IRE Board of Directors meeting
June 23, 2022

IRE Board President Mark Walker called the meeting to order at 2:19 pm.

The following board members were present: Jodie Fleischer, Jennifer Forsyth, Cindy Galli, Josh Hinkle, Marisa Kwiatkowski, Jennifer LaFleur, Barbara Rodriguez, Mark Rochester, Brian Rosenthal, Neena Satija, Jodi Upton and Mark Walker.

Also present was Advisory Chair Cheryl W. Thompson.

Staff present: Diana Fuentes, Heather Feldmann Henry, Stephanie Klimstra

Also attending: University of Missouri School of Journalism Dean David Kurpius; Sandra Herron, strategic planning consultant and Strategic Planning Committee members Kiran Chawla, Mark Horvit and Emmanuel Martinez.

Several members also attended.

Strategic Planning

The Strategic Planning Committee presented its proposed plan for 2022/23. (See presentation for details.)

The plan sets out the five areas of focus from the board's retreat in August 2021. From there, the committee used the results of the member survey and feedback from committees to build out initiatives and goals.

The plan also recommends continuation of the committee to support the plan and work on next steps.

Kwiatkowski asked whether the committee recommended that IRE stop doing anything. Herron and LaFleur said no, that it was really focused on what we should be doing or how to improve what we're doing.

Kwiatkowski also asked about the recommendation to reinstate the public engagement committee. Herron said that support for free press and other issues was a theme of the member survey.

Thompson gave background on why the public engagement committee ended. Many of the requests that were coming to the committee were not directly related to IRE's work.

Satija asked whether Fuentes feels like staff have the resources they need to accomplish the work set out in the plan.

Fuentes said that everyone on the staff gave feedback to the committee. She said some items are already in progress. Fuentes also said staff is a bit concerned about advocacy. She said some things

are natural to advocate for, such as access to public records, but that IRE's primary mission is as a training organization.

Walker said that with the website, we identified the issues so we could do the easiest things first and plan for those things that might take more resources.

Rosenthal asked where affordability to members falls within the plan. Herron said it would fit into a few areas where we are focusing on serving a broad membership and providing quality training.

Motion from Upton to approve the strategic plan. **Second** from Kwiatkowski.
Vote: Approved unanimously among those present.

Motion from LaFleur to continue the strategic planning committee. **Second** from Walker.
Vote: Approved unanimously among those present.

Missouri School of Journalism presentation

Dean Kurpius gave an update on the school's strategic plan and changes at the school. He cited opportunities to strengthen the partnership with the school and IRE.

Kurpius said IRE has moved into a newer building on campus. The older building will be torn down later. He said the university also pulled together information on the value Mizzou provides to IRE, of about $281,000 per year, including HR services and three graduate assistants who work for IRE. He said Mizzou is good at raising money, and that there are potential partnerships IRE and Mizzou could seek together. Kurpius also referenced the joint effort by the university and IRE to conduct the IRE Executive Director's review. He said it has been done inconsistently over the years, and he'd love to work with the next Board on that process and following Mizzou's timeline. He and Thompson estimated the deadline for that review is in March.

Budget Report ˙fɓYY˙gHⱫfYdcfH
Henry & Fuentes gave a summary of estimated end of year, 6/30/22 and the proposed new fiscal year budget 2023 (July 1, 2022-June 30, 2023)

Discussion of plan to not do hybrid at next NICAR and IRE because of the cost of livestreaming.

Fuentes said that the attendance numbers for hybrid are changing because of folks changing to hybrid due to air travel problems or Covid.

Hinkle asked how far out we're contracted out for video. Fuentes said we're flexible.
Klimstra said that most of the cost are labor costs for live streaming, but that the cost will likely never go lower than $79,000.

Rosenthal asked whether we could negotiate for a better price point for hybrid. Fuentes said we could negotiate hard costs, but not for labor.

Rosenthal asked how many people were paying their own way for virtual. Staff can provide that later.

Several board members expressed that the virtual component is important to IRE membership and asked for the discussion to continue.

Kwiatkowski said that hybrid was one of the components of the SWOT analysis in the strategic plan. Also, the one-off webinars IRE did during the pandemic were quite valuable. She asked whether there is discussion about doing those again. Henry and Fuentes said they are having those discussions.

Motion from Walker to approve IRE 22/23 FY budget. **Second** from Galli.
Vote: 11 to 1 (Hinkle)

Conference update

Sponsorship: Raised $236,000 of $260,000 goal for IRE.
107 mentor and mentee matches.
In-person was approximately 1,400. Staff was still calculating numbers to account for switches due to Covid and travel problems.

Break: Rochester left meeting

Committee reports

Governance — Kwiatkowski & Rosenthal

Executive Committee Procedures (see recommendations for details)

Based on feedback during the June 1 board meeting, the Governance Committee revised its proposed Executive Committee. In an email, Rosenthal summarized the changes. Below is from that email summary:

Since then, Marisa and I have reached out to every board member, and we brought everything that we heard at the board meeting and in those individual calls to the Governance Committee. The Committee then produced the revised proposal that we are sending out today.

We are happy to say that Diana told us that she is much more comfortable with this proposal than what we discussed at our last board meeting.

We also want to make clear in this email, as we will make clear at the next week's meeting for the minutes, that this proposal is part of a broader effort to put in place best practices at IRE, and it has nothing at all to do with any concerns about the staff that is currently in place. We believe this will help us all work well together.

A few notes about our research into other comparable organizations:
—SPJ has a rule in its policy manual that, "The board shall approve any expenditure over $5,000 that is not authorized in the annual budget."
(https://www.spj.org/pdf/boardmeeting-permanent/SPJ-board-policy-manual.pdf)
—Similarly, at NAHJ, a board member told us that the board has to approve any expenditure of more than $5,000, and has to notify the Board about contracts
—At ONA, the treasurer meets monthly with the staff director of finance to review the latest expenditures, and sometimes takes items to the Board for approval

Summary of changes since the last version:
Changes to the oversight pieces:
—We removed the provision requiring the Executive Director to obtain approval for staffing structure changes.
—We removed the provision requiring the Executive Director to notify the Executive Committee whenever they receive major new revenue; instead we are proposing that the staff provide the Board with a report each quarter of the new donations and new contracts.
—We created a separate proposal to house the provisions regarding major new contracts and major revenue out of our normal policy. This will hopefully help with clarity. We believe that these cases will be extraordinarily rare.
—We removed the use of a 24-hour disapproval window for certain items, which concerned several members. Instead, for Board-related expenditures of at least $5,000 and other expenditures of at least $10,000, we are proposing a simple Executive Committee approval. We hope that clear rules will solve any timeliness issues.

Other changes:
—We removed the proposal to allow the full Board to vote on the Executive Director's review. We believe this is a worthy idea, but we'd like to recommend the next Governance Committee research it further and develop comprehensive protocols for the review process. (We did add some language into the revised proposal to

reflect what the current process is.)

—We clarified that while the Executive Committee will have to tell the full Board the nature and disposition of Code of Conduct complaints, they will not share any names, of either the complainant or the accused.

—We clarified where Executive Committee meeting minutes should be kept. Please note that we are proposing that they will be posted online for all members to see (without details on executive sessions, of course).

—We added a line to reflect the current policy that the Executive Committee may have a role related to other committee appointments.

Again, please note that in these attachments, red text indicates language that is different from our previous proposal, NOT necessarily different from current practice.

Motion from Rosenthal to approve the revised Executive Committee procedures. **Second** from Kwiatkowski.
Vote: Approved unanimously among those present.

Financial Procedures Recommendation (See recommendations for details)

Rosenthal reviewed the committee's recommended financial procedures.

- Each quarter, the IRE Staff shall provide the IRE Board of Directors with a list of all major new donations and all major newly-executed contracts.

- In the rare situation when IRE is considering entering into a new contract or commitment to spend at least $35,000, the full Board must first approve the move, either in a meeting or via an email vote.
  - This does not apply to hires (including full-time staff, part-time staff and students); conference hotel contracts; and other routine commitments, including for the annual banquet, AV/video and printing costs, and renewals of existing contracts for routine items such as insurance, account, investment management and credit-card service fees. This list can be expanded by Board vote at any time.

- By policy, IRE only accepts donations from media organizations or from foundations or other entities that typically support or supply the media. If a situation ever arises in which the Staff believes IRE should consider accepting money of any kind of at least $35,000 from an entity outside of that policy, including any government entity, they must first obtain approval from the full Board.

Motion from Rosenthal to approve proposed financial procedures. **Second** from Fleischer.
Vote: Approved unanimously among those present.

Proposed IRE Committee procedures (See recommendations for details)

Kwiatkowski reviewed the proposed procedures for committee operation and review.

Discussion about making sure committees add value to IRE and that there is a process for reviewing them. The review process could take place at the retreat or at the end of the year. The majority of the board supported a review at the end of the year so that new board members have time to see how committees work.

Hinkle asked who would be accountable for making sure committee minutes are done and posted. Kwiatkowski suggested that could be something to discuss at the retreat. They envisioned that it would be the chairs' responsibilities for keeping track of minutes.

Upton asked if Meyer awards could be added as separate committees as the other award committees are. Kwiatkowski said it wasn't because it is a partnership, but that they could add it.

Motion from Upton to approve proposed IRE Committee procedures with Meyer award committee added and changing the committee review to the end of the fiscal year. **Second** from Walker.
Vote: Approved unanimously among those present.

Bylaws Amendment (See recommendations for details)

Kwiatkowski reviewed the proposed [bylaws amendment,](#) which would combine the Revenue and Endowment committees and rename it Finance Committee.

Upton said that Endowment is the only committee set out in Bylaws. It is a committee that is hugely important to members and is a commitment to our members. She supports the ideas, but thinks there should be more discussion.

Motion from Upton to defer the vote on the Bylaws change and refer it to the Executive and Endowment committees, with the intent to bring it back to the Board for a vote at the August retreat. **Second** from Galli.
Vote: Approved unanimously among those present.

The Board amended the committee procedures to separate the Finance Committee back into the Endowment and Revenue committees until the Executive Committee reviews it and brings it back to the Board at its retreat in August.

Motion from Walker to amend the committee procedures to separate the Finance Committee back into the Endowment and Revenue committees until the Executive Committee reviews it and brings it back to the Board at its retreat in August. **Second** from Fleischer.
Vote: Approved unanimously among those present.

Endowment Committee (See report for details)

Knight Foundation funds will be merged before the fiscal year ends June 30. Avoiding penalties and making sure the fund transfer complies with audit requirements delayed the merge. [This was approved by the Board in June 2021 to provide more flexibility in our endowment.]

Henry discovered that the unused Knight investment money from previous years ($121,000) cannot be rolled into the endowment principle due to restrictions in the original grant. Therefore, the amount

of investment income from previous years rolled into the General Endowment is $405,000, not $526,000. The $121,000 can be used for other budgetary needs.

Upton said IRE's Reserve Fund is often underfunded -- currently by $80,000 -- and that would be a.great use of the $121,000. The Reserve Fund is invested.

The Endowment Committee proposed that we increase the risk profile just a little bit.

