

Minutes

IRE Board retreat

Aug. 7-8

Chicago

IRE president Mark Walker called the meeting to order at 9 a.m., Aug. 7.

The following board members were present: Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Josh Hinkle, Marisa Kwiatkowski, Jennifer LaFleur, Mark Rochester (joined at 9:10), Barbara Rodriguez, Brian Rosenthal, Neena Satija (joined at 9:15), Kat Stafford, Jodi Upton and Mark Walker.

Staff present: Diana Fuentes and Stephanie Klimstra

Walker introduced the retreat and read President Theodore Roosevelt's "Man in the Arena Speech."

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."

Walker said that we are here to come up with the best plan possible for going forward.

Walker introduced IRE's pro bono attorney Skip Walther for a legal briefing (see full presentation). For reference: [bylaws](#) and [articles of incorporation](#).

Walther asked everyone to introduce themselves.

Walther said that each director has a fiduciary obligation to IRE. Your first duty is care, second duty is loyalty. You have to act as a reasonable person would. You also have to be informed. He said that some board members of nonprofits do it to enhance their CV and are less interested in the operation of the organization. Some of those people don't work and don't participate regularly. All of those are failures of a corporate board. You should attend regularly. A director is obligated to be informed. You can't be informed if you don't attend. To fulfill the duty of care, you should take a reasonable amount of time to review materials and consider them.

You need to approach who you are as a director from a reasonable standpoint.

In terms of being informed and acting reasonably: Perhaps all of you have skill sets that are akin to one another, but you may have other skills. As a board member, you should use whatever expertise you bring to the table.

To the extent that you have any expertise, it's always a good idea to disclose that expertise. Listen to other people and take into consideration other points of view. You are expected to exercise independent judgment. You should not solely defer to others.

A board member is supposed to exercise discretion, use knowledge and expertise in the best interest of the organization, not the board, not individuals – you owe duty of care to IRE.

You should make sure your opinion is articulated.

Your job is to exercise independent judgment regardless of what the executive director says. You should defer to management, but not exclusively.

You don't have a right to rely on information you know as false or highly suspect information.

~Upton asked Walther to clarify whether we are a governing board or an advisory board.

Walther said IRE has a governing board. An advisory board has no power. But IRE can create advisory committees.

IRE's bylaws don't specify governing board. It's in the articles of incorporation. He suggested that it should be in the bylaws because the bylaws should be consistent with the articles of incorporation and it's more likely that people will read the bylaws.

~Fleischer asked whether we should be documenting our policies.

Walther said if they are not reflected in the bylaws, there should be a manual for board members with an index to all policies.

~Kwiatkowski said that documenting policies is the top priority for the governance committee.

~Rosenthal said that the bylaws say the executive director "shall have only such powers as are granted to him or her by the Board of Directors."

Walther said it is okay to have a general sense of roles. It's difficult to bulletproof every duty. The executive director is basically the CEO with a lot of duties.

~Stafford asked what the relationship between the board and staff should be.

Walther said that it is better for members to go to the president or executive director, otherwise we can put staff in a difficult position. But there may be cases where there is a designated staff person, such as treasurer communicating directly with finance staff.

~Forsyth said that the rest of the board was not privy to what happened in executive committee meetings.

Walther said that minutes should always be taken during executive committee meetings and distributed to the rest of the board.

~Upton asked why that was different than previous advice regarding the minutes, which was to be consistent; continue to take them if we had before, not if that wasn't our practice.

Minutes from executive sessions should not be disclosed outside the board. But the secretary should hand those off to the next secretary. He said that though we should strive for full transparency, we should use common sense on sensitive matters.

~Forsyth said that the Code of Conduct says that complaints are to go to the executive committee. When there have been complaints, the full board wasn't allowed to know what happened.

Walther said the executive committee gets to say something is in executive session. It's okay. There would have to be a pretty good reason to do that. From a legal liability standpoint, if the executive committee made a decision about a member and the member sues, IRE would be liable.

~Upton noted that the board is covered by insurance. Discussion about insurance.

Walther said that having regular executive sessions at meetings would minimize staff anxiety. It's less of a big deal. Should have candid discussion in those meetings. Meetings should have a standard format and agendas should get posted ahead of time so members can bring concerns to board members.

He also said that we need to follow the agenda. "Other business" on the agenda should not be for anything anyone wants to discuss. If it's not on the agenda, don't discuss it.

