

National Press Club
Board of Governors
Sept. 16, 2013
Joseph Morton, Secretary Pro Tem

The meeting was called to order at 6:35 p.m. in the Zenger Room by Chairman Burr.

Present: President Angela Greiling Keane, Vice President Myron Belkind, Membership Secretary Mark Wojno, Treasurer John Hughes, Chairman Thomas Burr, Vice Chairman Ken Mellgren, Frederica Dunn, Pat McGrath, Marilyn Geewax, Shawn Bullard, Ed Barks, Suzanne Struglinski.

Absent: Jeff Ballou, Joel Whitaker

Staff: William McCarren, executive director

On a motion by Morton/Burr the board approved the previous meeting's minutes.

Membership

Upon a motion by Wojno/Mellgren candidates recommended for membership were approved (appendix 1).

Upon motion by Wojno/Greiling, the board approved retirement status for Neil Stempleman and changing Sean Lyngaas to journalist status.

Board Liaison Reports

On a motion by Morton/Wojno, the board accepted the committee liaison reports. (Appendix 2).

Election committee

Upon a motion by Burr/Hughes, the board approved members to the election committee. (Appendix 3).

Strategic planning

Belkind/Greiling moved approval of the strategic plan for 2014-2018. (Appendix 4).

Ed Barks offered an amendment to the plan to add a bullet point that "The Chairman of the Board shall appoint a task force to study the issue of giving communicator members of the BOG full voting rights on all board matters. This study shall be completed no later than June 30, 2014."

Shawn Bullard seconded the motion.

Barks stated that his proposal represented a compromise that didn't go as far as other proposals but would still recognize the valuable contributions of communicator members. Other board members disagreed, saying they did not see it as a wise course to pursue.

The amendment was unanimously defeated. Barks and Bullard indicated that if they had a vote they would have supported the amendment. Struglinski indicated she

would have opposed.

The board then unanimously approved the overall strategic plan. Barks and Bullard indicated they would have opposed. Struglinski indicated she would have supported.

Treasurer's report (Hughes)

Treasurer John Hughes reported that the club is profitable amid a challenging economic environment.

Budget assumptions and dues

a. Committee of the Whole

Upon motion by Wojno/Hughes the board moved into committee of the whole.

Upon motion by Hughes/McGrath the board approved the budget assumptions.

Upon motion by Hughes/Wojno, the board approved an increase in dues of \$1 per month in all categories except spouse/partner, widow, inactive, student and interns.

Upon motion by Wojno/Burr the committee moved out of committee of the whole.

b. Board Action

Upon Hughes/Wojno motion, the board approved budget assumptions.

Upon motion by Hughes/Wojno, the board approved an increase in dues of \$1 per month in all categories except spouse/partner, widow, inactive, student and interns.

Executive director's report

William McCarren reported on various items, including the new photo and signage in the lobby.

President's Report

President Greiling Keane reported on various events, including the recent Press Club spelling bee.

Adjournment

Upon Wojno/Dunn motion the board set its next meeting for Oct. 21. Upon motion by Wojno/Burr the board adjourned at 8:20.

Respectfully Submitted,

JOSEPH MORTON
Secretary Pro Tem

Appendix 1 - Membership
 Applicants Recommended by Membership Committee

| Name | Affiliation | Sponsor |
|---------------------------------------|--|----------------------|
| <u>Journalist</u> | | |
| Michael Lindenberger | Washington Correspondent-Business Dallas Morning News | Susan He Marc Wo |
| Aliah Wright | Manager/Online Editor SHRM Online/HR Magazine | Kathleen |
| Jason Anthony | Executive Producer Clear Channel, XM Radio | Marc Wo Mihaela I |
| Ardavan Roozbeh | Editor in Chief Radio Koocheh | Marc Wo Mihaela I |
| Ahmad Batebi | Editor Radio Koocheh | Marc Wo Mihaela I |
| Gary Gately | Reporter-Youth Issues Center for Sustainable Journalism | Marc Wo Ben Doo |
| <u>Journalist Young Member</u> | | |
| Victoria Finkle | Capitol Hill Reporter American Banker | Rachel W Donna B |
| Armand Hodge | Associate Producer Sirius XM | Marc Wo Susan He |
| Megan O'Neil | Reporter Chronicle for Higher Education | Angela C John Hug |
| Atreyee Bhattacharya | Freelance | Marc Wo Mihaela I |
| Cristina Marcos | Staff Reporter-Capitol Hill CQ Roll Call | Marc Wo Susan He |
| <u>Journalist Non Resident</u> | | |

William Morgan
Bloomington, IN

Executive Director
American Journal of Political Science

Marc Wo
Susan He

M. Nasim Uddin
Ann Arbor, MI

Editor-in-Chief
Powertrain International

Marc Wo
Mihaela I

Journalist Retired

Arnold Zeitlin

Journalism Professor
Guangdong University of Foreign Studies

Myron B
Jim Wolf

Charles Self

Dean, Director of Journalism
University of Oklahoma

Louis Pri
Ed Kelley

Communicator

William Howard

President
Discovery Tours

REINSTA

Andrew Fisher

Communications Director
Pew Charitable Trusts

Sylvia Sr
Maureen

Communicator - Young Member

Safiya Simmons

Press Secretary and Spokeswoman
U.S. House of Representatives

Susan He
Mihaela I

Erica Hurtt

Director of Communications
Center for Audit Quality

Marc Wo
Mihaela I

Vicky Vadlamani

Director, Digital and Social Media Engagement
Levic

Marc Wo
Ben Doo

Communicator News Source

Roger Gurner

Executive Vice President
Covant Management Inc.

Ruth Ric
John Kar

Glenn Boston

Director of Communications
Americans United for Separation of Church and State

Marc Wo
Susan He

John Stokes

Chief of Staff, Communications Spokesman
Department of Parks and Recreation DC

Myron B
Jan DuPl

Rachel Newman

Director of Communications
Department of Parks and Recreation DC

Myron B
Jan DuPl

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|-----------------|---|----------------------|
| Shahin Mafi | Trustee AZAR Foundation for Children of the World | Myron B Jan DuPl |
| Shuan Butcher | Director of Communications Journey Through Hallowed Ground Partnership | Susan He Celia We |
| Thomas Cellucci | Chairman & CEO Cellucci Associates, Inc. | Marc Wo Ben Doo |

Communicator Non-Resident

| | | |
|-----------------------------------|---|---------------------|
| Michael Norton Studio City, CA | .fed Registry Services, LLC/Odysseus, Inc. Writer/Producer | Marc Wo Susan He |
| Richard Foster Baltimore, MD | Retired Newseum | Susan He Marc Wo |
| Luis Vega Everett, WA | Vice President ISIS | Marc Wo Susan He |

Student

| | | |
|-----------------|---|----------------------|
| Shawn Pasternak | Student George Washington University | Marc Wo Mihaela I |
|-----------------|---|----------------------|

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| <u>Total Members as of 9/13:</u> | 3,154 | <u>Total Members as of 9/12:</u> | 3,194 |
|---|--------------|---|--------------|

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|---|-----------|--|-----------|
| <u>Total Applications September:</u> | 32 | <u>Total Applications 9/12:</u> | 36 |
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| <u>Applications to date:</u> | 280 | 221 |
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| TOTAL JOURNALIST MEMBERS: | 1,437 | 1,462 |
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| TOTAL COMMUNICATOR MEMBERS: | 1,170 | 1,232 |
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| TOTAL COMMUNICATOR NEWS SOURCE: | 681 | 717 |
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| TOTAL MEMBERS UNDER 35: | 270 | |
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|-------------------------------|-------|
| | 289 |
| | 174 |
| Journalist Young Members: | 193 |
| | 96 |
| Communicator Young Members: | 96 |
| | 541 |
| TOTAL RETIRED MEMBERS: | 542 |
| | 924 |
| TOTAL NON-RESIDENT: | 886 |
| | 165 |
| TOTAL SPOUSE MEMBERS: | 146 |
| | 2,937 |
| TOTAL PAYING MEMBERS: | 2,974 |

Appendix 2 - Committee Reports

Committee Liaison Reports - September Meeting

Speakers Committee (Greiling Keane)

The Speakers Committee hosts five events in September:

- Sept. 10: Dr. Thomas Frieden, MD, director of the Centers for Disease Control and Prevention
- Sept. 17: Oklahoma President Mary Fallin, president of the National Governors Association
- Sept. 18: Goldie Hawn, actress, and president of The Hawn Foundation, which funds education programs
- Sept. 26: New Orleans Mayor Mitch Landrieu and Philadelphia Mayor Michael Nutter
- Sept. 30: Education Secretary Arne Duncan

Luncheons in the works include National Guard Chief Gen. Frank Grass on Oct. 31 and Schwab CEO Walter Bettinger on Nov. 11.