Motion from Kwiatkowski to allow up to a two-year investment horizon on our Reserve Fund which means we would have investments maturing in 6-, 12-, 18- and 24-month increments. Second from Satija.
Vote: Approved unanimously among those present

Diversity Task Force

Rodriguez said IRE is working on diversity and inclusion language for the IRE website. She will provide additional information via email.

Training Committee (See report for details)

Hinkle said he joined the staff retreat to discuss training and that the college curriculum toolkit is underway.

Executive Session

Motion from Forsyth to go into executive session. **Second** from Fleischer.
Vote: Unanimous among those present

Motion to leave executive session from Forsyth. **Second** from Walker.
Vote: Unanimous among those present

New business

The board agreed with staff's request to offer $299 registration (the early bird rate this year) for the 2023 IRE Conference on Saturday.

Questions, comments

Kwiatkowski asked when the audit was going to be done. Walker said "as soon as possible."

Motion to adjourn from Walker **Second** from Rodriguez.
Vote: Approved unanimously among those present.

Meeting adjourned at 4:59 p.m.

Addendum from Fleischer approved after minutes were approved:

-Fleischer mentioned the new member services effort to develop regional meetups in response to the survey results and the first panel at this conference to help recruit members to coordinate those in various cities.

-Fleischer mentioned the need to retool the campus campaign and market it differently now that the conference is back to June when students aren't as likely to attend.

-Fleischer requested that staff identify how many of the virtual conference attendees are students or international members and later suggested the idea of adding a separate virtual event for students to supplement value- if we end up having to eliminate the virtual component from the conferences.

-Fleischer added that perhaps we should consider the Missouri Dean's suggestion of partnership funding to offset the virtual expense for upcoming conferences.
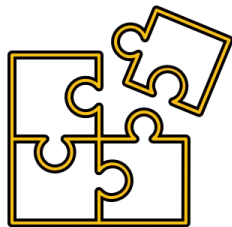
IRE Strategic Plan

Board of Directors Meeting
June 23, 2022

IRE *Investigative Reporters & Editors*

Today's Objectives

- Answer questions from advance reading
- Approve IRE Strategic Plan
- Approve continuation of Strategic Planning Committee for implementation planning and ongoing support

IRE *Investigative Reporters & Editors*

Strategic Planning Committee

- Jennifer LaFleur, Chair
- Kiran Chawla
- Mark Horvit
- Megan Luther
- Emmanuel Martinez
- Tisha Thompson
- Mark Walker
- Sandra Herron, Facilitator

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Strategic Plan Input

The 2021 IRE Member Survey was one of *many* sources of input for the strategic plan. Other sources included the following:

- Board Member Preliminary Goals for IRE – July 20, 2021
- Consultant's review of past Board meeting minutes
- IRE Board Retreat – August 7, 2021
- Board of Directors call – January 27, 2022
- Input from IRE Committees and Staff – April/May 2022
- Strategic Planning Committee conversations – November 2021 thru June 2022
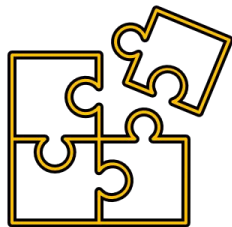
IRE *Investigative Reporters & Editors*

IRE Strategic Plan

Our Mission: *Why* Do We Exist?

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.

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Our Desired Outcomes: *Where Do We Want to Be in 5 Years?*

IRE has identified five desired outcomes to guide our decisions and to inform our investments of time, talent and financial resources over the next five years.

1. Be a welcoming, diverse and inclusive community of support for journalists who practice or who want to practice investigative reporting.
2. Be the go-to and cutting-edge organization for training, resources and connections that help journalists advance their work and careers in investigative and data journalism.
3. Be a champion for high professional standards and innovation in investigative and data journalism, while protecting the rights of those journalists.
4. Be an effectively governed and efficiently operated organization to better serve members and the industry.
5. Be financially sustainable.

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#1: Recommended Initiatives

Priority Initiatives for 2022-23	Accountability
Continue to define and implement experiences at conferences to help attendees feel welcomed, included and connected, especially new members and first-time attendees	Member Services Cmte / Conference Cmte / Board / Director of Events
Increase opportunities for members to network and engage outside of conferences	Member Services
Develop a plan to phase in in-depth member surveys on a rolling basis	Member Services
Review online resources and select some for Spanish translation (start by reviewing the most popular/used resources in the past)	Staff
Develop a comprehensive plan to better serve student members	Member Services / Training Cmte / Conference / Staff

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#2: Recommended Initiatives

Priority Initiatives for 2022-23	Accountability
Annually review free and discounted tools that we offer members; explore possible partnerships to add new tools	Staff (Director of Member Services, Trainers and Director of Partnerships)
Ensure our previous resources are searchable and easily accessible by members (tipsheets, previous conference material, previous contest entries, etc.)	Staff
Leverage previous work of the Training Committee to audit training offerings and identify opportunities to expand and improve programs	Staff / Training Cmte

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#3: Recommended Initiatives

Priority Initiatives for 2022-23	Accountability
Re-establish the Public Engagement Committee with a clearly defined charter	Executive Cmte
Identify and prioritize partnership opportunities with other journalism associations to advocate for specific outcomes	Public Engagement Cmte

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#4: Recommended Initiatives

Priority Initiatives for 2022-23	Accountability
Create a process for annual review of committee structure (to include winnowing committees and sub-committees and sunsetting committees that are no longer needed)	Governance Cmte
Develop a process for preserving the history of committee actions	Governance Cmte
Clarify roles, responsibilities and expectations of Board Members, Committee Chairs, Executive Director, Staff Members and Volunteers in executing the strategic plan	Strategic Planning Cmte

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#5: Recommended Initiatives

Priority Initiatives for 2022-23	*Accountability*
Begin planning for an endowment drive (e.g., set Board-approved goal, identify key messaging; identify leadership gifts)	Endowment Cmte / Revenue Cmte / Staff (Director of Partnerships) / Support from Training Team
Explore opportunities to increase member engagement in year-end giving	Staff (Executive Director, Director of Partnerships, Director of Member Services) / Revenue Cmte
Increase the number of people with fundraising expertise on the Revenue Committee	Executive Cmte
Annually strategize with the Revenue Committee on how to seek practical and sustainable ways to expand IRE's funding streams	Staff (Executive Director and Director of Partnerships) / Revenue Cmte

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Benefits of IRE Strategic Plan

- Creates a shared understanding of identity and purpose
- Provides a conceptual framework and blueprint for action that orients, guides and supports the Board, Committees, Staff and others
- Fosters communication and teamwork
- Lays the groundwork for meaningful change and innovation
- Brings people together around the idea of serving members better
- Accelerates the learning curve of new Board, Committee and Staff members

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Key Roles of the IRE Board

- Serve as stewards of the mission of the organization
- Approve and champion the strategic plan
- Secure resources needed for implementation
- Define metrics and monitor execution, ideally through a management dashboard
- Ensure clarity of individual and collective Board and Staff roles in implementation – and be accountable for Board commitments

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Ongoing Role of the Strategic Planning Committee

- Create implementation processes and tools, as needed
- Work with Staff and Committees to finalize 2022-23 priority initiatives and clarify responsibilities
- Develop dashboard for monitoring execution
- Check in with Staff and Committees regarding status of initiatives and update dashboard for Board (frequency TBD)
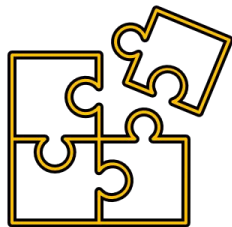
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Responsibility Matrix

	Role	Bottom Line	Description
A	Accountable	The buck stops here	This role must see to it that the key initiative remains on track and is ultimately accomplished, not necessarily do the work. There can only be one accountable position for a key initiative.
R	Responsible	The doers	Role(s) required to do the work. Multiple people or committees can be responsible for a key initiative.
C	Consulted	See me first	These roles or committees should be consulted prior to accomplishing the work or making certain decisions.
I	Informed	Keep me in the loop	People in these roles can be informed after the work is complete or decisions are made.

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Next Steps

- Approve IRE Strategic Plan
- Approve continuation of Strategic Planning Committee for implementation planning and ongoing support

IRE *Investigative Reporters & Editors*

The Strategic Planning Committee thanks you for this opportunity to serve IRE!

IRE *Investigative Reporters & Editors*

IRE STAFF REPORTS
JUNE 2022 Board meeting

<u>EXECUTIVE DIRECTOR</u> | Diana Fuentes

We have had a largely successful year as the lingering effects of the COVID-19 pandemic continue to alter our services and procedures. We are financially stable; our conference sponsorships were up considerably as was our end-of-year giving and the number of fellowships we were able to present.

Still, we are well aware of the changing nature of our industry and are constantly on the lookout for new sources of revenue. We have high hopes for the new fiscal year, but we plan conservatively.

Our membership numbers are down, partly due to the different way we track them, but we are working on plans to increase those figures.

We trained about 4,500 people in the last year; fewer than were recorded in the previous fiscal year, but that total included three conferences because of the pandemic and we have new training offerings this fall. Total Newroom Training program has resumed with great success; in 2019, the last year we had it, we had 32 applicants. This year, we had 51 applicants and chose 12 diverse newsrooms.

Our diversity efforts also are a highlight of Fiscal Year 21, with our numbers increasing and an increase in kudos for our increase diversity in services to our members. And our social media efforts are paying off. We have reached 40,000 followers on Twitter, a 6 percent increase over the previous year. Our Quick Hits biweekly newsletter with the latest in IRE updates has more than 22,000 subscribers, an 8 percent increase over the previous year with a 44 percent average open rate, up from 26 percent the previous year. The industry average is 36 percent.

Here are other key achievements via collaboration and support of the full IRE staff in the various areas of the IRE mission.