~Kwiatkowski suggested having a call out for agenda items ahead of time for members to send agenda items to the president.

We discussed posting the draft agenda one week before board meetings.

Discussion about when we need to consult with lawyer – contracts, new grants, etc.

~Fleischer asked whether we could host an in-person event and require vaccinations.

Walther said yes.

Walther also said that IRE does not have specific rules for meetings, minutes, agendas, etc. He suggested we consider having them.

Break, 10:45 a.m.

Strategic planning 11 a.m.

Sandra Herron from MiddleEdge introduced herself and provided an overview of her session.

Session objectives:

- Assessing the current situation
 - A. Where are we today
 - B. What information do we need from other stakeholders to complete and verify assessment of the current situation
- The future
 - A. Where do we want to go
 - B. What other stakeholders do we need to approach to get input and suggestions (such as members, staff, key funders, partner organizations)
- Wrap-up
 - A. What's next
 - B. Evaluation

Motion from Upton to go into executive session. **Second** from Walker.

Vote: 12 yes, 1 no (Satija)

Executive session

Motion to leave executive session from Satija. **Second** from Walker.

Vote: unanimous

Motion to recess to Aug. 8 from Walker. **Second** from LaFleur.

Vote: unanimous

Aug. 8

Meeting resumed at 9:07

Motion from Walker to go into executive session. **Second** from Upton.

Vote: 12 yes, 1 no (Satija)

Executive session

Motion from Walker to leave executive session. **Second** from Forsyth.

Vote: 12 yes (Rochester not present for vote)

Executive Director's report

Fuentes said she has offered the Director of Partnerships position to someone, and they have accepted. The University of Missouri is doing some additional administrative work, but it should be announced soon.

She will be adding a position for technology and research.

Fuentes said IRE hit a record membership in July. She noted that membership numbers fluctuate day to day. She provided an updated breakdown of membership numbers.

Rosenthal asked for the results of the question added to the IRE21 registration form about who paid for attendees' registration. Klimstra said that of the close to 2,000 attendees, 927 said they had employer help, 540 said they had no help and others declined to answer or checked "other." We discussed different ways to get the information, ways to streamline the questions to get the needed data without increasing the burden on the person filling out the form.

Fuentes and Klimstra provided an update of the [October symposium](#). Registration opened last week. The event will be hybrid. Anyone attending in person will have to verify that they have been vaccinated for COVID-19.

Klimstra shared research about vaccination verification costs as we asked her to do at the last meeting. Charges vary widely from company to company, but the board agreed that having additional verification beyond registration was not necessary given the cost.

Klimstra said IRE would be using Guidebook for the virtual audience.

Fuentes said that IRE is working on contingency plans in case that speakers cannot attend or the conference needed to go completely virtual.

Additional business

We discussed how members, staff and board members have problems with the new IRE website. Forsyth will be gathering more information about the IRE website and what specific issues people have.

~Upton asked whether the board could give service awards to former board members who never received them. Fuentes said service awards have been ordered for former board members Matt Dempsey, Jill Riepenhoff, Norberto Santana and Lee Zurik.

~Walker said he would be putting together a full list of committee assignments.

The board discussed having a mechanism for notifying the board about committee meetings. We discussed setting up a public IRE board calendar.

~Forsyth suggested that the committees should have agendas that get posted.

Motion from Walker to create an ad hoc committee for strategic planning. **Second** from Kwiatkowski.

Vote: 11 yes (Rochester and Hinkle not present for vote)

~Walker appointed LaFleur chair of the ad-hoc committee for strategic planning.

~Walker said he would pull retreat notes together and send out assignments to committees.

Motion to adjourn from Walker. **Second** from Satija.

Vote: 11 yes (Rochester and Hinkle not present for vote)

Meeting adjourned at 12:36 p.m.

IRE PRESENTATION

Skip Walther

I RIGHTS AND DUTIES OF NONPROFIT CORPORATION DIRECTORS

1. Directors owe two primary obligations to the corporation: a duty of care and a duty of loyalty.

The Duty of Care: Directors must act in a reasonable and informed manner when participating in board decisions and management oversight.

Directors must be informed and they must discharge their duties in good faith, with the care that a reasonable director would believe appropriate.

Directors must exercise independent judgment.

