membership?

Conclusion

This process represents a first step in cementing NAHJ's continued impact and sustainability. Through this process, NAHJ has confirmed its organizational identity, begun to refine its current and future focus, and identified its strategic priorities. These priorities, goals, and activities provide an overall organizational direction and guidance for the next 5 years. The priorities emerged from a robust process that engaged diverse voices and perspectives across the NAHJ network and beyond.

NAHJ staff is now tasked with planning future steps for the implementation of this roadmap, which importantly includes identifying necessary personnel and resources needed to begin working towards this ambitious future. This scaling up of resources will take time but will be critical to help NAHJ continue to advance towards a future with #MoreLatinosInNews.