PARTNERSHIPS | Anna Lopez

Fiscal Year Dollars Raised
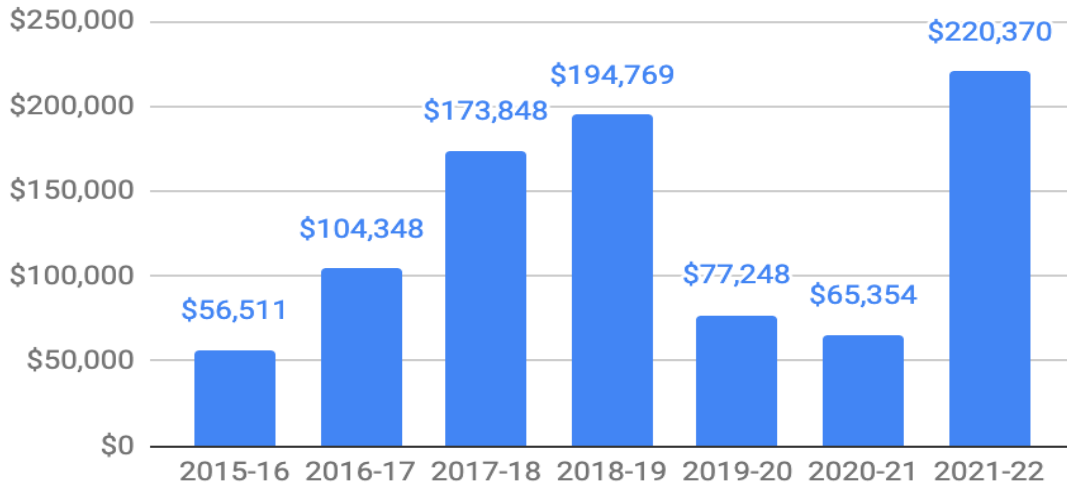
Contributions by FY	Amount	# of Donations	Notes
FY 21-22	$220,370	434	Includes $100k Dr. Bennett, $40k David Jackson, Includes donations through May 31, 2022.
FY20-21	$65,353	479	Does not include June donations; attribute decline to pandemic
FY19-20	$77,248	594	
FY18-19	$194,769	578	$118,236 bequest gift from Eric Sager
FY17-18	$173,848	444	$25,000 of it from one donor & $67,279 bequest gift from Eric Sager
FY16-17	$104,348	297	$25,000 of it from one donor
FY15-16	$56,511	120	$25,000 of it from one donor

INDIVIDUAL FUNDRAISING

End of Year Campaign Dollars Raised
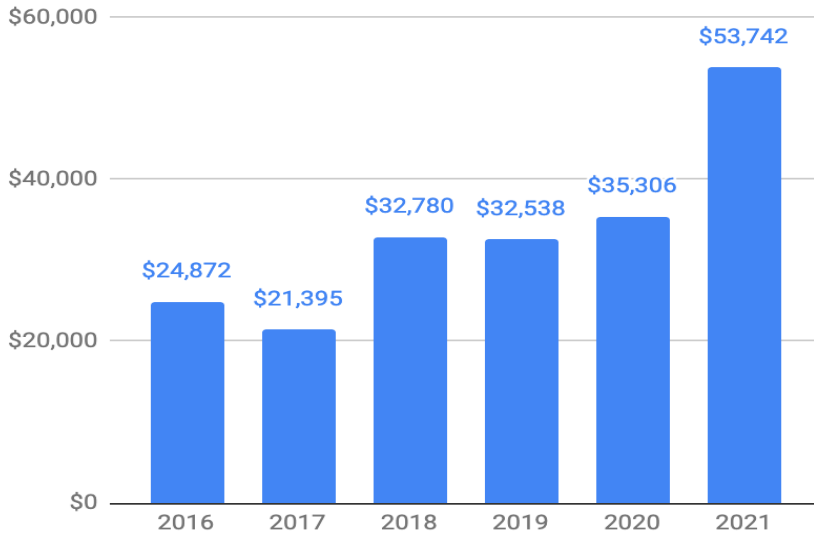
End of Year Campaign	Amount	# of Donations
2021	$53,742	298
2020	$35,306	255
2019	$32,538	257
2018	$32,780	212
2017	$21,395	130
2016	$24,872	154

IRE JOURNALISTS OF COLOR INVESTIGATIVE REPORTING FELLOWSHIP
Money raised to date: $114,891

Donors 30.2%
$34,754

Foundations 52.3%
$60,137

$20,000

Companies 17.4%
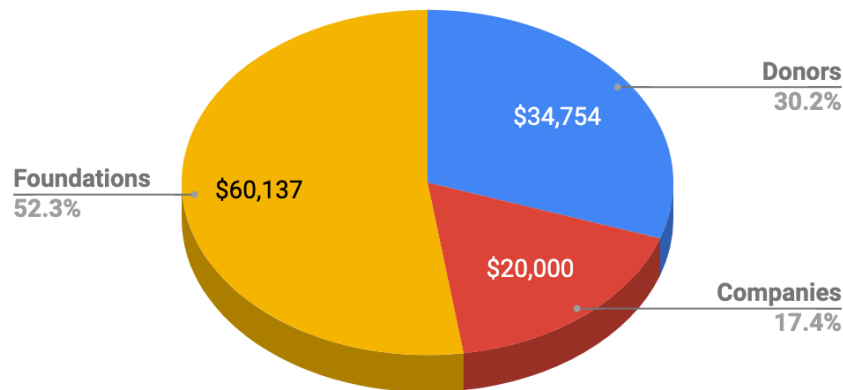
What does the fellowship include?

- One-year membership
- Bootcamp support: registration/travel stipend
- NICAR support: registration/travel stipend/lodging
- IRE support: registration/travel stipend/lodging
- Data services support
- Mentor network: Three IRE members who bring experience in the following areas: data, beat, editorial. The three-person mentor network works with the fellow on his/her project, which can be 12 months or longer.

## FELLOWSHIPS/SCHOLARSHIPS (For Conferences)

IRE was able to award more fellowships during the fiscal year 2022 due to increased grant funding in the amount of $110,765. Typically IRE awards less than 20 per conference.

CONFERENCE	# FELLOWSHIPS	# In-Person	# Virtual	% TO JOCS
IRE22	98	82	16	52%
NICAR22	54	37	17	50%
DBEI Symposium	66	NA	66	68%

CONFERENCE SPONSORSHIPS

Conference Sponsorships
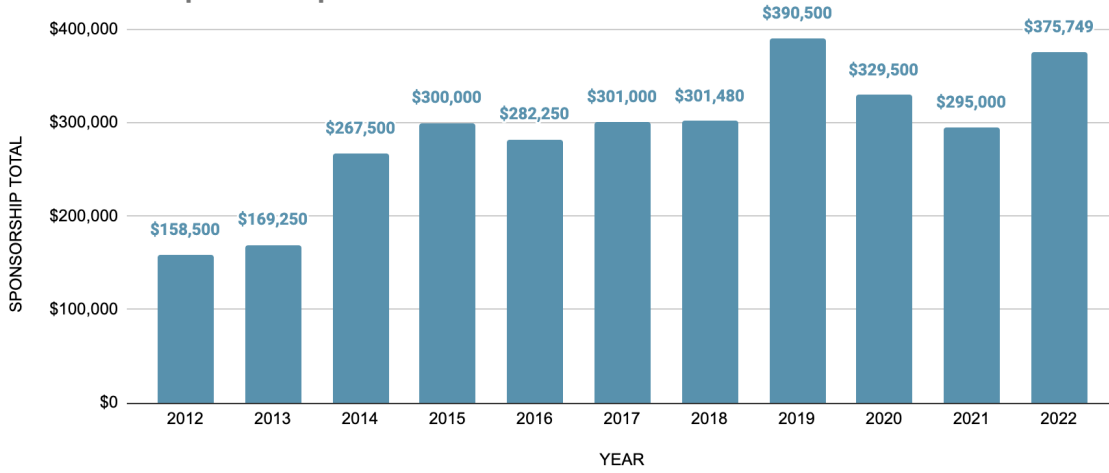
CONFERENCE YEAR	GOAL	Actual	PERCENTAGE	Notes
2022	386,250	$375,749	97%	Goal increased to help account for possible loss of general operating funding
2021	$235,000	$295,000	+126%	Goal lowered due to pandemic
2020	$325,000	$329,500	+101%	
2019	$325,000	$390,500	+120%	
2018	$260,000	$301,460	+116%	

Sponsorships, goal vs. actual

Legend: ■ Goal ■ Actual

Category	Goal	Actual
DBEI (100%)	$46,250	$46,250
NICAR (116%)	$80,000	$93,499
IRE (91%)	$260,000	$236,000
Total (97%)	$386,250	$375,749

$0 $100,000 $200,000 $300,000
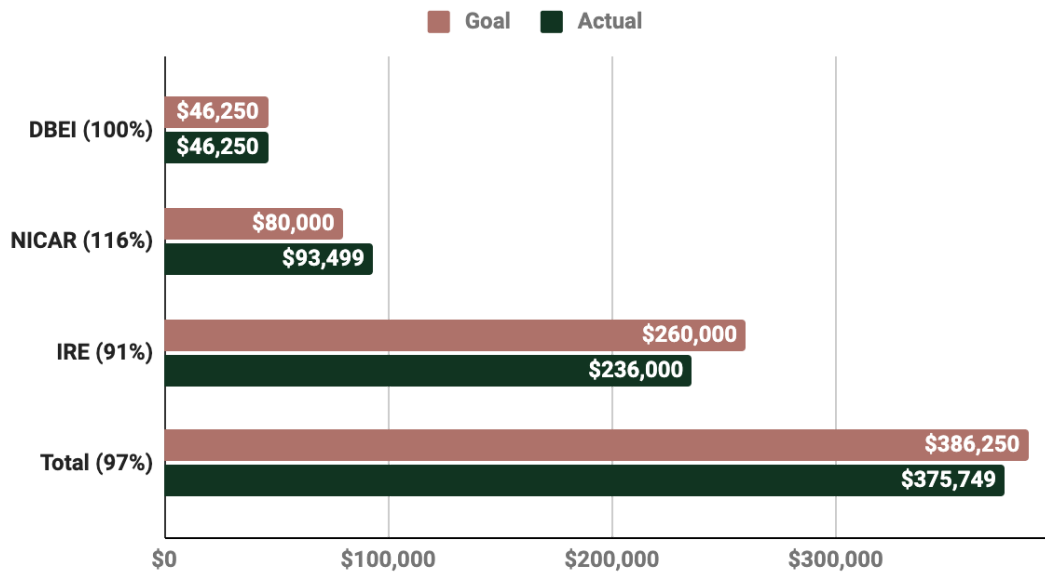
MEMBERSHIP | Amy Johnston

May 2022 ended with 5,335 members, which is down 20.4% from the same time last year.

	Year			Difference	% Difference	Difference	% Difference
	2020	**2021**	**2022**	**22 to 21**	**22 to 21**	**21 to 20**	**21 to 20**
May	5,327	6,702	5,335	-1,367	-20.4%	1,375	25.8%

June 2022 started with 5,262 members, which is down 17.9% from the same time last year.

	Year			Difference	% Difference	Difference	% Difference
	2020	**2021**	**2022**	**22 to 21**	**22 to 21**	**21 to 20**	**21 to 20**
June	4,993	6,410	5,262	-1,148	-17.9%	1,417	28.4%

Membership Revenue (fiscal) YTD: $259,675

Membership Breakdown (as of June 10, 2022)

Membership Type
Professional: 3,618
Student: 1,096
Academic: 273
Associate: 201
Retiree: 58

Media Type
(Members choose all that apply)
Books: 512
Education: 735
Freelance: 1,105
Magazine: 949
Newspapers: 2,394
Online: 3,251
Other: 513
Radio: 911
Television : 1,463
Trade publication: 133
Wire service: 228

Gender

Gender	
Female: 2,780	
Male: 1,986	
Non-binary: 49	
Prefer not to answer: 428	

Location

Location
United States: 4,843
International: 389
# of Countries: 61

Diversity Numbers

	# of Members	% of Membership
Diverse Members	1,587	30%
Non-Diverse/ Decline to Specify/ Unknown Members	3,656	70%
Based on 5,243 total members		

Race/Ethnicity*

	# of Members
American Indian / Alaska Native only	8
Contains American Indian / Alaska Native	24
Asian only	488
Contains Asian	101
Black / African American Only	355
Contains Black / African American	55
decline to specify only	324
Contains decline to specify	4
Latino/Hispanic only	372
Contains Latino/Hispanic	159
Native Hawaiian / Pacific Islander only	8
Contains Native Hawaiian / Pacific Islander	12
Not-Specified / Other	14
White only	3145
Contains White	265
Blank	174
Members choose all that apply.	