To satisfy the duty of care:

- Regular board meeting attendance is essential
- Regular committee meeting attendance is expected
- Cannot delegate authority or vote by proxy (directors are chosen for their expertise, wisdom and judgment and these are not transferable)
- While deference to others is normal, no one should act solely on the basis of what another director thinks.
- Each director must judge what is in the corporation's best interest, irrespective of the opinions of others.
- Do not check expertise at the door.
- Most directors should be independent – meaning that they are not employees and do not receive compensation other than as a director. The goal is to minimize deference to management and conflicts of interest.
- Directors need to be adequately informed. Meeting materials, if complex, might need an executive summary. Materials should be distributed in advance of meetings. Request additional materials if necessary.
- A director is entitled to rely on information received from regular sources that are believed to be trustworthy.
- A director is entitled to rely on information provided by officers or employees whom the director reasonably believes to be reliable and competent.
- Reliance on legal counsel, CPAs and other similar professionals is reasonable.
- Reliance on committee work is reasonable if the director believes the committee merits confidence.
- Delegation is appropriate: the day-to-day operations are not the responsibility of a director; oversight is what is expected. Directors are not personally liable for acts or omissions of those acting on behalf of the corporation.
- Delegation to executive committees or committees can be appropriate.

To discharge the duty of care:

- Insist on regular board meetings
- Consider executive session board meetings from time to time to encourage candid discussions. Regular executive session board meetings would minimize staff anxiety.

- Insist on standard form agenda and committee reports.
- Insist on receipt of regular and timely information but be cognizant of staff's limited time to provide that information.
- Ask questions whenever a "red flag" occurs.
- Require rules of procedure.
- Generally, follow the business judgment rule: there is no liability if a director acts in good faith and in a manner reasonably believed to be in the corporation's best interest, with independent and informed judgment.
- Require a document retention and destruction policy.

The Duty of Loyalty: Directors are required to exercise their powers in good faith and in the best interests of the corporation, rather than in their own interests or the interests of others. The best interests of the corporation prevail over individual interests or the interests of the constituency that selected the director. The duty of loyalty relates primarily to conflicts of interest, corporate opportunity and confidentiality.

- Conflicts are not unusual, are not inherently illegal, and generally do not reflect on the integrity of the board. In other words, they are not necessarily bad; they just need to be managed.
- A conflict is present whenever a director has a material personal interest in a corporate transaction.
- It is improper for a director to use his or her position to advance a personal interest.
- Disclosure is always important whenever a conflict arises. A duty to disclose conflicts does exist.
- Where disclosure has occurred, there will be situations where the corporation can, and perhaps should, approve a transaction where a conflict is present.
- It is possible for a transaction to be upheld even where nondisclosure occurred but there is greater risk for the director and the corporation.
- Corporate opportunity issues arise if a director has an opportunity to take advantage of a transaction for his personal benefit but the transaction also has value to the corporation. The director's good faith obligation mandates that the director give the corporation the first opportunity.
- Directors should maintain the confidence of corporate information to the extent it is not public knowledge.

2. Directors have specific rights.

The right of management access (within reason). Typically, directors should have access to the CEO or board secretary but they should exercise restraint in contacting other staff members. Be cognizant of management's role, of not interfering with it and not undercutting the CEO or other officers. The most effective way to request information is through the board chair, at board meetings, or during committee work.

The right to inspect books and records (without disrupting normal business operations).

The right to receive ample notice of meetings.

The right to dissent and have that dissent recorded.

The right to receive meeting minutes.

II DIRECTOR LIABILITY RISKS AND PROTECTIONS

The failure to fulfill a duty may create liability.

Corporate liability is not the same as director liability.

For liability to arise, a director must owe a duty to, or directly harm, the injured party.

Suits typically involve:

- Third party litigation against the corporation but alleging the director to be a principal in causing the injury.
- Third party litigation against the director but based on a corporation right (derivative suit), generally based on an alleged breach of the duty of care or the duty of loyalty.
- Personal liability under federal or state law (failure to pay taxes, environmental claims, or employment claims)
- Most liability is predicated upon negligence or the failure of oversight.

D and O Insurance: You have it.

Limits of liability are \$1,000,000.00 per claim for D & O

Policy is a claims made policy, not an occurrence policy

III THE CORPORATION'S LEGAL ENVIRONMENT

In order to understand the corporation's legal environment, each director should know the answers to these questions:

- Does the corporation's activity require that it have long-term or sizable contracts or agreements with other entities or persons?
- Are there any corporate activities similar to those of other corporations that have faced litigation in connection with those activities?
- Do any corporate activities require the expenditure of money or effort by a third party?
- Do any corporate activities require a license or permit?