Committee members are pursuing Syrian President Bashar Assad, EPA Sec. Gina McCarthy, Tesla CEO Elon Musk, Polish leader Lech Walesa and comedian Billy Crystal, among others.

Awards Committee (Geewax)

This is the relatively quiet time of year for the committee, but they have been working with the Club staff on establishing an online-submission system for the 2014 awards contest. The hope is that an online system will boost participation, especially among photographers.

Fourth Estate Awards Dinner (Greiling Keane)

So far, 129 tickets have been sold (including sponsor tickets) for the Fourth Estate Award gala honoring Andrea Mitchell.

Susan Page (USA Today), Ken Strickland (NBC News) and Jim Lehrer (PBS) are confirmed speakers. A number of sponsors have signed up, including the Distilled Spirits Council (donating liquor for the evening), Charmer Sunbelt (donating all the wine), Whole Foods (donating flowers) and Ridgewell's (providing table cloths).

Stanton Communications is providing in-kind design services for print ads, the HTML invitation and the event program. A series of Wire notices have run to encourage members to reserve tickets and donate items for the silent auction.

So far, we have secured a number of items, including hotel stays, Redskins tickets, artwork and professional coaching thanks to the hard work of Julie Schoo and Gayela Bynum. Julie, Angela Rosati, Lori Russo and Jodi Schneider are continuing to reach out to potential sponsors.

So far, the American Petroleum Institute, National Cable Television Association, Toyota, the Women's Media Center and Brown Capital have signed on.

Communications and Marketing Committee (Barks)

Invitations for prospective panelists for the Communications and Marketing Committee's Oct. 18 Communications Summit will soon be extended. One panel of communicators will address "Best Practices for Maintaining Contact with Reporters." New media tools offer another means of keeping in touch with important reporters. This panel of expert communicators helps attendees determine which vehicles are preferred by reporters with whom they deal. When is it recommended to get in touch via Facebook? Twitter? Pick up the phone? E-mail a news release?

A second panel of reporters will focus on "Staying Relevant in the Reporter's Eyes." How can communicators get on that key reporter's radar screen? Learn which approaches work and which fall flat from this panel of experienced journalists. Is Twitter a boom or a bust for them? Do they still answer their phones or is that a waste of time in today's media relations world?

The committee has several additional events on tap over the next few months:

- Communicators Breakfast on Native Advertising, Wednesday, September 26, 8 to 10 a.m., in The Fourth Estate – A panel discussion organized with help from committee member Kathy King of Fleishman Hillard on native advertising, a form of web advertising that allows marketers to provide sponsored content within the context of a user's experience, similar to an advertorial.
- Communicators Breakfast with a tour of the NPC Broadcast Operations Center, Wednesday, October 30, 8 to 10 a.m., Truman Lounge and BOC – A tour of the NPC Broadcast Operations Center and examples of how members and clients use it to reach influential broadcast and online media outlets.
- Communicators Breakfast on military communications, date to be determined – Plans for a panel later this fall on military communications are in the works, with the topic related to how the DoD communicates with the media and external audiences. Committee member Martha Lockwood, who works for Department of Defense/ Defense Media Activity, has offered to provide public affairs contacts in the Office of the Secretary who may be potential guest speakers.
- Communicators Breakfast on personal branding for the C-Suite, date to be announced -- Anthony Shop is arranging for Stacey Miller of Vocus to talk about ways to position C-level executives through social media and other communications channels.

History & Heritage (Wojno)

The History and Heritage Committee is hopping. Sept. 18 at 8:00 p.m. is the spelling bee that pits Pols and Press. We have four senators and five reps and nine prominent journalists. Mark Russell will be the warm up. This marks the centennial of a spelling bee the club put on that drew 1000 people including President Wilson and most of his Cabinet. Secretary of State William Jennings Bryan read an "ode to the printing press" to kick it off. This is a fund raiser for the Journalism Institute. We really need last minute help to turn out a crowd. We may not make 1000, but we do need it to look respectable.

On Oct. 17, we are putting on an event with Dr. Ted Gormley from Duquesne University to mark the 40th anniversary of the Saturday Night Massacre (If you need to know what that is, look it up under Watergate). Bob Woodward and Bill Ruckelshaus are among the panelists featured that evening. The press conference that led up to the

Saturday Night Massacre took place at the Club and we have some video of that to show. Since we are in the Holeman Lounge (the ballroom was booked) we will not have a problem filling the room. We may need an overflow room. Lots of interest in this.

Then on Nov. 4 we are putting on a "Where Were You When Kennedy Was Shot" program with panelists who covered the news that day -- Bob Schieffer, Jim Lehrer, Marianne Means and Marvin Kalb. That should be a natural draw, but we need to start publicizing it.

We had a great exhibit in the lobby on civil rights leaders who have spoken at the Club in time for the 50th anniversary of the March on Washington and the Kalb Report on that topic.

The archives is beginning to turn up interesting film clips of speeches at the Club that we want to post on our website. This week was one that featured Alfred Hitchcock talking about filming "The Birds."

Freelance Committee (Dunn)

The committee met to discuss ideas on how to promote freelance listing:

- Choose top editors from NPC membership directory and promote the list to them
- Members can publicize the list by telling their editors about it and putting links on their websites and promoting the listing in their social media posts
- Have the Wire profile members of the committee
- Promote the listing to business groups such as the Chamber of Commerce, other business groups and law firms
- Outreach to outside journalism groups:
- Focus on now-defunct Washington Independent Writers as well as Investigative Reporters and Editors, Online News Association, American Society of Business Press Editors and the American Society of Magazine Editors.
- Upcoming Events:
- Entrepreneurship Panel scheduled in October
- Panel on financial issues and pitching story ideas – November 8, 1-5PM
- Panel on “how to write a book.” Co-sponsor with Professional Development Committee
- Panel on “making blogging pay.” Co-sponsor with Professional Development Committee

Travel Committee (Dunn)

On August 3, a group of 11 travelers embarked on a 9-day tour of Scotland. The itinerary included stops at Glamis Castle, St. Andrews, the home of golf, and the famed Glenlivet whisky distillery. The trip concluded with an evening at the Royal Edinburgh Military Tattoo featuring martial music, ceremony, entertainment and theatre. All left with fond memories of Bonny Scotland!

Upcoming trips:

- Croatia/Dalmatian Coast trip 9/27-10/6 18 people
- Oktoberfest Beer Bash Bus trip 9/28 25 Young Members
- MLK Weekend trip to Lisbon 34 people
- Myanmar/Hanoi (tentative March) 10 committed

- A Travel Reception is scheduled for September 17.