TRAINING & CONFERENCES | Patti DiVincenzo, Lauren Grandestaff, Stephanie Klimstra, Liz Lucas, Laura Moscoso, Adam Rhodes, Francisco Vara-Orta, Cody Winchester

General notes: Overall, we trained 4.559 journalists this past fiscal year. Here's the breakdown of the number of people who attended our programs:

Categories of training and people served FY22

Category	People
Conference	2,742
Custom	1,128
Webinar	237
Master Class	183
TNT	105
Bootcamp	89
Affinity Org	75

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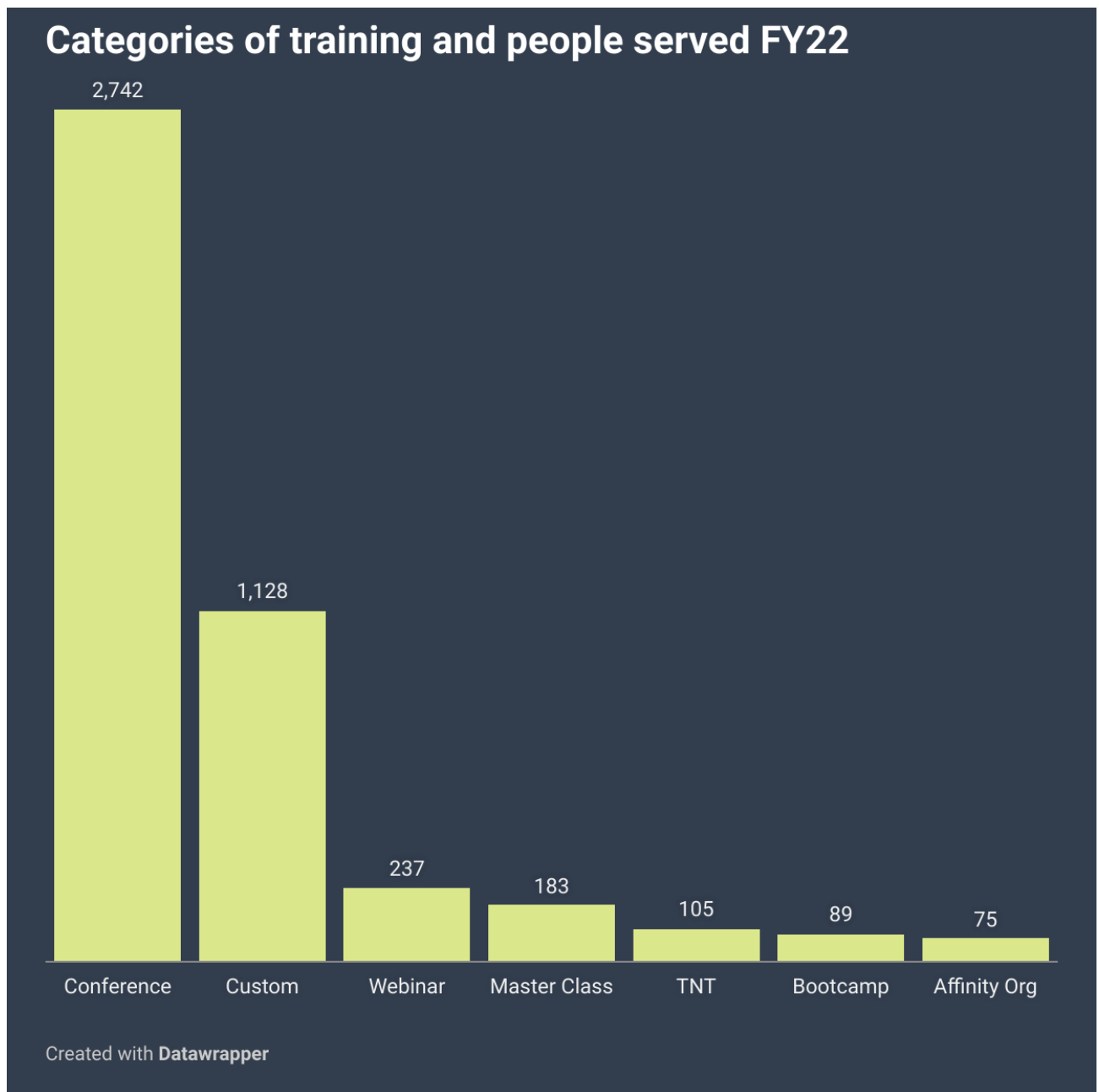
Focusing on the training not covered by specific grants where we can generate more money for the organization as well as improve our outreach, here's a breakdown by fiscal year of the people served:

Training categories not covered by specific grants

Category	FY20	FY21	FY22
Affinity Org			75
Bootcamp	151	172	89
Conference	1,117	6,700	2,742
Custom	1,229	700	1,128
Master Class		195	183
Webinar	4,711		237

Created with **Datawrapper**

A couple of notes on the previous graphic: In FY21 we held 2 IRE conferences in the same fiscal year, due to rescheduling because of COVID. Also in FY20 we held several free webinars when COVID first began, and in previous years we categorized training done at affinity organization conferences with custom training — we're starting to break it out now, though.

Staff updates: Since the last update to the board in 2021, the training team has undergone some personnel changes. The team is now Patti DiVincenzo (senior trainer), Adam Rhodes, Liz Lucas and Laura Moscoso. Francisco Vara-Orta has since moved into a role as IRE's director of diversity and inclusion, and Cody Winchester is now IRE's director of technology; both still help with training to varying degrees.

Online master classes: We held four master classes this fiscal year, with a total of 183 participants.

IRE on Campus: Nine institutions applied for IRE on Campus training and we selected six universities for the awards. The visits will start in the fall of 2022. With trips to Saint Xavier University in Chicago and San Francisco State University. We plan to hold our educator

bootcamps at the beginning of next fiscal year and still have fellowship openings for educators of color.

Custom training:
We continue to get requests for custom training. In this fiscal year we trained 1,107 people in custom training events, which is a 58% increase over the previous year. Custom training brought in $30,225, compared to $18,500 in FY21.

Online data bootcamps:
We held three online data bootcamps this fiscal year and one mini-bootcamp on scraping with Python. We are planning to hold four more mini-bootcamps this fall focusing on spreadsheets, SQL, R and Python. If COVID doesn't get in our way, we will probably transition our online data training options to mini-bootcamps only. A five day bootcamp is a lot of time to spend on Zoom. Also, if people want to take spreadsheets in one mini bootcamp, they can take SQL or R or dataviz in another.

In-person data bootcamps:
It finally happened! We held an in-person bootcamp over spring break this year! We had 18 attendees. Former Executive Director Mark Horvitt generously donated his time to help the training team, and was (as he always is when he teaches) a big hit.

Dow Jones Newspaper Fund data residency:
This fiscal year, we held a hybrid training event for the DJNF fellows. The first two days were online. The following week, they came to Columbia for in-person training in data and data visualization.

Conference speaker diversity:
These are "at least" numbers, as not everyone fills out our speaker forms or selects "prefer not to answer."

- DBEI Symposium 2021
    - Speakers identifying as women or nonbinary: 74%
    - Speakers identifying as journalists of color: 72%
- NICAR 2022
    - Speakers identifying as women or nonbinary: 54%
    - Speakers identifying as journalists of color: 44%
- IRE 2022 (as of 6/17)
    - Speakers identifying as women or nonbinary: 55%
    - Speakers identifying as journalists of color: 37%

Conferences: NICAR and IRE 2022 included both in-person and virtual components. The virtual component included livestreaming session in two in-person rooms that were than uploaded for later viewing. Video-recorded content from a third room was also uploaded so

virtual attendees could view that content on their own time. Some lessons were learned on uploading the large content files from NICAR that we are implementing for IRE.

For NICAR22:
- 605 virtual attendees
- 523 in-person attendees
- **1,128 total**

FOR IRE22 (as of June 17):
- 268 virtual attendees
- 1,353 in-person attendees
- **1,621 total**

The cost to livestream and record is high so we will want to review this and look at what changes should be made for the 2023 conferences.

We changed to a new onsite badge printing company for 2022, this has helped speed up the lines at registration and has created better efficiency for our pre-registered classes check-in process. We are excited to be having a first-timer reception this year at IRE22.

Upcoming conferences:
- ➢ DBEI 2022: October 21-22, Virtual
- ➢ NICAR 2023: March 2-5, Nashville
- ➢ IRE 2023: June 22-25, Orlando

<u>DBEI</u> | Francisco Vara-Orta, in collaboration with the staff

Highlights:

- First DBEI Symposium was held in October as a fully virtual event. We had 234 people attend and raised $25,000. Lauren helped oversee planning for more than 35 sessions with 77 speakers from all over the world of all different cultural backgrounds. Of the speaker demographics we collected, 32 speakers identified as non-white while 13 identified as white. Another 32 speakers did not fill out the demographics form. Topics ranged from the basics of investigative journalism on digging into data and docs for newbies to IRE to deeper dives on how to track inequity, watching your word choice/framing and leaving ample time for networking. We reached out to more than 30 journalism organizations serving historically marginalized communities to help get the word out. Anna secured funding and awarded 66 fellowships for attendees. Attendees told us they were grateful for a virtual option in 2021 as COVID-19 variant waves

continued to roil communities; the virtual symposium provided training and networking opportunities for those who couldn't travel for health or caregiving reasons.

- As mentioned in the Editorial section, we published and distributed the first LGBTQ+ focused issue of the IRE Journal. Members and partners praised that we made it available free to the general public as a service at a time where many are working to cover policy impacting the queer community.
- The training team also developed a new partnership with the Trans Journalists Association (TJA). TJA does not have a conference so we offered a day-long training to them and they have helped secure writers for the Journal, speakers for events and been helpful in building bridges that led to a special workshop for IRE members led by one of their most respected members, Tuck Woodstock of Sylveon Consulting.
- A need identified in this new role is providing a point person at IRE for members, prospective members, prospective and established partnership organizations to reach out on all things DBEI-related. Questions mostly revolved around ethical issues around race and other historically marginalized communities, booking us for training, helping connect people, career counseling and spreading job opportunities.

    In less than one year, Francisco handled **400 requests** through various communication channels - phone, email, various industry Slacks, and social media - along these lines. Some range from a few minutes to a couple of hours. This is on top of training most of his time on the clock, helping colleagues on other tasks and handling programming work with Lauren.

- Francisco also overhauled the Total Newsroom Training outreach plan and criteria, working with Patti on selection of newsrooms. He reached out to 30 journalism associations and newsrooms long serving historically marginalized communities. In the last round in 2019, we had 32 applicants.

    This latest cycle, we had **51 applicants with 12 newsroom winners**, and newsrooms such The Forward, Mountain State Spotlight, Taos News, Futuro Media, and Scalawag Magazine show the range of who we selected.