When expectations are not met or where the failure to meet expectations would result in a negative impact, then consulting with counsel would be recommended. Recognizing the potential legal exposures should minimize the likelihood of damage and liability.

IV THE CORPORATION'S CONTRACTUAL ENVIRONMENT

Consulting with counsel may be needed in the following instances:

- Moneys to be committed by contract are a significant fraction of the budget.
- The contract involves more than 2 parties
- The contract involves the employment of a key person
- The agreement is material to the corporation's activities
- Performance requires clear definition to avoid disagreement.
- The term is greater than one year.
- The activity touches on a controversial area.
- The activity exposes the corporation to significant risk.

V CHOICE OF COUNSEL

Regardless whether volunteer lawyers are available:

- The corporation should evaluate the possibility that paid counsel will be needed, and budget accordingly.
- The relationship should be memorialized in writing.
- Attorney client communications are confidential unless a non-client is present.
- Lawyers representing a nonprofit owe their professional obligations to the corporation, not to the board or any individual director.

VI COMMITTEES

There are two categories: ad hoc and standing.

Ad hoc (special) will usually be created by board resolution and serve for a limited time.

Standing committees are permanent. Typically, they will make recommendations, oversee operations and study specific areas of activity. They may have the ability to bind the corporation.

- The Executive Committee is a standing committee that usually has plenary authority to act on behalf of the corporation between meetings.
- Suggested committees would be governance/nominating and audit.
- Others include finance, HR, planning, public relations, capital campaign, programming, etc.

Special committees can be either advisory or they may be created for a limited purpose with limited powers, such as serving as negotiator for asset acquisition, plan an event, evaluate a major transaction, etc.

There may be a need for a special committee of non-board members. Even if not given any authority, third parties may be entitled to rely on the apparent authority of the committee, and the board should be aware of this risk.

Executive Committee

Acts for corporation between meetings or where quorum is impractical.

If it exercises a lot of power, the board should periodically evaluate whether the board is meeting its fiduciary obligations through that delegation, whether the board has effective oversight and ample opportunity to provide input on decisions. The board should likewise evaluate the amount of board-level authority given to the CEO or other officers.

The Executive Committee reports to the board; it is not a “super” board.

Governance/Nominating

An important committee. The process used to determine board nominations is of great importance to the corporation’s future and its ability to carry out its mission. The board has a duty to ensure that this committee is organized and operated in a manner likely to generate quality candidates.

The presence of this committee helps ensure that important board decisions regarding the selection of directors will not be handled on a default basis by management.

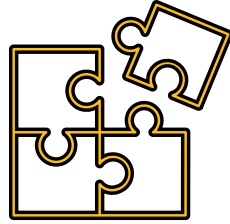
This committee may define explicit criteria and qualities for board membership and have the board approve this list. Criteria: knowledge of corporation business/mission; skills needed on the board (legal, fundraising, financial); familiarity with constituencies; prior experience on boards; commitment; experience with challenges.

This committee could review board structure and operations and determine their effectiveness; evaluate age profile of board, merits of inclusion or exclusion of management officers on the board, the types and functions of committees, review of corporate governing documents.

Audit

If the corporation has significant assets, this committee could review and guide accounting and audit practices. This committee should not have anyone from management on it. The corporation may want an independent finance committee with no overlapping membership to maintain independence.

This committee serves as a liaison between the corporation and outside accountants. Members should be financially literate



Board of Directors Retreat: Strategic Planning for IRE

August 7, 2021

9:00 a.m. – 6:00 p.m.



Meeting Objectives

- Gain clarity around the roles and obligations of a governing Board and its individual members
- Understand the purpose, benefits and key phases of a strategic planning process
- Develop a shared understanding of our current situation and context
- Begin to explore a long-term vision for IRE
- Consider information, research and stakeholder input and ideas needed to support strategic planning
- Prioritize and sequence action steps and assign roles

Retreat Agenda – A.M.