Book Fair (Whitaker)

NPCJI staff has worked closely with Politics & Prose in the selection and invitation process for this year's Book Fair, scheduled on [Nov. 19](#). We have close to 60 authors confirmed (see list below) and there are close to 80 invitations pending. Thirty applications have been received and will be reviewed by the committee. Barbara Bird has been relentless in her pursuit of auction items. Publicity efforts will begin in earnest in early October.

| AUTHOR | TITLE | PUBLISHER | GENRE |
|-------------------------------|--|--------------------------------|-------------------|
| Angleberger, Tom | The Surprise Attack of Jabba the Puppett: An Origami Yoda Book | Amulet Books | Children's |
| Brett, Jan | Cinders: A Chicken Cinderella | Putnam Juvenile | Children's |
| Buckley, Michael | NERDS: Book Five: Attack of the BULLIES | Amulet Books | Children's |
| Dewdney, Anna | Llama Llama and the Bully Goat | Viking Juvenile | Children's |
| Isadora, Rachel | Old Mikamba Had a Farm | Nancy Paulsen Books | Children's |
| Kinney, Jeff | Diary of a Wimpy Kid: Book 8 | Amulet Books | Children's |
| Kirk, Daniel | Library Mouse: Home Sweet Home | Abrams Books for Young Readers | Children's |
| Long, Loren | An Otis Christmas | Philomel | Children's |
| Murray, Laura | The Gingerbread Man Loose on the Fire Truck | Putnam Juvenile | Children's |
| Rubin, Adam & Daniel Salmieri | Secret Pizza Party | Dial | Children's |
| Russell, Rachel Renee | Dork Diaries 6: Tales from a Not-So-Happy Heartbreaker | Aladdin | Children's |
| Russell, Rachel Renee | Dork Diaries OMG!: All About Me Diary! | Aladdin | Children's |
| Schachner, Judy | Bits and Pieces | Dial | Children's |
| Twohy, Mike | Outfoxed | | Children's |
| Weisner, David | Mr. Wuffles | | Children's |

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| Berman, Katherine Kallinis & Sophie Kallinis LaMontagne | Sweet Celebrations: Our Favorite Cupcake Recipes, Memories, and Decorating Secrets That Add Sparkle to Any Occasion | HarperOne | Food |
| Blais, Richard | Try This at Home: Recipes from My Head to Your Plate | Clarkson Potter (Crown Publishing Group; Random House) | Food |
| Conley, Sue; Smith, Peggy | Cowgirl Creamery Cooks | Chronicle | Food |
| Durant, John | The Paleo Manifesto: Ancient Wisdom for Lifelong Health | Harmony | Food |
| Iyer, Raghavan | Indian Cooking Unfolded | Workman | Food |
| Ruhlman, Michael & Donna Turner Ruhlman | The Book of Schmaltz: Love Song to a Forgotten Fat | Little Brown & Company | Food |
| Belzer, Richard | Hit List: An In-Depth Investigation into the Mysterious Deaths of Witnesses to the JFK Assassination | Skyhorse Publishing | History |
| Dunn, Susan | 1940: FDR, Willkie, Lindbergh, Hitler—the Election amid the Storm | Yale University Press | History |
| Greenfield, Jeff | If Kennedy Lived: The First and Second Terms of President John F. Kennedy: An Alternate History | Putnam | History |
| Kalb, Marvin | The Road to War: Presidential Commitments Honored and Betrayed | Brookings Institution Press | History |
| Kurin, Richard | The Smithsonian's History of America in 101 Objects | Penguin Press | History |
| Lehrer, Jim | Top Down: A Novel of the Kennedy Assassination | Random House | History |
| Keller, Timothy | Walking with God through Pain and Suffering | Dutton | Lifestyle |
| Parks, Phaedra | Secrets of the Southern Belle: How to Be Nice, Work Hard, Look Pretty, Have Fun, and Never Have an Off Moment | Gallery | Lifestyle |
| Kotb, Hoda | Ten Years Later: Six People Who Faced Adversity and Transformed Their Lives | Simon & Schuster | Lifestyle |
| Martin, Judith and | Miss Manners Minds Your Business | | Lifestyle |

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| Nicolas Ivor | | | |
| Stanton, Brandon | Humans of New York | St. Martin's Press | Lifestyle |
| Kirkman, Robert | The Walking Dead: The Fall of the Governor | Thomas Dunne Books | Lifestyle |
| George, Elizabeth | Just One Evil Act | Dutton | Literature |
| Haygood, Wil | Butler | | Literature |
| Norman, Howard | I Hate to Leave This Beautiful Place | | Literature |
| Sharpton, Al | The Rejected Stone: Al Sharpton and the Path to American Leadership | Cash Money Content | Memoir/Bio |
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| Eaton, Rebecca | Making Masterpiece: 25 Years Behind the Scenes at Masterpiece Theatre and Mystery! on PBS | Viking | Memoir/Bio |
| Gutierrez, Rep. Luis | Still Dreaming: My Journey from the Barrio to Capitol Hill | W. W. Norton | Memoir/Bio |
| Smart, Elizabeth | My Story | St. Martin's Press | Memoir/Bio |
| Pelecanos, George | The Double | | Mystery/Thriller |
| Greenspan, Alan | The Map and the Territory: Risk, Human Nature, and the Future of Forecasting | Penguin Press | Politics & Current Affairs |
| Haass, Richard | Foreign Policy Begins at Home: The Case for Putting America's House in Order | Basic Books | Politics & Current Affairs |
| Matthews, Chris | Tip and the Gipper: When Politics Worked | Simon & Schuster | Politics & Current Affairs |
| North, Oliver | American Heroes on the Homefront: The Hearts of Heroes | Threshold | Politics & Current Affairs |
| Schultz, Rep. Debbie Wasserman | For the Next Generation: A Wake-Up Call to Solving Our Nation's Problems | St. Martin's Press | Politics & Current Affairs |
| Tapper, Jake | The Outpost | | Politics & Current Affairs |
| Ruxin, Josh | A Thousand Hills to Heaven: Love, Hope, and a Restaurant in Rwanda | Little, Brown and Company | Memoir/Bio |

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| Holmes, Anna | The Book of Jezebel: An Illustrated Encyclopedia of Lady Things | Grand Central | Lifestyle |
| Macomber, Debbie | Rose Harbor in Bloom: A Novel | Ballantine Books | Literature |
| Finerman, Karen | Finerman's Rules: Secrets I'd Only Tell My Daughters About Business and Life | Business Plus | Business |
| Doescher, Ian | William Shakespeare's Star Wars | Quirk | Lifestyle |
| Bittman, Mark | VB6: Eat Vegan Before 6:00 to Lose Weight and Restore Your Health . . . for Good | Clarkson Potter (Crown Publishing Group; Random House) | Lifestyle |
| Hampton, Alexa | Decorating in Detail | | Lifestyle |
| Boles, Jennifer | In With the Old | | Lifestyle |
| Whitehouse, Senator Sheldon | On Virtues: Quotations and Insight to Live a Full, Honorable, and Truly American Life | Adams Media | Politics & Current Affairs |
| Medine, Leandra | Man Repeller | | Lifestyle |
| Doonan, Simon | The Asylum: A collage of couture reminiscences...and hysteria | | Lifestyle |

Professional Development (Thomas Burr)

The Professional Development Committee has been busy and is planning a busy fall as well. Mike Soraghan is working on a list for the Club to have that includes members who want to be called upon as experts on various topics so that bookers can have a one-stop shopping spot. The committee has planned a panel discussion on Pulitzer Prizes in two weeks and another panel discussion on reporters can get inside an agency scheduled for mid-October. A forthcoming program on how to write a book is being planned.

Beyond that, the Journalism Institute has its Fourth Estate Dinner on Oct. 4 and help selling tickets is welcome. The Institute is also sponsoring a Spelling Bee between journalists and members of Congress for Sept. 18 that should be a good draw. The spelling bee includes four senators and five House members as well as HuffPost's Howard Fineman, Fox News' Ed Henry, CBS News' Major Garrett, BuzzFeed's Kate Nocera and many other big-name journos.

Young Members (Thomas Burr)

The Young Members had one of its most popular meetings yet to brainstorm and hear from freelance reporter Kathryn Foxhall about the challenges federal spokespeople

have caused journalists in the new media age. While programming is still being planned, ideas tossed around include a social media awareness workshop, a PR “Piano Lesson,” a session on covering health care and launching that mentorship program. The committee is also headed on a brewery tour in conjunction with the Travel Committee later this month

Book & Author Committee

Recent Book Raps: The Aug. 21 Dave Sheinin, *RGIII, The Promise* was a very nice event. Joe Motheral introduced and Rodrigo Valderrama reported. 6 books were sold for \$33.54 and 18 tickets for \$90, making the total takeaway #123.54.

September 10th is the Matt Apuzzo and Adam Goldman event in which they'll discuss their book, *Enemies Within*. Joe Luchok will introduce and Jan King will report.

September 11th is the Latino American documentary and book signing by Ray Suarez. Aileen Schlef who is spearheading this event said many members of the Embassy of Mexico are attending and WETA President Sharon Rockefeller will speak. Joe Motheral will introduce Myron Belkind who will then introduce a panel with the producers and Ray Suarez. The signing of Ray Suarez's book *Latino Americans* will take place in the atrium.

September 30th is Richard Dawkin's *An Appetite for Wonder*. Jan King will introduce and Heather Forsgren Weaver will report.