- Francisco also reviewed more than 40 slide decks we use for hour-long and longer sessions in our most popular trainings. He edited wording and framing and added 90 new examples with DBEI in mind - from using more inclusive language to avoiding stereotypes in reporting and centering work of journalists from historically excluded groups.
- Worked with the IRE board's DEI task force chair Barbara Rodriguez on starting to draft a mission statement on DBEI; working with the task force and Anna, and at the direction of the board, expanded criteria for fellowships after identifying gaps for LGBTQ+ journalists and journalists who are disabled.
- Collaborated on crafting a survey on the racial and gender makeup of who gets to do investigative journalism in partnership with the Ida B. Wells Society for Investigative Journalism, overseeing its marketing efforts with marketing/editorial director team with a rollout planned at IRE22.

- Worked with Cody and Madison to utilize [this webpage](#) to log several of our ongoing DBEI efforts explaining to members what IRE is doing on this front including internal culture.
- We've set up a new process to more easily track membership demographic stats over time — a snapshot taken June 17 shows that **31 percent of IRE members identify as journalists of color and 54 percent identify as women or nonbinary**. (These are "at least" numbers, as many of our members haven't filled out their profile or selected "prefer not to answer.")

DATA SERVICES | Heather

Total revenue for the Data Library so far this fiscal year: *(Does not include billable hours for grant-funded hours of work; Analysis jobs include in progress work and is an estimate)*

	Data Sales & Analysis jobs	
FY2022	$10,498	
FY2021	$12,318	
FY2020	$22,380	
FY 2019	$22,530	
FY 2018	$13,850	

EDITORIAL | Gwen Ragno

The IRE Journal:
Our first LGBTQ+ issue (Q4 2021) was very well received. This edition focused on LGBTQ+ issues and inclusivity – both in coverage and in newsrooms. We provided the digital edition free to both members and non-members, and received a lot of positive feedback publicly on social and privately in emails to staff. One member said in an email to Director of Diversity and Inclusion Francisco Vara-Orta, "I know I will cite this in my trainings, I know I will recommend it to newsrooms and clients. What a truly amazing piece of work." IRE has this issue linked on the Diversity & Inclusion page on our website, and we continue to use it as a resource in training sessions.

IRE and NICAR @IRE_NICAR
Our first Journal on LGBTQ+ issues is in mailboxes and available to download for free for members and non-members! Learn how to better cover LGBTQ+ communities and how to be more inclusive in your newsroom. http://ire.org/lgbtqissue Cover art by @nicole_rifkin pic.twitter.com/9ZPg8MRYWD

Impressions	82,192
Total engagements	1,036
Detail expands	342
Link clicks	209
Likes	172
Media engagements	111
Profile clicks	102
Retweets	97
Replies	3

Other themes the IRE Journal tackled this year included climate change (Q1 2022), criminal justice (Q2 2022) and war (Q3 2022). Thanks to generous grants from supporters of the IRE Journal, we were able to pay contributors for our climate change and war issues, resulting in especially compelling and relevant stories on these important topics.
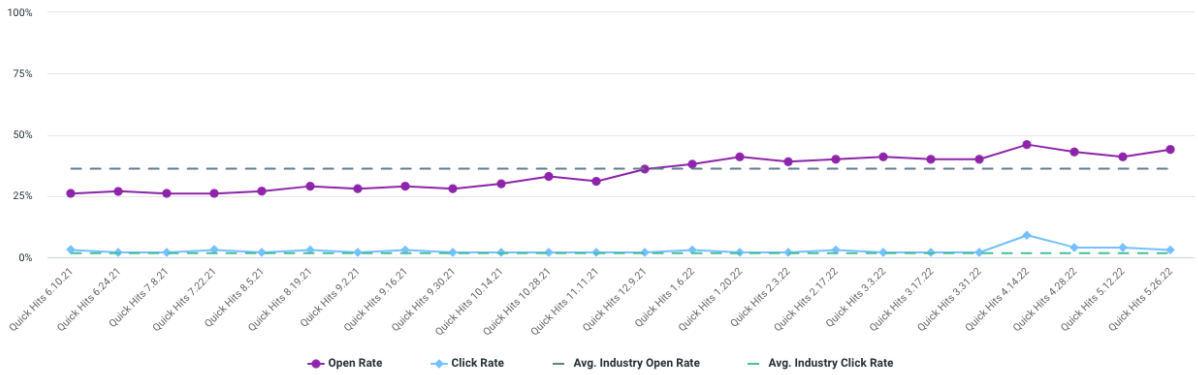
Social Media:
We've continued to gain followers across all social platforms, with particularly strong growth in LinkedIn and Instagram.
- Twitter: 40,000 followers (6% increase, from May 2021 to June 2022)
- Facebook: 21,624 followers (5% increase)
- LinkedIn: 8,825 followers (34% increase)
- Instagram: 1,028 followers (47% increase)

We paused our presence on TikTok for the past year to focus on putting out quality content on our other social channels.

Email Newsletters:
- Quick Hits (biweekly IRE updates): 22,026 subscribers (8% increase)
  - 44% average open rate, up from 26% average open rate last year (industry average is 36%)

Chart legend: ● Open Rate   ● Click Rate   — Avg. Industry Open Rate   — Avg. Industry Click Rate

X-axis labels: Quick Hits 6.10.21, Quick Hits 6.24.21, Quick Hits 7.8.21, Quick Hits 7.22.21, Quick Hits 8.5.21, Quick Hits 8.19.21, Quick Hits 9.2.21, Quick Hits 9.16.21, Quick Hits 9.30.21, Quick Hits 10.14.21, Quick Hits 10.28.21, Quick Hits 11.11.21, Quick Hits 12.9.21, Quick Hits 1.6.22, Quick Hits 1.20.22, Quick Hits 2.3.22, Quick Hits 2.17.22, Quick Hits 3.3.22, Quick Hits 3.17.22, Quick Hits 3.31.22, Quick Hits 4.14.22, Quick Hits 4.28.22, Quick Hits 5.12.22, Quick Hits 5.26.22

- Local Matters (weekly local reporting roundup): 5,875 subscribers (6% increase)
  - 50% average open rate, up from 38% average open rate last year
- I-Team Toolkit (monthly broadcast tips): 1,921 subscribers (10% increase)
  - 41% average open rate, up from 22% average open rate last year.
- Conference-specific newsletters: NICAR22 had about 475 subscribers (up 54% from last year) and IRE22 had 847 (up 321% from last year). These numbers have rebounded admirably since we've moved to hybrid conferences (in-person and virtual).

🖥️ RESOURCES / TECHNOLOGY |
Cody Winchester, Lauren Grandestaff

IRE recently created a new position, the Director of Technology and Online Resources (DTOR), to oversee the organization's technology needs and help manage the website and online resources.

Because we were significantly short-staffed early this year, Cody has been in a transition phase with this role as new trainers are onboarded, so the initial work has involved prioritizing ideas, setting up some new data infrastructure and laying the groundwork for medium- and long-term projects.

Stories, tipsheets and online resources:
- Resources review: Cody is planning a top-to-bottom review of all online resources to improve the quality of metadata (which will improve search results) and take note of what's missing, incomplete, etc. As part of this review, we're also exploring ways to make sure that our resources are accessible to people with disabilities, and to set up some workflows to make the resource management process easier.
- Looking at options to move away from the multi-step "add to cart" process for resources and instead use a paywalled link.

Website: The DTOR's main focus, post-conference, is improving the experience of using our website for staff and members alike. Moving to a new web host is a priority, as we believe this will fix multiple problems, and Cody is working with our web consultant to work through that process.

Some other website projects in the works:
- Member directory: We will soon email active members to ask whether they want their information included in a member directory, give them a deadline to opt in or out, then implement a new searchable directory on our website.
- Integrating archival member data: We're looking at options for adding older membership data into our current website that was left out when we transitioned to the new site.
- An accessibility audit of our website pages + assets.

Contests: The Philip Meyer and IRE Awards contests both saw increases in entry numbers Philip Meyer received 43 entries in 2021 and in 2020 only 25 entries. We received 503 entries for the 2021 IRE Awards and 455 for 2020.

Using IRE data more effectively: Cody is developing some internal tooling to make it easier to answer questions using our operational data (membership, giving, training, etc.). One near-term focus will be improving our member data to ensure that we have the most

accurate/comprehensive understanding of whom we serve and developing processes to create assets for reports to the board, funders, etc.

Documentation and security audits: Another medium-term priority is to create or improve documentation of our various internal tools, and setting up new policies and regular security audits of our workspaces, password managers and other services that use sensitive data.

Listservs: We continue to manage numerous listservs for ourselves and other journalism organizations, though we recently archived a handful of long-defunct lists. (The University of Missouri manages the actual listserv software/hosting/etc. – we just help administer them, troubleshoot problems, etc.) Here's the current breakdown:
- IRE: 7
- SEJ: 30
- EWA: 1
- INN: 1
- NFOIC: 1

Executive Committee procedures

Beginning with the officers elected at the June 2006 meeting of the Board of Directors of the Corporation, the Executive Committee of the Board of Directors shall consist of five Directors, including the President, Vice President, Treasurer and Secretary. The remaining member of the Executive Committee shall be a director elected by a majority vote of the Board. The President shall be chairman of the Executive Committee. The members of the Executive Committee shall hold office until the next annual meeting of the Board of Directors of the Corporation. The immediate past president – to the extent possible – shall serve in an advisory role to the Board. (Code of Bylaws, Section 7.01)

Vacancies

Vacancies on the Executive Committee shall occur upon the death or other incapacity of any one of the five (5) Members; and shall be filled at the direction of the Board of Directors. (Code of Bylaws, Section 7.02)

Powers

The Executive Committee shall have and may exercise during the intervals between meetings of the Board of Directors all the powers vested in the Board of Directors, except those reserved by the Act, Articles, these Bylaws, or other law to the Members or Board of Directors of the Corporation, or any other powers the Board of Directors chooses to retain. (Code of Bylaws, Section 7.05)

As in most other nonprofits that have executive committees, the IRE Executive Committee's most important function is acting for the full Board of Directors in emergencies and on other time-sensitive issues when it is not practical to convene the full board. The committee also can perform other advisory functions at the discretion of the president; serve as a sort of backstop for the President and Executive Director so actions that affect IRE's future are considered by more than two people; and, in some cases, review legal, personnel or financial matters in executive session, or review any other matters before they go to the full Board.

However, the Executive Committee is not a "super board." It reports to the full Board, which can decide to grant it additional powers or exclude it from taking certain actions.