- 8:30 a.m. ARRIVAL, with breakfast available
- 9:00 a.m. Call to order and roll call
- 9:15 a.m. Legal briefing
- 10:30 a.m. BREAK
- 10:45 a.m. Strategic planning overview
 - Purpose, benefits, key components
 - Role of governing board in strategic planning
- 11:30 a.m. Exercise: Hopes and expectations
- 12:10 p.m. LUNCH

Retreat Agenda – P.M.

- 1:15 p.m. Our current situation: Where are we today?
- 2:30 p.m. BREAK
- 2:45 p.m. Scoping exercise: information needs
- 3:30 p.m. Our future: Where do we aspire to go?
- 4:30 p.m. Scoping exercise: stakeholder ideas
- 4:45 p.m. Our charge: How will we build our plan?
 - Phases, deliverables, roles and timeline
- 5:45 p.m. Wrap-up and meeting evaluation
- 6:00 p.m. RECESS

What is Strategic Planning?

- A structured series of conversations to define an organization's direction, allocate resources accordingly and systematize processes for guiding implementation
- Key questions for research and conversation
 - ✓ To whom are we accountable? (e.g., members, staff, partners, funders, industry, communities)
 - ✓ What do they need and expect of us?
 - ✓ How can we do better?

The Strategic Planning Process

I: Get Ready!

II: Assess the Situation

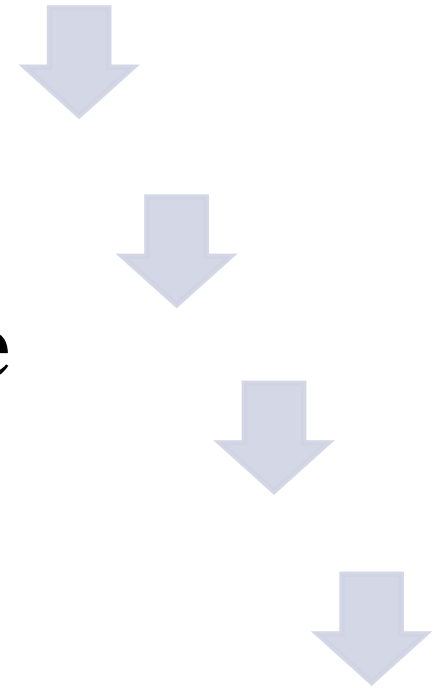
III: Envision the Future

IV: Chart a Plan

V: Stay on Course



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Benefits of Strategic Planning

- Creates a shared understanding of identity and purpose within a specific context
- Provides a conceptual framework and blueprint for action that orients, guides and supports staff and others
- Fosters communication and teamwork
- Lays the groundwork for meaningful change and innovation
- Brings people together around the idea of serving others better

Role of the Governing Board in Strategic Planning

- Serve as stewards of the mission of the organization
- Share perspective of current situation (SWOT)
- Clarify the vision
- Identify (or affirm) strategic priorities, goals and objectives
- Secure resources and work with staff leaders to allocate staff, funds and other resources needed for implementation
- Ensure clarity of individual and collective Board roles in implementation – and be accountable for Board commitments
- Monitor execution, ideally through a management dashboard
- Reallocate resources, as needed

IRE Mission (for reference)

- The mission of Investigative Reporters and Editors is to foster excellence in investigative journalism, which is essential to a free society. We accomplish this by:
 - Providing training, resources and a community of support to investigative journalists.
 - Promoting high professional standards.
 - Protecting the rights of investigative journalists.
 - Ensuring the future of IRE.