October 7th is John Launois *L "Americain: A Photojournalist's Life*. Eleanor Herman will introduce and Aileen Schlef will report.

October 18th is the Piers Morgan event at 2 pm. Barbara Cochrane will moderate, Eleanor Herman will introduce, and Jeffery King will report. Jan King, Joe Motheral and Heather Forsgren Weaver volunteered to help out.

April 4th is Diana Galbadon book event. She writes the *Outlander* series. Heather Forsgren Weaver will introduce and we will need a reporter.

Committee Project Update: There was a lengthy discussion about the Nov. 6 proposed book rap. The JFK panel will not be possible, so Jan King arranged for the author Philip Caputo, *The Longest Road*, to do the event. Nicole informed the committee that Alan Greenspan's people expressed that he would be available on the same date. Since the invitation had been extended to Greenspan some time ago, the committee had a decision as to how to proceed. We decided to offer a speaker's luncheon opportunity to Mr. Greenspan and have Mr. Caputo for the evening book rap.

However, after the meeting, Nicole checked and saw that Greenspan's people had specifically requested the evening of November 6th and that the Ballroom was already taken for that date. Given the unique nature of the situation, she did not want to rescind either invitation so decided to move forward and hold both events on the same evening.

Black History Month: Barbara Bird spoke for Gloria Browne Marshall who was absent at that point in the meeting. She said that the book *Martin's Dream* by Clayton Carson director of the MLK Foundation would be a paperback as of February 2014, so that would eliminate having it at an event. When Gloria arrived, she said that she was still open to any leads of book titles that would be appropriate for Black History Month.

Updates on Invitations: Nicole reported that Sue Monk Kidd is a no and the Patton Oswalt publishing date was changed making that a no-go. The remaining outstanding invitations are for James Carville and Mary Matalan, Joshua Zeitz, Holly George Warren, and Ann Ross.

Broadcast Committee Update

Chairman Mark Hamrick convened our September meeting. Excellent turnout.

Bill McCarren provided an excellent and confidential explanation regarding the staff and organizational changes at the BOC. He described the integration of the former AV department and the Broadcasting Operation Center and the clear opportunities and advantages of merging the two into one business unit. Bill explained that the cross training has begun and it should benefit the total business for a variety of reasons.

Rewind was discussed briefly and Adam Konowe will head future activities based on further research.

Mike Hemen updated the group on progress with the NPC podcasts and work with additional volunteers.

The Financial Journalists proposal is still in the planning stage.

Mike Freedman reports: "This Just in" and "Kalb" have been renewed on Sirius/XM for two years. Aug. 27 Kalb attracted 600 guests live on CNN and distributed by CBS Radio. Next up on Kalb is Nov. 22, 50th anniversary of Kennedy assassination. Dan Rather is the guest.

Press Freedom (Geewax)

The Press Freedom Committee continues to have an unusually busy year, thanks to revelations about the NSA information-gathering, WikiLeaks government data drops and Justice's subpoenas of reporter phone records.

The committee has been working with a coalition of media organizations to promote a national shield bill, which was APPROVED on Sept. 12 by the Senate Judiciary Committee. The bill, known as the Free Flow of Information Act, would to protect journalists in most circumstances from having to reveal confidential sources.

<http://press.org/news-multimedia/news/press-club-continues-fight-government-transparency-first-amendment-protections>

Committee members, along with the Young Members Committee, are planning a panel discussion exploring how a mid-size city newspaper was able to unearth the extraordinary story of how an iconic photographer of the civil rights movement led a double life as an FBI informant. The panel is scheduled for Oct. 10 at 6:30 p.m. at the National Press Club in the Lisagor Room. Admission is free for National Press Club members and \$5 for non-members.

<http://press.org/news-multimedia/news/npc-schedules-panel-exploring-man%E2%80%99s-role-civil-rights-photographer-fbi-snitch>

House & Bar (Morton)

Chairman Lou Priebe reported on conversations he has had with staff about developing a monthly or annual program recognizing those wait staff members who have provided exceptional service at the club. That could include mention in the Wire and placement of a certificate in the employee cafeteria with the winner's picture.

The committee toured the new game room and praised the significant improvement in the decor. It was suggested that a ribbon cutting ceremony be held with the president and Board of Governors, that a Wire article invite members to use the enhanced facility and that photos of members using the facilities be hung in the room.

Member Bob Weiner suggested changes to the club's 5K race, particularly that the starting time be moved later than 7:30 to increase participation.

International Correspondents (Belkind)

More than 80 persons attended a slideshow presentation and talk on "Myanmar Today and the Challenges Ahead" by photographer Tom Cheatham on September 11 co-sponsored by the International Correspondents Committee and the Photo Committee, in conjunction with The United Nations Development Program (UNDP), in the Holeman Lounge. The UNDP arranged a reception for the attendees.

Coincidentally, the event was part of an "international doubleheader" at the NPC that evening, with the Book and Author and Events committees having organized in the adjoining ballroom a program attended by nearly 200 persons featuring an advanced screening of the PBS Landmark Series, "Latino Americans," with a companion book signing by PBS NewsHour Senior Correspondent Ray Suarez on his book, "Latino Americans: The 500-year Legacy That Shaped A Nation." Sharon Percy Rockefeller, the president and CEO of WETA, attended and was introduced during the welcome remarks. Judy Woodruff also came by during the program.

Both of the above events were ticketed and brought in revenue for the Club through the charges to nonmembers and the cost of the UNDP-sponsored reception at the Myanmar presentation.

Additionally, the International Correspondents Committee is having a Kazakh literary event in the Conference Rooms on Oct. 8, and the Kazakhstan Embassy is planning to arrange a reception through the Club's catering department for the occasion.

Two Embassy Nights are being planned for October, at the Embassies of Mexico and Bangladesh.

Events Committee (McGrath)

Events Committee chair Megan Cotten reports that at its Aug. 26th meeting the Committee "briefly discussed some ideas about this Prohibition (Party) event at the last meeting. We talked about making it affordable, and providing passed hors d'oeuvres and some form of music. We booked the First Amendment Room for Dec. 6 for the event and are working out the rest of the details. We also discussed planning logistics for the PBS Screening of "Latino Americans" with Companion Book Signing by PBS NewsHour Senior Correspondent Ray Suarez."

Appendix 3 - Election Committee

**National Press Club
Board of Governors**

Appointment of 2014 Election Committee

Approval is requested for the appointment of the following persons as the 2014 Election Committee:

Jonathan Salant, chairman
Carole Feldman
Mark Hamrick
Molly McCluskey
Cary O'Reilly
Carole Sargent
Ben Dooley

We hope to add a couple of communicators at a later date.

JOEL WHITAKER
Secretary

Appendix 4 - Strategic Plan

***NATIONAL PRESS CLUB
STRATEGIC PLAN
2014-2018***

***Amidst Major Challenges, Ensuring a Strong Future for the World's
Leading Professional Organization for Journalists***

Submitted Sept. 5, 2013

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Introduction

The 2014-2018 National Press Club Strategic Plan seeks to build on the successful implementation of the Club's first five year plan from 2009-2013, a period that coincided with the most severe recession for the U.S. economy since the Great Depression.

In part because of the leadership and guidance found in the Club's original Strategic Plan, the NPC more than weathered that economic challenge, which should be a source of great confidence for our future.

The key to any successful Club is a happy and contented membership and sound finances, and the National Press Club has both.

Since 2009, the Club has had annual gross profits in excess of \$1 million. Long-time members will know that the word "profit" was not in the lexicon of the NPC until recent years. The New Strategic Plan recognizes the efforts of successive boards of governors and staff led by Bill McCarren in achieving these outcomes. The club is now free of all long-term debt – something most successful corporations never achieve.

Yet, the Club still faces challenges both in Membership and in Finance as it charts a course to 2018 in this plan.

The Five Year Plan of 2009-2013 set a goal that membership would grow each year for five years.

Unfortunately, total membership has actually decreased from 3,503 in 2009, to 3,311 in 2010, 3,312 in 2011, and 3,199 in 2012, a drop of 8.7 percent overall. Nevertheless it can be reasonably stated that an aggregate overall drop of less than 10 percent since 2009 is still an achievement in view of the major staff reductions in the media industry including the closure of many Washington, D.C. news bureaus and the policy of some newspapers to stop paying for NPC membership for their staff.