Currently, the Executive Committee has the following powers:

Powers prescribed in the Bylaws
- The Executive Committee has the power to schedule special meetings of the full Board of Directors (Code of Bylaws, Section 6.04)

● The Executive Committee has the power to make exceptions to the rule that a director cannot run for re-election if he or she has not attended two-thirds of board meetings. (Code of Bylaws, Section 6.09)
● The Executive Director is subject to the instructions of the Executive Committee at all times between meetings of the Directors. (Code of Bylaws, Section 4.01)

Other powers granted to the Executive Committee by the Board of Directors
● The Committee has the responsibility for addressing certain issues with other committee appointments. Please see the policies on Committees for more information.
● The Committee has the responsibility to evaluate the Executive Director each year and compare their compensation to leaders at comparable nonprofits (in executive session, without the attendance of other Directors). The Committee must approve drafts of annual performance appraisals (for both Missouri University and IRE) and share those with the full Board prior to providing them to the Executive Director. They also can share a proposal regarding potential changes to compensation, which the full Board will vote on.
● The Committee has the responsibility to consider Code of Conduct complaints (in executive session, without the attendance of other Directors). The Committee must consider each complaint and make a determination, and then confidentially share the nature and outcome of the complaint with the full Board for information only (in an executive session). Please see the policies on Code of Conduct for more information.
● The Committee has the responsibility to consider requests for IRE to sign onto letters advocating for various causes, and similar matters. The Committee must meet (typically via email) to consider each request and decide whether or not to send it to the full Board for a vote (again, typically via email).
● Additionally, as part of the Board's fiduciary duty, it assigns the Executive Committee the following oversight powers and responsibilities:
　　○ Any time the Executive Director or any other IRE official intends to spend $5,000 or more on a Board-related expenditure that was not already approved by the Board, they must first obtain approval from the Executive Committee. (Examples of these types of expenditures include training for Board members, facilities for Board meetings and facilitators for Board business.)
　　○ Any time the Executive Director or any other IRE official intends to spend $10,000 or more on any expenditure that was not already approved by the Board in a budget or in a policy vote, they must first obtain approval from the Executive Committee.

Note: The Executive Director is allowed to obtain pre-approval from the Executive Committee for items listed above by contacting the Committee early in the process, even before the item has been finalized. This may help to speed up the process.

Limitations on the Executive Committee
The Executive Committee is not allowed to overturn any vote by the Board of Directors, except in cases of true emergencies. In addition, it must refer the following matters to the full Board:
● The items mentioned elsewhere in Board policy, including in this document

- Personnel actions regarding the Executive Director, including employment contracts, hiring and firing decisions
- Potential violations of conflict of interest policies

Meetings

Meetings of the Executive Committee shall be called and held in a manner prescribed by the Board of Directors, including with notice to all the Directors. (Code of Bylaws, Section 7.03)

By its nature, many meetings of the Executive Committee will occur in cases of emergencies or other issues that require an immediate gathering, and in those cases, the President shall have the power to convene the Executive Committee with little notice.

If the President would like to convene the Executive Committee for any other purpose, including for a regular meeting, to consult with the Committee or to receive any type of update from the Executive Director, the President shall notify all the Directors and provide an agenda to them at least 48 hours before the meeting begins.

All meetings of the Executive Committee — including emergency meetings — shall be open to all members of the Board of Directors, except in limited cases, as described in Board policies and in the Code of Bylaws. Meetings need not be scheduled to accommodate other board members. But the President shall provide a link/number to all meetings (including emergency meetings), to all Directors so they can watch silently, without participating.

Executive sessions of the Committee should be treated the same as executive sessions for the full Board of Directors, except in limited cases, as described elsewhere in Board policies and in the Code of Bylaws. Confidentiality rules apply to all, including the Directors who are not on the Executive Committee and are observing.

Quorum

A majority of the members of the Executive Committee shall be necessary to constitute a quorum thereof; but the Executive Committee, which is not supported by the affirmative votes of three (3) members, shall take no action. (Code of Bylaws, Section 7.04)

This means the Executive Committee cannot take any action unless three committee members choose to do so. However, it can do advisory moves, including referring items to the full Board, with fewer than three votes.

Minutes

The Secretary shall attend all meetings of the Members, the Board of Directors and the Executive Committee, and shall keep, or cause to be kept, in books provided for the purpose, true and complete minutes of their meetings or other proceedings and ensure that all minutes of

all of those types of gatherings, including all executive sessions, are distributed to the full Board of Directors shortly thereafter. The Secretary may delegate their duty to keep such minutes to an Assistant Secretary or the Executive Director of the Corporation if there be such. The Secretary (acting through the Executive Director if there be such) shall attend to the giving and serving of all notices of the Corporation. (Code of Bylaws, Section 8.05)

A meeting of the Executive Committee is no different from a meeting of the full Board. Minutes of Executive Committee meetings should include at least the agenda, a brief summary of the discussion under each agenda item and a record of any vote taken, including the names of any member of the committee voting "no."

During executive sessions, the Secretary should make note of the discussion and record any action or vote.

Minutes for Executive Committee meetings, including its executive sessions, should be treated exactly the same as minutes for Board meetings.

Proposed financial procedures

- Each quarter, the IRE Staff shall provide the IRE Board of Directors with a list of all major new donations and all major newly-executed contracts.

- In the rare situation when IRE is considering entering into a new contract or commitment to spend at least $35,000, the full Board must first approve the move, either in a meeting or via an email vote.
  - This does not apply to hires (including full-time staff, part-time staff and students); conference hotel contracts; and other routine commitments, including for the annual banquet, AV/video and printing costs, and renewals of existing contracts for routine items such as insurance, account, investment management and credit-card service fees. This list can be expanded by Board vote at any time.

- By policy, IRE only accepts donations from media organizations or from foundations or other entities that typically support or supply the media. If a situation ever arises in which the Staff believes IRE should consider accepting money of any kind of at least $35,000 from an entity outside of that policy, including any government entity, they must first obtain approval from the full Board.

IRE Committees

Investigative Reporters and Editors committees allow the Board of Directors and any IRE members to focus on specific areas or projects of interest and to explore new projects.

Committees are sometimes asked to address issues that come up in full Board meetings. The committees then make recommendations to the Board.

At the beginning of each fiscal year, the Board President should review the committees to ensure they continue to add value to the organization. If they do not, the President should consider sunsetting those committees. In addition, before creating a new committee, the Board should first consider whether the task can be assigned to an existing one.

The purpose of this document is to make available a full list of all current IRE committees, and to create general guidelines for how all IRE committees should work, so that we have a consistent, shared understanding of what it's like to serve on a committee, how committee members are selected and how committees work at IRE.

Current IRE Committees

Audit Committee — This committee oversees accountability of the organization and reviews the annual external audit by a certified public accounting firm.

Awards Committee — This committee oversees the annual contests, including the IRE Awards, Golden Padlock, Don Bolles Medal and Philip Meyer Awards.

Conference Committee — This committee tackles conference-related issues, including recommendations on registration affordability, keynote and showcase speakers and all panels. Those recommendations are made with input from staff, the Board of Directors and members. The committee may create subcommittees to tackle specific tracks, such as broadcast, international and management tracks.

Contest Judging Committee — This committee judges the IRE Awards. It is affiliated with the Awards Committee.

Diversity Task Force — This task force focuses on IRE's efforts to increase diversity in the organization. This task force reports to the Executive Committee.

Don Bolles Medal Committee — This committee selects the winner of the Don Bolles Medal, which recognizes investigative journalists who have exhibited extraordinary courage in standing up against intimidation or efforts to suppress the truth about matters of public importance. This committee reports to the Awards Committee.

Elections Task Force — This task force was created to examine the election procedure and protocol for the organization. It reports to the Governance Committee.

Executive Committee — This committee is responsible for planning oversight, finance, personnel issues and Board development. The committee is also responsible for handling Board business between scheduled meetings. (Articles of Incorporation, Article 9, and Code of Bylaws, Article 7*).* Please see the section on Executive Committee procedures for additional information.

Finance Committee — This committee oversees IRE's endowment and investments, and it is the Board's fundraising arm. This committee is responsible for developing new donations and financing for special IRE projects. It is required by the Code of Bylaws. *(*Code of Bylaws, Article 10*).*

Golden Padlock Selection Committee — This committee selects the winner of the Golden Padlock Award, which is given to a public agency or official in the U.S. deemed to be the most secretive. This committee reports to the Awards Committee.

Governance Committee — This committee examines issues concerning IRE's organizational structure and operating rules.

Member Services Committee — This committee is responsible for member recruitment, community engagement, mentorship and member resources.

Strategic Planning Ad Hoc Committee — This committee spearheads the organization's strategic planning efforts.

Training Committee — This committee examines training opportunities for the organization.

Website Committee — This committee works with staff and contractors to facilitate improvements to the website.

Selection of Committee Chairs and Members

The Board President appoints all committee chairs in consultation with staff, to ensure people who have expressed an interest in getting more involved are considered. All selections must be made by July 1.

The President and committee chair will select the members of each committee — with input from the Executive Director. If there is any disagreement between the President and the Committee Chair, it will be brought to the Executive Committee for a final decision. There are several exceptions to this policy, as outlined below:

Awards Committee — All committee members are appointed by the Board President. The chair and vice chair are required to be from the Board of Directors from different election cycles,

unless the Board approves an exception. Committee members are not allowed to enter the IRE Awards. The prohibition includes projects authored by committee members as well as any projects they had involvement in, including editing or oversight. If there is a conflict, the committee member must discuss the issue with the committee chair. If it is not resolved there, it will be sent to the Executive Committee for final determination.

Contest Judging Committee — The chair and vice chair of this committee also are chair and vice chair of the Awards Committee. This committee is made up of seven people: a chair and a vice chair (both of whom serve on the Board of Directors from different election cycles and are appointed by the Board President); two members elected by the IRE membership; and three others selected by the President and chair. ~~and three members selected by the Board President, chair and vice chair with recommendations from the Board. Once the President, chair and vice chair decide on the three, the names would be sent to the full Board for review.~~ If either of the elected members are unable to participate, the candidate with the next highest votes will be eligible to serve. All committee members must be current in their IRE membership at the time of appointment. The Board President should review potential committee members' background with the Executive Director to identify any concerns (Board of Directors policy approved June 13, 2019). Contest Judging Committee members are not allowed to enter the IRE Awards. The prohibition includes projects authored by committee members as well as any projects they had involvement in, including editing or oversight. If there is a conflict, the committee member must discuss the issue with the committee chair. If it is not resolved there, it will be sent to the Awards Committee for final determination. The committee chair is also responsible for reviewing the video for the awards presentation.

Conference Committee — In addition to the requirements outlined in the Contest Judging Committee, the Conference Committee should consist of two Directors of the Board and one non-board member for the NICAR Conference and two Directors and one non-board member for the IRE Conference. (Policy approved Oct. 19, 2019.) That requirement is a minimum, and chairs have discretion to include additional committee members. The committee members will take part in any respective regional committee calls and also make recommendations to the Board for keynote speakers and showcase panels. For in-person conferences and workshops, the conference committee will help the executive director recruit local organizers and funders for a regional committee.

Executive Committee — This committee is comprised of the Board President, Vice President, Treasurer, Secretary and At-Large Member (Code of Bylaws, Article 7*).* Please see the section on Executive Committee procedures for additional information.