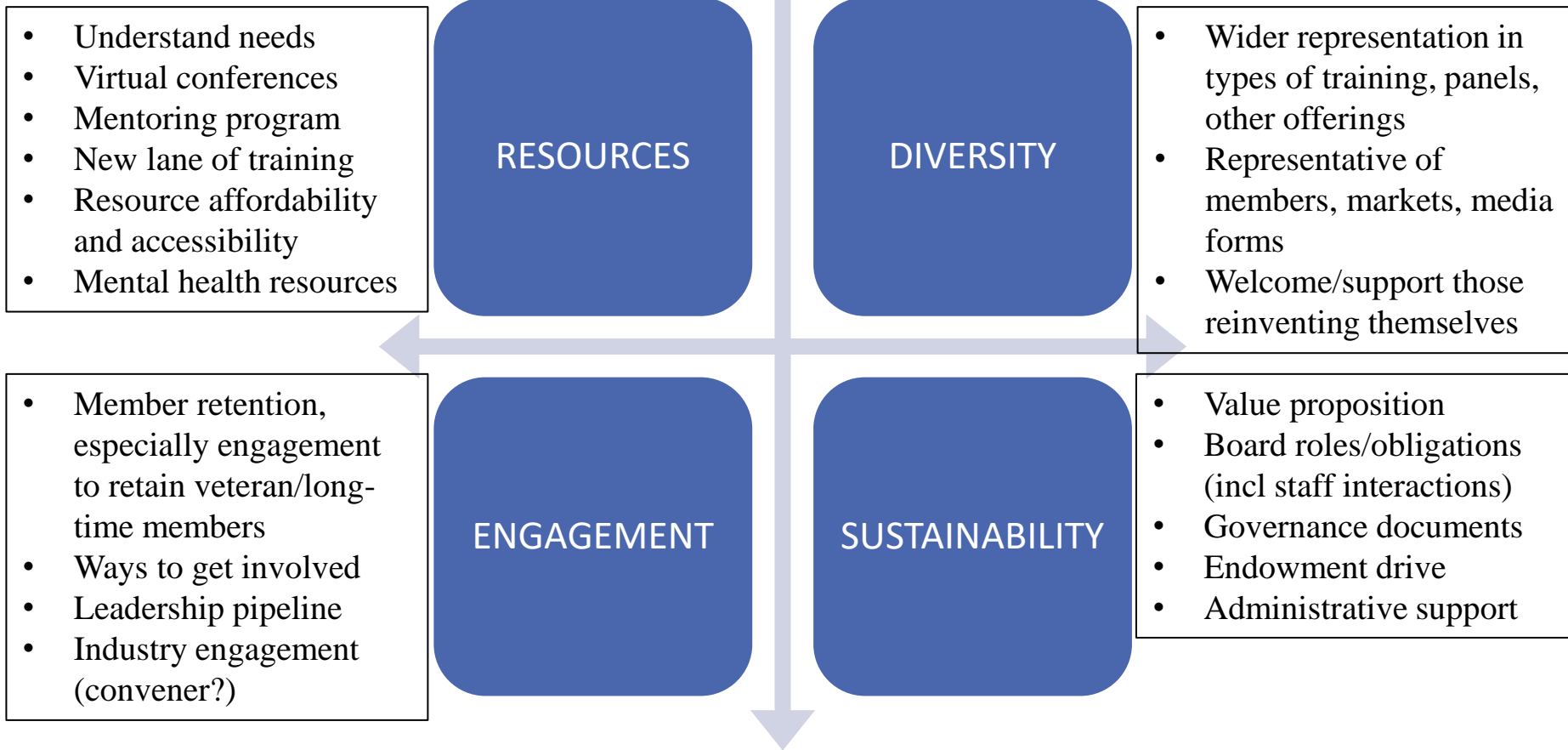
Exercise: Hopes & Expectations

<p><i>What I Hope WILL Happen During IRE's Strategic Planning Process</i></p>	<p><i>What I Hope WON'T Happen During IRE's Strategic Planning Process</i></p>
<p><i>How I Might CONTRIBUTE To IRE's Strategic Planning Process</i></p>	<p><i>How I Could Unintentionally DERAILED IRE's Strategic Planning Process</i></p>



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What We Hope *Will* Happen*



*From July 20, 2021 Board conversation



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Where are we today?

	<i>Favorable / “Tailwinds”</i>	<i>Unfavorable / “Headwinds”</i>
<i>More Internal</i>	Strength: “Good now” <i>Maintain, build, leverage</i>	Weakness: “Bad now” <i>Remedy, stop</i>
<i>More External</i>	Opportunity: “Good future” <i>Prioritize, optimize</i>	Threat: “Bad future” <i>Counter</i>



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Scoping Exercise: Info Needs

Audience	What do we need to know – or confirm?	Data Collection			Notes
		How	Who	By When	



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Where do we aspire to go?

- An organization's vision is...
 - A vivid mental image
 - A clear, detailed picture of what we desire to achieve
 - A statement that inspires and motivates
- People join – and get engaged in – organizations for a variety of reasons. Underneath it all, each organization tends to have a sense of what it is and what it wants to be – although sometimes unarticulated.
- Strategic planning brings commonalities to the surface and helps the organization articulate where it wants to go.
- The goal is not to have a snazzy phrase, but to engage in a process that clarifies the ultimate and guiding purposes.