The good news on the membership front is that, across-the-board, the comprehensive NPC 2012 Membership Survey portrayed a very satisfied membership, including these key findings:

For all membership categories:

- 82.4 % (including 80.7% for journalists and 83.7% for communicators) feel the yearly cost of their membership is a good value.
- 86.9% (including 83.8% for journalists and 90.1% for communicators) rate the Club good to excellent overall.

In brief, the current membership, based on these findings, is overwhelmingly satisfied with the Club. However, ways must be found to ensure that the Club starts to regain some of its lost membership numbers, which in 1965 stood at more than 5,000.

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Against this background, the 2014-2018 Strategic Plan hereby outlines a summary of key issues the National Press Club must address to maintain its position as The World's Leading Professional Organization for Journalists in what is expected to continue to be a difficult and challenging economic climate for the country and especially for the journalism profession.

The Strategic Plan has three main sections:

- Introduction and key recommendations for Membership, Strategic Partnerships, Reserves and Relationships with the National Journalism Institute.
- Finance Section, including a discussion of the Club's financial goals over the next five years.
- Business Plan, including a discussion of the Broadcast Operations Center over the next five years.

MEMBERSHIP CHALLENGES AND INITIATIVES

The Strategic Plan urges the following action items to bolster membership:

- **To ensure its future viability, the Club must change its membership profile, currently weighted toward older members and retirees, to recruit more young members.**

As of June 2013, the total membership was 3,138 of which 533, or 16.9 percent, were over age 65 and classified as retired, while only 260 or 8.3 percent were under 35. This strategic plan recognizes the long-term contributions to the Club of the retirees, many of whom remain very active, but at the same time the biggest single need for the immediate future is to heavily recruit younger members.

The results of the 2012 Membership Survey highlighted this trend. Since the previous survey in 2007, the Club membership has shifted to a significantly older demographic composition, with 57.7 percent of members older than age 55 while only 25.4 percent are 45 or younger. By comparison, 41 percent of members were 50 or older in 2007.

Within 10 years, the survey said, "there is a high likelihood that, in absolute terms, nearly 1,600 members will retire and may move out of the DC area."

Thus, the first recommendation, in line with the membership survey results, is:

- **To implement a robust membership recruitment and retention campaign targeting Young Members. This may require a group to study the question and devise a strategy. At the same time, continually reinforce to existing members the value of NPC Membership.**

The 2012 Membership Survey revealed that 70.9 percent of members now pay their own dues, up from 62 percent in 2007, a trend that is expected to continue.

Thus, members must feel that there is a strong value to continuing their membership when their employers cease paying their dues or even if they are already responsible for their dues.

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This Plan notes the existing efforts of the Club's membership recruitment program and urges that it continually use every communications opportunity to reinforce the wide range of benefits available to members including more work space and Wi-Fi now available, discounted parking after 5 p.m., the fitness center with its own personal trainer, the free continental breakfast and afternoon coffee service and the Taco Nights on Fridays, all in addition to the Club's traditional networking and professional and social programs.

The Plan also recommends expanded use of single-subject promotional emails via listserv, Wire articles and printed brochures, highlighting specific benefits of Club membership, as has been done in the past, to update members on the reciprocal clubs program, in the United States and abroad. This was a recommendation from the survey. Of course social media and text alerts and even group chat can also be used in appropriate circumstances particularly to help reach younger audiences.

- **Initiate a membership drive focusing on the growing number of international media in Washington**

While U.S. media have cut back or eliminated their presence in Washington, major international organizations are substantially increasing their operations in the capital, including from Russia, China and the Middle East. The Strategic Plan recommends a high-level major recruitment program to make these organizations aware of the National Press Club and its benefits. This program should include personal visits to the major new international news gathering operations by the Club's leadership and invitations to visit the Club for tours.

- **Offer Corporate Membership**

The Strategic Planning Committee strongly endorses the implementation of Corporate Memberships and sets a goal of adding at least two a year from 2014.

The benefits of corporate membership are enormous. They would bring in a large group of members from single organizations, ensuring solid, steady revenue in dues payment and additional revenue from restaurants or events. Corporate memberships would of course bring in more journalist members. The Board of Governors has already approved plans to test corporate membership. This plan recommends the Club move forward with an aggressive campaign to attract Corporate members.

The corporate memberships will initially be offered to the largest U.S.-based media – but also to some of the major international media. The program will be good for most organizations with more than 45 employees, but the actual value may differ from one organization to the other.

(See the Business Plan at Page 11 for further discussion of Corporate Memberships)

- **Recognize the important role of the Communicator Members via the NPC President's Office**

The Communicator members of the Club have much to contribute to the overall operation and direction of the organization. In 2010 the Club changed the name for this category of members from

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“Associates” to avoid the impression that they were somehow less active in the Club than Journalists (who were called “Active”). These kinds of symbolic changes can be helpful in recognizing and encouraging the valuable contributions of our Communicator members.

The Club has benefitted from having three Communicators serve on the Board of Governors, all of whom take part in the full Board discussions and who can vote on budget matters when the Board meets as a Committee of the Whole, as it is required to do when considering the Club’s annual budget.

The Plan notes that this year when the Club chose to honor a winner in the Annual Press Freedom Awards, judges selected “The Whistleblower” to reflect the brave choices news sources must make to participate in the news process in today’s complex world. In so doing, the Club recognized Communicators with one of its highest honors, always -- until 2013 – reserved for Journalists.

Communicators are an essential part of the Club’s fabric, and it is gratifying to note that this membership category expressed great satisfaction with the Club in the 2012 NPC Membership Survey.

- **The successful participation of Communicators in the Club is essential, and the Strategic Plan recommends the Club further recognize the importance of their role by having the Communicator Member of the Club who is in his or her final year of a three-year term to be a special advisor to the President with regard to the Communicators, thus ensuring the Communicators have full and unique access to the President, and the President has the benefit of their wise and valuable counsel.**

- **Attract more Freelance members**

While full-time media positions are being reduced, the growth in the use of freelance staff provides a good opportunity for the Club to attract more members.

The Club offers freelance members free use of work space coupled with enormous opportunities in a professional environment that includes assistance in training and updating of skills in addition to all other benefits of Club membership including networking.

The Club has been fortunate to have had the foresight to establish a Freelance Committee in 2008, and to have elected a Freelance Journalist as President in 2012. The new Strategic Plan formally endorses the participation of freelancers in the life of the Club and hopes to provide valuable support in their professional pursuits.

The Club views professional freelancers as a large pool of potential Journalist members, well suited to benefit from the facilities and culture of the Club. In an effort to convert more freelancers into dues paying members, the Plan encourages the Club to find sponsors for an annual workshop on promoting freelance writing and operating a small business.

STRATEGIC PARTNERSHIPS

While many news and professional organizations wish to co-sponsor events at the National Press Club, the Club must do a better job of identifying a small number of strategic partners where there are *mutual benefits and opportunities* to enhance the Club's brand and position as the World's Leading Professional Organization for Journalists.

While the plan does not offer a blueprint on how this can be done, it does recommend that the Club leadership explore the possibility of partnerships with other significant brands where cooperation could be valuable.

These could include: The World Affairs Council of DC, with whom the Club has a good working relationship, the International Center for Journalists which has worked closely with the Club's International Correspondent's Committee, Reporters Without Borders, which has a close association with the Press Freedom Committee, Universities such as: George Washington, Maryland, American, Georgetown and Howard all of which help the Club with the challenging problem of attracting younger members. Also, the Club may explore partnership opportunities with organizations such as Unity, ASNE, ONA, SPJ and others. Finally, even quasi-competitive organizations may present partnership opportunities if approached in the right manner. These include: the Newseum, the National Press Foundation and the Overseas Press Club.

It is possible that the Club could establish baseline requirements before "partnering" with any organization such as: do they have NPC members within their ranks and is there an opportunity to add more members; are they a client of the NPC for their events and what is the opportunity to increase business; do they support the Journalism Institute in their charitable giving; is their competition with the Press Club casual or overt in any area and can that be mitigated through a partnership. A good partner truly has the best interests of the National Press Club at heart and would have no problems respecting our rules and practices. And a good partnership is mutual with both parties benefitting.