Finance Committee — This committee consists of five members of IRE including the Board Treasurer, who chairs the committee, and four others, only one of whom (besides the treasurer) can be a Director on the IRE Board. These four are nominated by the IRE President in June and approved by the Board for two-year terms. (Code of Bylaws, Article 10)

Committee Meetings

This section sets a baseline structure for IRE committees, so committees work consistently across the board. It also highlights what it means to be a committee chair, what chairs are responsible for and why.

Scheduling meetings

Committee chairs are responsible for scheduling committee meetings. They shall give committee members at least one week's notice, barring any emergency circumstances.

Meetings are held virtually, unless otherwise designated by the committee chair.

Committees may meet in smaller groups, but there must be a majority of committee members present in order to vote. Members of the Board of Directors are allowed to observe any committee meetings, unless otherwise noted.

Agendas

Committee chairs are responsible for creating the agenda and providing it to committee members in advance of a meeting. An agenda is an essential component to every committee meeting, just like they are to Board meetings. In order to ensure that meetings are as effective and productive as possible, committee members must have ample time to submit materials for consideration and to review information about which they will be expected to vote.

The final agenda and any accompanying materials should be provided to committee members at least three days prior to any meeting, unless the meeting was scheduled with fewer days' notice. In those cases, agendas should be distributed as early as possible, but no later than when the meeting is scheduled.

Meeting Procedures

The committee chair presides over committee meetings and calls them to order. Most committees serve as working groups and, as such, may operate informally. Any items to be forwarded to the Board of Directors for final consideration must be voted on by the committee.

For issues or discussions that require a vote:

The chair may call for a motion on a topic, or a member may offer one.

Only one motion may be discussed at a time. A motion requires a second to be considered. After a second, the motion is open for discussion.

Any member may offer an amendment to a pending motion. The member who made the initial motion may choose to accept, reject or change the amendment.

Each motion must be disposed of (passed, defeated, tabled, referred to a specific committee or postponed indefinitely) before a new motion can be introduced.

Votes may be cast through voice or roll call votes. If the outcome of a voice vote is under dispute, any member may call for a roll call vote.

Minutes

Committee meeting minutes should include the agenda, members present and details of all votes. Minutes should be filed in the same place as other Board meeting minutes.

Removal procedures

If a committee member fails to participate in three consecutive meetings after good-faith efforts by the committee chair, the chair has the discretion to remove that individual from the committee.

Proposed amendment to the Code of Bylaws

The purpose of the "IRE Endowment Fund" is to fund the operations of IRE.

The "IRE Endowment Fund" is monitored by ~~an endowment~~ a Finance Committee ~~which~~ that may advise the board on investment practices.

The ~~endowment~~ Finance Committee consists of five members of IRE including the IRE treasurer, who chairs the committee, and four others, only one of whom (besides the treasurer) can be an IRE board member. These four are nominated by the IRE president in June and approved by the board, for two-year terms.

Endowment principal cannot be spent except for fiscal emergency, and only then after at least two-thirds of the IRE board members have approved of such an expenditure. The sources of donations to "The Endowment Fund" are accepted according to board policy.

The ~~endowment~~ Finance Committee will prepare an annual report to be presented at the annual membership meeting.

GOVERNANCE COMMITTEE REPORT

2021-2022 fiscal year

Committee members

Sarah Cohen
Marisa Kwiatkowski (chair)
Willoughby Mariano
Mark Rochester
Brian Rosenthal (vice chair)
Sisi Wei
Lee Zurik

Summary of our work to date:

At the 2021 Board retreat, members of the Board of Directors deemed it a top priority to codify IRE's policies and procedures. IRE President Mark Walker asked the Governance Committee to take on that task.

The committee has met a dozen times in the 2021-2022 fiscal year. Smaller groups of committee members have connected separately on specific tasks.

We completed a comprehensive review of past Board minutes and reports dating back to 2008. We also conducted research on other nonprofit organizations and best practices for Board operations. Every member of the Governance Committee has leadership experience within IRE and/or other nonprofits, so they also shared their own expertise.

We spent the rest of the fiscal year building out the Board's policies and procedures in phases. Initial drafts were completed by subcommittees, then refined by the full Governance Committee with input from staff, the Board and other committees and task forces.

We also created a policy and procedure manual that combines all of IRE's policies and procedures in one place and makes them searchable for easy reference. It has been provided to the Board of Directors and staff, and it will also be provided to next year's Governance Committee to keep updated as additional policy and procedure changes are approved.

The Board of Directors has approved policies and procedures for Board meetings and elections, and it is currently considering proposed procedures for the Executive Committee and other IRE committees (see attached proposals).

Work still to be done

The Governance Committee has additional work still in progress that it intends to hand off to next year's Governance Committee. For example, it drafted and has been in the process of refining updated Code of Conduct procedures. It presented those procedures to staff for

feedback and expects the proposal will need additional feedback, refinement and discussion before being presented to the full Board.

The committee may also need to further refine Executive Committee and general IRE committee procedures, depending on the Board's feedback. There are additional policies and procedures that should be developed and reviewed by next year's Governance Committee.

This year's Governance Committee will also provide the next committee with its review of past Board minutes. We recommend the committee organize those into a more usable format for future use.

On April 14, 2022, the Board of Directors also tasked the next year's Governance Committee with considering in fiscal year 2022-2023 whether the Board should move to three-year Board of Director terms.

IRE's proposed strategic plan also includes specific tasks for the Governance Committee that will need to be addressed.

Thank you to the Board, staff and committee members for their time and care in working through these proposals.

Endowment report

IRE's $5 million Endowment Fund is intended to help the long-term sustainability of the organization. It is invested conservatively, with JJP Capital, and board members are not aware of any individual funds, stocks or investments.

In the past few years, the Endowment fund has typically provided between $173,000 and $187,000 – roughly six percent of IRE's annual budget. This year, the fund generated $136,000 due to market volatility. JJP Capital expects we will recover losses in the next year or two, especially considering we have few investments in stocks. (See below; Note: the Pulliam is restricted to research desk spending; the other funds are unrestricted).

Total Endowment as of May 31, 2022

Pulliam:	$ 591,777
Knight:	$ 927,884
General Endow:	$3,543,585
Funds in checking:	$121,102

TOTAL: $5,184,348

The separate Reserve Fund is intended as a hedge against financial disaster and, per board policy, should cover six months of salaries and expenses. For FY23, the Reserve is underfunded by about $80,000 due to new hires and several significant promotions/raises.

Reserve Fund, 2019 through 2022

Aug. 2019	$580,000
May 2021.	$641,814
May 2022	$835,112

Collectively, the Endowment and Reserve funds are intended protect IRE from downturns in nonprofit giving and other financial crises. The Endowment Committee supports any determinations by the Strategic Planning Committee to increase the endowment funds – via a drive or other mechanism – that would ultimately create more independence for IRE's financial future.

Action items:

Action item: *Allow up to a two-year investment horizon on our Reserve Fund which means we would have investments maturing in 6-, 12-, 18- and 24-month increments. Unanimously approved by Endowment Committee.*

Informational items:

1. Knight Foundation **funds will be merged before the fiscal year ends June 30**. Avoiding penalties and making sure the fund transfer complies with audit requirements delayed the merge. [This was approved by the Board in June 2021 to provide more flexibility in our endowment].

2. As Heather did research for the transfer, she discovered that the unused Knight investment money from previous years ($121,000) cannot be rolled into the endowment principle due to restrictions in the original grant. Therefore, the amount of investment income from previous years rolled into the General Endowment is $405,000, not $526,000. The $121,000 can be used for other budgetary needs.

3. The Endowment Committee discussed whether the financial expertise of the committee could also be used for other financial issues, such as fundraising and overseeing significant expenses and revenue. There was general agreement that this was a good idea. However, the committee did not get a chance to review the exact language and discuss the impact of changes to the committee's mission, makeup or schedule. It is expected that the final proposal will be forwarded to the Endowment Committee next year for discussion.

Endowment funds 2021-2022

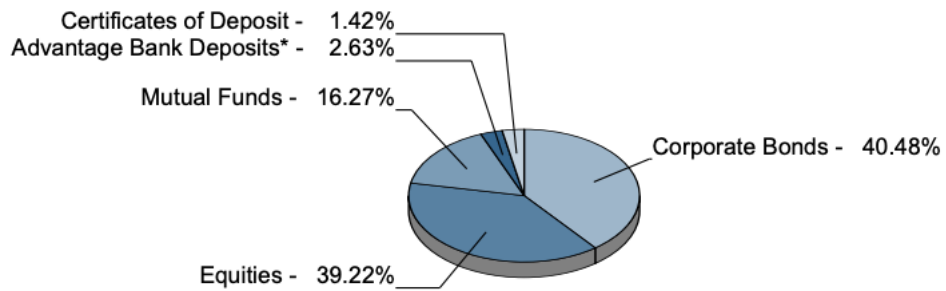|		
Knight	Mar. 31, 2021	$920,832
Knight	Mar. 31, 2022	$929,190
Knight	Apr. 30, 2022.	$914,870
Knight	May 31, 2022	$927,884

The amount of principal in the Knight fund is $600,000.

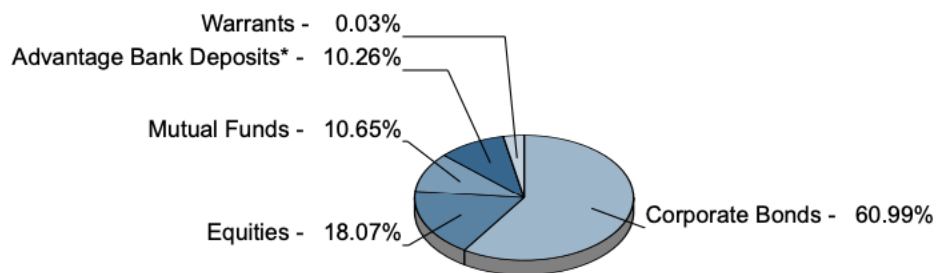|		
Pulliam	Mar. 31, 2021	$560,035
Pulliam	Mar. 31, 2022	$587,272
Pulliam	Apr. 30, 2022	$581,404
Pulliam	May 31, 2022	$591,777

The amount of principal in the Pulliam fund is $475,000.

General	Mar. 31, 2021	$3,320,770
General	Mar. 31, 2022	$3,566,972
General	Apr. 30, 2022	$3,509,114
General	May 31, 2022	$3,543,585

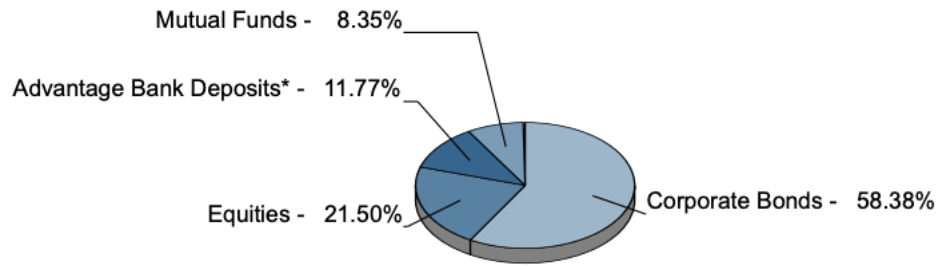**The amount of principal in the general endowment fund is $2,425,226**

General Endowment:

Certificates of Deposit - 1.42%
Advantage Bank Deposits* - 2.63%

Mutual Funds - 16.27%

Corporate Bonds - 40.48%

Equities - 39.22%

Knight:

Warrants - 0.03%
Advantage Bank Deposits* - 10.26%

Mutual Funds - 10.65%

Corporate Bonds - 60.99%

Equities - 18.07%

Pulliam:

Mutual Funds -   8.35%

Advantage Bank Deposits* -   11.77%

Equities -   21.50%

Corporate Bonds -   58.38%

Training Committee update

Wanted to update you with the IRE training staff's feedback after I presented the training committee's recommendations last week during their training retreat. These notes below come directly from staff and I will review in more detail during the committee updates in our board meeting next Thursday. This can also be reflected in the minutes for the next meeting.