Scoping Exercise: Input & Ideas

From whom would we like strategic input and ideas?	Data Collection			Notes
	How	Who	By When	



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How will we build our plan?

Phase	Timing	IRE Roles / Deliverables	Supporting Roles / Deliverables	Budget



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Strategic Planning Process*

<i>Planning Phases</i>	<i>Sample Deliverables</i>
<p>MOBILIZE Prepare for a successful project</p>	<ul style="list-style-type: none"> • Identify who to involve in the planning process • Create a planning team, clarify its charter and develop an action plan • Kick off the project
<p>UNDERSTAND Research and analyze relevant knowledge for the planning process</p>	<ul style="list-style-type: none"> • Document review • Data gathering plan and instrument design • Interviews, focus groups, questionnaires • “Competitor” analysis • Research summary, including key themes and recommendations
<p>DESIGN Explore new business models and strategies</p>	<ul style="list-style-type: none"> • Planning retreat or series of meetings
<p>DOCUMENT Convert the information and ideas from the design phase into plans</p>	<ul style="list-style-type: none"> • Strategic plan (vision, goals, strategies, roles, resources) • Tactical plans (objectives, alternatives, obstacles) • Operational plans (who, what, where, when, how)
<p>IMPLEMENT Execute the plan</p>	<ul style="list-style-type: none"> • Metrics dashboard • Customized tools and templates • Regular evaluation
<p>MANAGE Adapt and modify the plan in response to changing conditions</p>	

*EXAMPLE



Additional information from Sandra Herron about [executive sessions](#) and governing versus advisory boards.

What's the Difference?

Governing Board	Advisory Board
<ul style="list-style-type: none">• Is legally accountable for the organization's operation and stability• Holds authority and power – through majority vote – to enforce decisions• Creates the mission, values and policies for the organization• Manages the assets of the organization• Provides financial oversight• Supervises the work of the Executive Director• Evaluates outcomes	<ul style="list-style-type: none">• Stays well-informed about the organization• Promotes awareness and understanding of the organization's purposes and programs• Leverages networks and connections to support the organization• Provides specialist expertise• Offers outside perspectives on needs and programs• Develops sub-committees to explore specific issues• Lends credibility to the work of the organization

Membership Numbers

July 2021 ended with 6,620 members, which is up 18.1% from the same time last year.

	Year			Difference	% Difference	Difference	% Difference
	2019	2020	2021	21 to 20	21 to 20	20 to 19	20 to 19
July	6004	5607	6620	1013	18.1%	-397	-6.6%

August 2021 started with 6,000 members, which is up 11.6% from the same time last year.

	Year			Difference	% Difference	Difference	% Difference
	2019	2020	2021	21 to 20	21 to 20	20 to 19	20 to 19
August	5810	5378	6000	622	11.6%	-432	-7.4%

Membership Breakdown (as of August 6, 2021)

Membership Type	
Academic	350
Associate	203
Professional	3848
Retiree	48
Student	1,577

Gender	
Female	3,101
Male	2,137
Non-Binary	47
Prefer Not to Answer	729
Blank	5

Race/Ethnicity *	
	# of Members
American Indian / Alaska Native only	15
Contains American Indian / Alaska Native	27
Asian only	535
Contains Asian	87
Black / African American Only	339
Contains Black / African American	43
decline to specify only	668
Contains decline to specify	7
Latino/Hispanic only	404
Contains Latino/Hispanic	147
Native Hawaiian / Pacific Islander only	8
Contains Native Hawaiian / Pacific Islander	12
Not-Specified / Other	34
White only	3,445
Contains White	243
Blank	291

Media Type	
<i>(Members choose all that apply)</i>	
Books only	9
Contains Books	473
Education only	216
Contains Education	545
Freelance only	93
Contains Freelance	1,052
Magazine only	35
Contains Magazine	958
Newspaper Only	671
Contains Newspaper	1,841
Online Only	574
Contains Online	2,588
Other only	555
Contains Other	338
Radio Only	93
Contains Radio	861
Television Only	524
Contains Television	916
Trade Publication Only	13
Contains Trade Publication	139
Wire Service Only	49
Contains Wire Service	247
Blank	300

Diversity Numbers		
	# of Members	% of Membership
Diverse Members	1,575	26%
Non-Diverse/ Decline to Specify/ Unknown Members	4,444	74%

** Members choose all types that apply*