RESERVES

The National Press Club has made great progress in the last five years in establishing a financial reserve. Yet, the fund is not yet where it should be. The Press Club's auditor said a reserve equal to five or six months of expenses would be desirable.

Based on the Club's 2013 budget such a reserve would be about \$5.7 million. We are currently about half way there. However, we must balance the need to reach a responsible reserve with the need for ongoing investments in our members' club experience through programs and capital projects. A reserve target of \$5 million would strike the right balance.

Therefore, the Strategic Plan sets the following reserves targets as goals effective at the end of each calendar year:

2014: \$3.5 million
2015: \$3.9 million
2016: \$4.3 million
2017: \$4.7 million
2018: \$5 million

See Page 7 (Finance Section) for more discussion on Reserves

Relationship With National Press Club Journalism Institute and Raising Funds for Freedom of Press Programs

The National Press Club Journalism Institute, while continuing to receive substantial support from the National Press Club, has now become operationally and financially self-sufficient, as envisioned in the first Strategic Plan. The Institute is now better able to fulfill its mission – especially in professional development activities. That is why, roughly concurrent with this plan, the Institute is publishing its own Strategic Plan for the first time.

Against this background, the National Press Club Strategic Plan encourages the Journalism Institute to consider raising funds for Freedom of the Press Programming that complements the NPC's press freedom priorities. The NPC's Press Freedom Committee will continue to conduct press freedom programming and work with the NPC President on press freedom issues. The NPC President will remain the Club's chief spokesperson and leader on press-freedom issues. The institute must have fiduciary control over money it raises for press-freedom programming. The Press Club and the Institute should consult each other on Press Freedom initiatives, and the Institute is welcome to co-sponsor activities in this area with the Press Club if it wishes to do so.

FINANCE SECTION

Overview

Financial challenges, by their very nature, always have the potential to be lethal threats to the existence of the Club or great opportunities. So we treat them here in their own section and will explore other big issues for consideration later in the paper. That being said, most key club issues are, in the end, financial issues.

In 2008, when drafting the first strategic plan, the Club had substantial debt, no reserves and a business model that had produced a string of operating losses. Five years later, the Club is approaching five consecutive years with profits of more than \$ 1 million, has eliminated all long term debt, and has built reserves of close to \$3 million. Further, during this time, the Club has completed several capital projects requiring significant investment including: the renovation of the Fourth Estate dining room, the Reliable Source kitchen, the Conference Rooms and the Games Room, in addition to substantial investment in HD technology in the Broadcast Center. Such progress would have been positive in a good economy but to have achieved this result in the worst economy since the Great Depression is a significant achievement.

The Club has never been in better financial condition.

We would not have made such progress without the leadership of the Board which communicated in an effective manner to membership what had to be done and why. The first strategic plan played an important part in that communication. The financial result is a team effort of impressive scope and discipline. Had we not changed course, set new goals, built revenue streams and reduced unnecessary cost, we would not have been able to keep membership affordable and would have put an iconic institution at grave risk.

Yet, despite this progress, our work in the financial sector is not complete.

In 2008 the Club auditor suggested that an organization our size should have between three and five months of operating expenses as reserves to guard against business reversals, emergencies, etc and to allow for best practices in business operations. In our first strategic plan we set a goal of reaching \$3.5 million in reserves by Dec. 31, 2013 – putting us at about 3 months of reserves. After five years we are now close to that goal. So, for five years we have operated at *less than* the minimum threshold suggested by our auditors while making progress toward the goal. The Budget Committee, together with the Auditors and Board, has noted that progress and suggested we move toward a new goal of \$5 million in reserves (or about five months of operating expenses) by the close of this Strategic Plan (Dec. 31, 2018.) The new, higher goal is not only advisable and obtainable but it takes into account the growth over the last five years (and the next five) in the real and potential operating costs of the enterprise. We have taken five years to get where the auditors wanted us to be five years ago, and, it should take five more to reach the upper zone of the auditor's recommendation where we will have the most comfort and stability. We have the time required and the productive business model to get there. Achievement of this reserves target will be a substantial step toward perpetuating the National Press Club experience for future generations of journalists and our democracy. And we will continue to invest along the way, as we have so far, and to work to keep membership affordable.

GOAL: Through improved business operations, The Club will meet budget projections for annual surpluses in 2014 and growing each year thereafter, with a goal of \$5 million in reserves by the end of 2018.

Reserves, once built to these specifications, should be held in reserve and should not be used for capital projects.

Solid reserves and a consistently profitable business will produce cash flow that will support manageable debt levels that can help accomplish needed capital projects and crucial but routine maintenance of our facility.

The auditors believe that current business operations can manage up to \$ 1 million in debt. The auditors believe that debt in the range of \$2 million or more is unsustainable and inadvisable.

When cash flows are not required to reach reserve goals, those cash flows from business operations will be available to sustain debt required for capital projects. **If there is a key lesson for members to learn during the next five years it is this: reserves themselves are not accumulated for capital projects; once reserve targets are met, *cash flows* from operations can be used to pay the debt needed to accomplish capital projects and for other priorities.**

Financial goals are not an end in themselves, their achievement allows the Club to accomplish overall goals such as: perpetuating the institution; keeping membership affordable for members; attracting high quality young members; protecting the business against competition; short, medium and long range capital projects. We will discuss some of these in the following pages.

CAPITAL PROJECTS

Short term capital projects are those in which we are currently engaged. Mid-term capital projects are those we have identified but are not currently planning. Their time line might be two years off. Longer term capital projects are those that should be examined and explored. Some of them may be completed during the upcoming Strategic Plan.

SHORT-TERM CAPITAL PROJECTS

We are currently replacing chairs in the Reliable Source. We are currently upgrading HD technology in the Broadcast Center. We are continuing to renovate the restrooms on the 13th floor. We are renovating the Games Room. We are refitting the cold room off the main kitchen. We are updating the sound system in the Ballroom.

MID-TERM CAPITAL PROJECTS

Another \$250,000 of upgrade to HD technology for the Broadcast Center in 2014 should complete that project. We will do a cosmetic renovation of Zenger Room in the summer of 2014. The floor in the Holeman Lounge needs to be resurfaced in early 2015.

LONG-TERM CAPITAL PROJECTS

The following major long-term capital projects have been identified as important issues to be considered during the life of the strategic plan:

Our main staircase needs to be replaced (estimate \$100,000) and when doing this we will add non-intrusive key-card access to 14. This will help ensure that those using member facilities are members.

Workspace for members was suggested as an important area in the membership survey. We will look for ways to improve the experience and increase the space if possible.

We will explore the possible move of the 4th floor studio operation to the West Balcony area to coincide with lease expiration on our rented space in late 2015. This is not to say that we will do this, just to say that the option will be explored.

The locker rooms and showers in the gym area need a renovation. Prior to this project, however, the Club will explore alternatives to an in-house gym and discuss possible alternative uses of the space, in addition to a renovation. It could be that this entire area from the 14th floor kitchen through the gym area could be a wraparound Restaurant, Bar, workspace area for members with big windows onto the City. This would be a huge project and would not necessarily generate additional revenue. It would have to be done as a transfer of the Fourth Estate Restaurant space.

Front desk area/entrance needs to be redesigned and refitted for security reasons and appearance. We will emphasize the need for a traditional look, as well as a need to look updated if possible.

Main kitchen needs to be renovated probably in the 2020-2025 time frame.

These are substantial projects that are ambitious in nature and would require significant resources and new debt.

Business Section

Overview

For the financial goals of the Club to be achievable there must be sufficient human and capital resources to keep the Club's \$12 million enterprise competitive and profitable. Without a sufficiently healthy, well managed and equipped staff, it is not possible to accumulate reserves, fund capital projects, sustain membership benefits and keep the cost of membership low. So, in some ways, having the resources to run the business side of the Club must be a top priority from a resources allocation standpoint. Having members understand and accept this fact is a key to success. Of course the goal of the well-functioning business is to produce profits to sustain the Club, its activities and its members. Having a staff that understands and supports this concept is also essential.

The Club is fortunate to have several formidable resources that can be leveraged for business success including: nearly 55,000 square feet of Class A real estate (much of it rent free) in the heart of Washington; an experienced and talented staff of 107 people; 3,200 journalist and other members who make the Club an attractive place by their regular presence in the facility; a well-known and highly respected 105 year-old brand; a highly-trafficked website that serves the needs of both members and the business.