1) **Digital/Hybrid working group recommendations:**

- **New/re-imagined Hybrid/Virtual Training Topics**

   o **Podcasting**: Prezi in the works over the next year and tentative plan to offer a two day online bootcamp on podcasting next spring.

   o **Localized FOIA sessions based on state laws.** Several months ago we tweaked our funding request for the next round of regional watchdog workshops where we will do deep dives on filing local public records requests. However, the funding has not yet come through. We're optimistic it will and when that happens, we can implement watchdog workshops like this next calendar year.

   o **Project management:** We have two presentations (one for managers and another for reporters) on this, and didn't discuss this at length in our training retreat, but I will bring it up at our next training meeting as a possible online master class, perhaps as early as next year.

   o **Designing story-specific web packages.** Again, we didn't talk at length this month about it but I will bring this up in the next training meeting as a possible online master class next year.

- **Tech recommendations**

   o **Investigate using YouTube instead of Vimeo:** We did investigate and decided to keep Vimeo for the following reason: Vimeo is only $150 a year and keeping it ad free is a benefit for our members. However, if we start utilizing it so much that we are bumped up to a higher fee structure we could always re-consider.

   o **Establish a hybrid kit:** We plan to research this and look at it later as it could come into play for watchdog workshops in the spring.

- **Other suggestions**

   o **Bring in a speaker virtually to supplement in-person training:** We plan to try this at one or more of our TNTs this fall and then in December, evaluate how it went.

   o **Have people record videos on certain topics to play during in-person training:** We plan to try this at one or more of our TNTs this fall and then in December, evaluate how it went.

2) **Local Journalism Working group recommendations:**

- **Multi-day Total Market/Region Training for Local Journalists**

    o We appreciate the detailed suggestions, but at this point we are only in the talking phase. The main roadblock is finding a funder to do this program. Another concern (of mine specifically) is the competitive nature of some markets. When we had a Seattle TV watchdog workshop only one local TV station participated. So that's something to consider. (Although I do not believe we had that problem with regular watchdog workshops)

3) Diversity/Management working group recommendations:

- **College Course toolkit**

    o As you know, a task force is already looking into this and Patti has supplied current presentations we have so the task force can see what material we already have. At our June training retreat we decided to add additional presentations over the next year. Patti will keep Josh updated as we roll these out so he can keep the task force updated on what materials we have in-house.

    o As Director of Diversity & Inclusion, Francisco wants to attend these task force meetings when his schedule allows.

Regarding the toolkit on #3, we've selected the task force and held its first meeting, hoping to wrap up work on this item by May 2023.

Please let me know if you have questions. Thank you.

Josh Hinkle, KXAN-NBC Austin

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IRE CONFERENCE COMMITTEE
2021-2022 Committee Report

COMMITTEE MEMBERS:

Cindy Galli (Chair)	**ABC News/IRE Board Member**
Jennifer Forsyth	**The Wall Street Journal/IRE Board Member**
Josh Hinkle	**KXAN-TV/IRE Board Member**
Mark Rochester	**inewsource/IRE Board Member**
Ziva Branstetter	**ProPublica**
Corey Johnson	**ProPublica**
Kyle Jones	**NBC Connecticut**
John Kelly	**ABC-Owned Television Stations**
Ana Ley	**The New York Times**

(*Note: Both Branstetter and Johnson moved from other organizations to ProPublica during the committee's term)*

The Conference Committee met several times over the past year to work on two major issues: affordability of conferences and deciding keynote and spotlight speakers for the national conference. Diana Fuentes and Stephanie Klimstra were also present when needed to add context and answer questions. Many thanks to them for their work on these issues.

Major Issues Discussed 2021-22:

IRE22 Rates

The Committee was successful in securing support from the Board on registration rates for IRE22 that were fiscally responsible tor the organization but also offered a more affordable early-bird option for members who choose to travel to Denver for in-person. With input from Diana and Stephanie, the Committee offered the option to the Board for the rates that now stand for IRE22:

Early-Bird:	**$299**
Regular:	**$350**
On-Site:	**$430**
Virtual:	**$195**

IRE Keynote and Spotlight Speaker Suggestions

The Committee was also successful in suggesting and subsequently booking Gina Chua for the keynote address for IRE22. In addition, the committee brainstormed a number of spotlight panels, resulting in the two scheduled for IRE in Denver: one that highlights the work of female newsroom leaders of color ("Kicking Glass") and the other that discusses the media coalition that sued for release of January 6th Capitol riot videos ("Banding Together for Truth").

The Committee also successfully filled panel slots and speakers for the Broadcast Track of the conference, led by Kyle Jones and Josh Hinkle. Many thanks to them and also to Lauren Grandestaff and Patti DiVencenzo for their tireless work on scheduling panels.

Ongoing COVID Concerns and our Conferences

The Committee discussed COVID concerns for both NICAR and IRE Conferences and what actions we may take should surges continue. For both conferences, we felt Staff response and preparation was appropriate – and there have been broader discussions at full Board meetings throughout the year on the topic.

The Committee had a successful year in completing our two main functions of helping to maintain affordable yet fiscally responsible registration rates, as well as securing keynote and spotlight speakers. The Committee stands ready to expand its functions as needed and as may bear out upon review of a strategic plan for the organization.

With many thanks to this Committee – and also Staff who made our discussions both efficient and fruitful.

Elections Task Force Report

Compiled for Board of Directors meeting: June 23, 2022

Task Force members: Jodie Fleischer (chair), Marisa Kwiatkowski (vice-chair), Cindy Galli, Neena Satija, Jodi Upton, Rob Cribb, Mc Nelly Torres, Lee Zurik

During its term of service, the Elections Task Force has codified all election procedures, including timing of election, rules for filing and campaigning, timing of ballots, candidate nominations and speeches, creation of candidate meet-and-greet, and procedures for staff response to a candidate shortage. All of those procedures have been approved by the board.

The task force still has one remaining issue to evaluate: whether the board should consider designated seats (either elected or appointed) for certain demographics to ensure adequate representation of all members. (ie: international, platform, market size, students etc.)

The existing task force is comprised entirely of current and former board members who have each previously participated in IRE's elections process.

Because there is only one remaining item to consider, the current task force leadership recommends the next IRE President consider maintaining the existing task force members to continue in their role until completion of the remaining task.

If an existing task force member is unable to continue their service, we recommend the next IRE President appoint an additional current or former board member to fill that vacancy.

There has also been prior discussion of the Elections Task Force considering whether and how the Board could best implement a transition to three-year terms, which has since been referred to the Governance Committee. The task force has not discussed or taken any action on this issue.

Member Services Committee Report

Compiled for Board of Directors meeting: June 23, 2022

Committee members: Jodie Fleischer (co-chair), Kat Stafford (co-chair), Caroline Chen, Ashley Graham, Raisa Habersham, Kathleen Johnston, Aaron Kessler

Mentoring

More than 100 mentors/mentees are participating in our in-person mentoring program at the June conference. For those who were not able to secure a mentor, we have asked all of our mentors who participate in the year-round online mentoring platform to increase their available time slots during the week of the conference. After first offering our online mentors the ability to opt out, (no one did) we worked with the platform managers to indicate in the profiles which online mentors will be in-person at the upcoming conference. Interested mentees can self-schedule time with a mentor and meet at the conference if they wish.

Several of our online mentors expressed a need to update their online profile to reflect updated information, for example, a job change. As of now, that must be done by contacting the platform managers to make the change. They have indicated they will work to create a way for mentors to do this themselves in the future. The next Member Services Committee should monitor this development.

We have also spoken with the platform managers regarding possible ways to create a feedback loop regarding use of the platform and mentor performance. This effort should be continued by future members of the committee.

Campus Campaign

Now that we're back to having in-person conferences, interest has waned in the Campus Campaign. While there was limited participation for the NICAR conference in March, Staff indicates that universities have not expressed interest in funding student participation in our June conference.

The next Member Services Committee should work with staff to consider ways to retool the program to attract additional students to the June conference. This could entail a concentrated focus on universities within driving distance of the conference location.

Our Campaign Campaign during the virtual conferences in 2020 and 2021 afforded IRE a large increase in student membership and the Committee should consider additional programs to best meet our student members' needs. Many have expressed a desire for greater networking opportunities and ways to supplement lost internship experience during Covid.

Member Survey Results

The current members of the Member Services Committee reviewed and commented on the summarized results of the Member Survey, however we were not able to schedule an in-depth presentation of the full results- given that they were also being utilized in creation of our new Strategic Plan.

We recommend the next Member Services Committee arrange a full briefing and review of the detailed responses with Sandra Herron, so the committee can prioritize how to best address the member needs identified by the survey.

Member Retention

Staff has compiled a preliminary list of members who have not renewed their membership, however, the data provided is not fully accurate or complete. We recommend the next Member Services Committee prioritize an accurate assessment of the retention data and reasons associated with non-renewals. Many of the comments included in the member survey addressed a need for greater focus on veteran members' needs and programming tailored to adding value for late-career members.

Regional Meet-ups

One of the needs identified by the survey included a desire for greater networking and social (non-training) IRE events in various cities. Committee member Aaron Kessler has organized numerous successful meet-up events for member in the Washington, D.C. area and is working to develop a plan to expand these events to other cities. During the Friday lunch hour at the June conference, he will host a meet-up about meet-ups, in an effort to attract volunteers from various cities to help host these events. Board members are encouraged to attend.

Members of the next Member Services Committee should connect with Aaron to continue and expand this effort.

First-Time Attendee initiatives

Staff has developed several initiatives aimed at increasing inclusiveness and a more positive experience for first-time attendees at our conferences. These include a first-time attendee reception and networking session, as well as member ribbons to include on their conference name tags.

Committee members should consider development of a more formal 'welcome committee' to seek out and interact with these new members and ensure they get the most they can from the conference experience.

IRE & Ida B. Wells Investigative Census

The Ida B. Wells Society for Investigative Reporting and Investigative Reporters & Editors are collecting demographic information directly from investigative reporters, editors, producers and others who conduct investigative work in journalism from across the United States. The census will officially launch at IRE 2022 in Denver, with targeted messaging posted and shared around the conference site and viajoint online and social media promotion from both organizations. The census is currently in the data gathering stage, led by researcher Bee Ben Khallouq and overseen by IRE and IBWS.