GOAL: Not updated since a major overhaul in 2009, the Club's website must be refreshed to do a better job of presenting content for mobile users, providing modern design and navigation and incorporating social media. The Club will complete a reskin of the website by 2014 that addresses these and other issues. This is in keeping with the Club's overall initiatives to create an e-business experience including: online event ticketing; online membership invoices; online membership applications; and, an online event contracting process. These initiatives follow a successful online newsletter and online directory.

As members and their networks are the key client group for the Club's services, their enthusiasm for doing business of all kinds at the Club is one of the key drivers of business success. This key relationship between members and the business is sometimes lost in the discussion of member priorities as distinct from business priorities. In many ways the two can be seen as one.

Indeed the Club's business can be seen as organized into three parts: membership and member services; technical and media services and room rental/food and beverage operations. Each has separate challenges and opportunities over the next five years.

MEMBERSHIP BUSINESS

While the Club and its members are the reason for our business to exist, Membership and Member Services can also be viewed as part of the business and a steady revenue stream. Journalism has moved through a depression during the last five years. Thousands of jobs have been shed, publications have ceased, Washington news bureaus have closed. Through all that we have seen membership remain remarkably steady while declining slightly over time. We face two huge challenges in membership – the fact that we do not have enough young members to sustain our Club in future years, and the fact that media companies are less willing to pay for reporters membership dues. Both of these problems are potentially lethal to the National Press Club of the future. Both can initially be addressed by a key new strategy of allowing corporate memberships.

CORPORATE MEMBERSHIP

The board voted to allow up to five corporate memberships proposals to be approved by the board each year. We are fast approaching the time when that is a reality. Under these plans a news organization would be allowed to bring in all its qualified employees as members of the Club for one flat annual fee. Such plans would add membership revenue, but would also add hundreds of members to the club in one stroke of the pen. This would help with our branding as it would add more of the highest profile journalists in Washington into our membership ranks. It would also bring in a significant number of young members and many diverse professionals. Corporate membership would provide hundreds of new clients for the restaurants and for our many events. Journalists who had previously not rented rooms for social events such as receptions, weddings, bar mitzvahs might do so or suggest that their neighbors do so. The benefits would be transformative to the Club. Current members would have to understand all this and welcome the new members with enthusiasm and good humor and invite them to our committees and into leadership. We initially targeted the Washington Post with others to follow. By following this plan we would, in effect, be returning to a model where the employer in effect pays the dues. This was true when we were at our most successful as regards the business of membership. In this way, Corporate Membership, while new in concept, is really getting back to our roots.

As regards the political aspects of hundreds of members from a news organization the board has anticipated that potential issue and voting by the new Corporate Members would be limited to an appropriate number relative to our general fee structure. There would not be more voting members at say, the Washington Post than are obtained via our standard process.

Goal: The Club will work to initiate corporate memberships in 2014 and will work to add 2 corporate memberships per year throughout the plan. Staff and members will work to welcome and integrate these corporate members into the community.

EVENTS/NETWORKING

Most member events are now ticketed and have a modest reservation cost. There are of course member events such as luncheons and some newsmakers that provide more substantial revenue from tickets or AV and broadcast services. So in these ways member events become part of the revenue stream. But the real value provided by member events is that they allow the Club to facilitate news coverage, which is both good for the news business and good for the NPC brand. And these events also provide key networking opportunities for members which is one of the most valuable aspects of Club membership according to the survey. Club committees which organize Club events are one of the best ways to keep members active and engaged in the Club, according to survey data. This explains in part why membership numbers have held reasonably steady through the Journalism Depression.

NON-RESIDENT MEMBERS AND ONLINE PARTICIPATION IN THE LIFE OF THE CLUB

With technology there are more ways for non-resident members to participate in life at the Club. While this happens now with webcasting and social media, there is not much thought given to designing content for this audience, rather we think about how to make the content or experiences we already have available through technology. There is room for improvement in both areas and this should be studied and discussed with recommendations for future improvements. An emphasis could be on how to grow the non-resident membership and what the opportunity is there rather than how to simply maintain the group we have. If you consider how universities are aggregating communities now through online education you can see how we might be able to do something similar with our content for the online communities around journalism schools.

During the last five years the Club took a big step in this direction by webcasting candidate debates and General Membership Meetings. We will go further this year when we institute online voting.

GOAL: The Club will develop a staff-member working group to discuss and report on designing online content for the non-resident members of the Club.

RESTAURANTS

The survey is powerful in its suggestion that the Reliable Source is a vital part of the member experience and is seen as a great value. When things are going well it is tempting to leave them alone, but we have made several changes to the Reliable Source during the last five year plan. We invested heavily by renovating the RS kitchen which now is fully code-compliant and has a modern look and feel. We also renovated the Games Room to make it more usable space. We provide newer more modern menu items as well. Unhappily, we have not seen much change in terms of business result from these investments. The Bar does not receive the use it once did – especially in the evenings. It is possible that we are suffering from competition from the Hamilton, a new \$25 million restaurant across the street. But, according to the survey, members find the RS to be a very satisfying experience, so, despite the losses this part of the Club is fulfilling its mission while benefitting from improvements.

The Fourth Estate restaurant has also seen a renovation during the last five year plan. Recently, FE business has been up nicely because of the innovative use of couponing. But, while members appreciated the FE in the survey, member use of the restaurant is not as strong as it should be. The food remains outstanding and the service is improving but focus group indicated many reasons why members were not warm to the fine dining restaurant. Without the support of the public, the FE would have to cease operations.

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It is a fact that the restaurant operations of Clubs generally would fail without monthly minimum payments by members. The Press Club has never had or even discussed such a feature. While it may be impractical, it would seem that a monthly minimum set at the level of say, a hamburger sandwich and a

beer per month would simply be under the level of current use by most members. But even a small minimum charge would change the use patterns by members and generate some momentum, however artificial, from our customer base. The reasons for this are not only financial: when more members use the Club more regularly the Club is just more fun and is better for networking. These, according to the survey are some of the primary reasons members belong to the Press Club. Anyone who has been in the Reliable Source when it is full and vibrant knows how great a place this is. We need to explore ways to structure the Club so that it gives us what we want from it.

GOAL: Members and staff will establish a working group to explore the idea of monthly minimums for member use of the restaurants and produce a paper for the Board's consideration.

THE ROOM RENTAL/BANQUETS BUSINESS

Over the past five years and looking ahead to the next five the Club has faced a remarkable number of new competitors for its core, traditional catering business (room rental and banquets). Still, business has been fairly steady with some peaks and valleys. Well-funded glitzy competition such as: the Newseum, the Gaylord, The W. and The Hamilton – and soon others such as the new Marriott Convention Center (2014) and the new Trump Post Office (2014) have joined our more traditional and closer competitors – the JW Marriott, the Willard and the Grand Hyatt.

In this environment we have only been able to raise prices once in the past five years and it is unlikely future revenue growth will come from price increases despite anticipated food inflation.

Five years ago we did not think much about competition. The National Press Club was a unique venue and people would pay up to be here. While that remains true to some extent, the equation has changed and market conditions find us too often empty -- especially in the evenings when we should be full. Staff needs to be more alert about competition and better understand the risk from competition and

competitive sales. And members need to be both patient and helpful as we navigate this new environment which will require resources to defend and take market share.

The Club continues to turn out some of the best banquet food in the city with prices similar to what is paid at hotels. Our banquet service also enjoys a fine reputation and our events are enhanced by good quality presentation media. The rooms are historic and attractive and reasonably well kept. Generally this is our strongest of the three business segments – although there is always room to improve and the need to invest.

GOAL: The staff will expand its Competition Committee and will meet more regularly in the future. It is possible that members should be represented on this committee as well. One of the issues to consider is that the Club currently has no prohibition against competitors becoming Club members and indeed some competitors are currently members of the National Press Club, creating a potential point of weakness for the business.

MEDIA SERVICES BUSINESSES

About 15 full time staff members are engaged in the media services business of AV and Broadcast that support club events and help clients distribute messages to audiences in our rooms or through media to audiences beyond. These businesses represent about 30 percent of the Club's revenue and about half the Club's profit and have the potential to be even more profitable. Aside from payroll costs there are three other cost areas that must be managed for these businesses to be profitable. They are: freelance labor costs; technology costs and, in the case of the Broadcast business, real estate costs. Following is a discussion of some of the characteristics of these businesses and their unique challenges.

AV BUSINESS

AV has become a much more sophisticated business than podiums and microphones and projectors. Laptops, large screens, photography, live tweeting have all changed the look and feel of events. All assets are digital and they can all be shown with music and at scale. In-room presentation can be exciting and challenging. Our AV business is very profitable – indeed this is the most profitable business in the company. We have a skilled and experienced full time staff and a large freelance staff. Freelance costs are well managed and all staff are highly productive and customer oriented. Clients are very happy with our services in general. We are well known for crisp, clear sound. Our group seems to be able to keep up with the latest trends in the field and to make good recommendations on purchase vs. rental for equipment solutions.

BROADCAST CENTER

BOC also has highly skilled employees and a large freelance staff. The business can be better managed. Freelance costs are very high. Equipment costs are very high. And real estate costs are very high. There is, however, great opportunity here. In 2010 the BOC had its best year at \$2.3 million of revenue and about \$300,000 of profit. Revenue has declined every year since then with profit nearly disappearing in 2012. We have added nearly \$400,000 in equipment with plans to add \$250,000 more in 2014 in an upgrade to HD. We have added more full time staff over the five years as well. But we are not seeing the results that we should in 2013 and revenues are still declining. The biggest structural issue facing the BOC is the cost of their real estate. The Club is paying about \$500,000 a year rent for the 4th floor facility that houses BOC and the Archives. In 2015 the Club's original ten year lease runs out. We have hired an agent and are discussing terms of a lease extension now. We are also involved internally in a discussion of a combination and reorganization of the two units: AV and BOC to see where there are synergies and efficiencies and where they can learn something from each other. AV staff would move into the BOC space so the real estate costs could be shared across the units and the overall management would be done by AV managers. Finally we are exploring other kinds of options related to the space and the studio that are more for discussion than action.

GOAL: Management will accomplish a combination of the AV and BOC business units into a single, integrated business with shared resources of staff and equipment. Management will report to the board on a regular basis about the progress of this initiative and synergies discovered.

BIG ISSUES FOR CONSIDERATION

During this discussion we have touched on several big issues for consideration including: corporate memberships, monthly minimums, facing competition, reorganization of AV/BOC. Each could be transformative to the business and to the Club if done well and each represents a potential threat to the Club if unsuccessfully managed. Leaders from membership and staff should continue to discuss these and other issues, engaging the membership as we move forward. Below are three more issues which are less fully developed than the others. While we are less certain what if anything we want to do with these, we are fully certain that initial consideration is required in the next five years

PERPETUATING THE CLUB

There is a known expiration date for the National Press Club as we know it and that is Dec. 16, 2078. While that date seems a long way off, those 65 years represent for us a meaningful opportunity to plan for the future. Right now the financial plan seems to be to collect the 2nd Century Fund from members. Right now that stands at about \$650,000. Continued collection practice might put us at about \$5 million in 2078. While it is hard to know what the rental for our space will be on the open market in 2078, right now it is probably more than \$3 million a year. So our current plan might perpetuate the Club in its current location for an additional year or two. It seems clear that is not much of a plan. Perhaps there is a way to act sooner to extend the lease on terms that remain favorable to us and are also favorable to the landlord. The most lasting legacy current club leaders can provide would be to find a way to extend the current lease for another generation of journalists by extending the move out date back to 2,100 or later. Some might think that it is best to wait and see what develops as circumstances can change. That is also a reasonable approach but this question should be explored.

GOAL: Create a Member-Staff working group to explore options related to the Club's long term lease, 2nd Century Fund and strategic options. The group will produce a report for the Board's consideration.

WHAT TO DO ABOUT BOC SPACE IN 2015?

A far more immediate real estate issue now pressing the Club is the renewal of 10,000 square feet of space on the 4th floor.

The Club never anticipated facing an issue on this space. The BOC was projected to produce runaway profits almost immediately that would not only cover all costs but would more than payback the massive investment made by the Club and sustain the Club's finances into the future. While progress has been made, things have not worked out this way. And the BOC requires significant fixed cost resources for staff and equipment. The NPC Archives is also part of this space and cannot be easily moved. It was to have been supported in operation by annual contributions by members. These contributions have never materialized.

The Club should know by this time next year what it is going to do with respect to the lease on the 4th floor. The financial return on investment from the space is uncertain suggesting that a short term renewal is the best option at this time, allowing a chance to revisit circumstances down the road.

Of course there are a number of other alternatives, short of a full renewal that the club could explore.

These include: a partial renewal of just the archives, small studio/control room and office space; taking new space somewhere else in the building and rebuilding a facility that is more appropriate for the changes in the TV and online video business; rebuilding a similar facility elsewhere with more attractive real estate costs; rebuilding a smaller version of the BOC studio in the West Balcony of the National Press Club on 14. All of these ideas would save real estate costs and entail some build out expense. It is virtually certain we would lose some clients and business in the process. The idea would be to make something that is sustainable, manageable and productive going forward. It is also possible that the building will provide us with an attractive proposal to stay in place.

GOAL: The Club's Broadcast Task Force should produce a report for the Board on possible recommendations related to alternatives to lease renewal for the BOC by May 2014.

SECURITY

The days when members and guests can pour into the Club without passing through metal detectors or signing in and showing ID are quickly coming to a close.

More security will require resources like personnel, cameras and other technology. And it will require a new way of life at the Press Club. But we see no real alternative.

GOAL: The Club should create a Staff-Member Committee to explore Security at the Club and make recommendations in a report by 2015 or sooner.

NETWORKING

In all aspects of the business the reason people are coming to the Club is to network. The survey makes clear that this is a principal reason that members value the Club. Of course, client events are almost always about networking. NPC luncheons are a gold mine of networking opportunities. Even news conferences are a kind of networking. Club staff is always attempting to network with members, clients and prospects. Networking is the consistent thread running throughout all aspects of the Club. If the networking is good, the Club is succeeding. Yet, despite the fact that networking is all around us we do not really know: how to talk about it; how to market it; how to encourage it; how to improve it; how to measure it; how to analyze it; how to recognize new opportunities for it. While our Club and our business are all about networking, the Club has no goals for networking, no budget for networking, no networking committee, no Networking Department, no Director of Networking. The good news is we can do better. But first we have to network about it!

GOAL: A Staff-Member Committee should explore the issue of networking at the Club and make recommendations to the Board by 2016.

IMPLEMENTATION

Monitoring the implementation of this plan is vital. Toward that end, the Strategic Planning Committee shall issue quarterly progress reports to the Board of Governors.

CONCLUDING NOTES and ACKNOWLEDGMENTS

This paper is the result of significant work by the vice presidents from 2009-2013 (Alan Bjerga, Mark Hamrick, Keith Hill, Angela Greiling Keane and Myron Belkind) who chaired the meetings of the Strategic Planning Committee. In particular we acknowledge the work of Ms. Greiling Keane who, as Vice President, worked to bring about the member survey and focus groups conducted by the Advocatus Group that did so much to help clarify member's views of the Club.

The Plan also acknowledges the work of two members, Jerry Zremski and Steve Pain who worked with members and staff to develop such a good initial Plan five years ago which served as a basis for this work. The member/staff cooperation continued with this version of the plan as several staff served as participants on the Strategic Planning Committee. Also Mr. Zremski participated through the meeting and draft stages of this plan and in so doing provided valuable continuity and counsel for the group.

The current plan was developed after eight meetings of the Strategic Planning Committee in 2012-13. Drafts of key sections were written by Vice President Myron Belkind, Treasurer John Hughes and Executive Director Bill McCarren and then shared to the Committee for comments and revision before being combined and presented to the board in this form.

As in many Club matters, a smooth working relationship between members and staff is an important key to progress.

A final note is that, while the Club has had the good fortune to have strong leadership on both the member and staff side throughout this recent period, continuation of this good fortune is not assured. On the membership side, elected officers must continue to be of the strongest character. Their journalistic resumes should be a source of pride for the Club members and the public who is observing us. The best way to ensure this is to have a board and a "bench" of committee chairs filled with this caliber of member. Our recruiting can be improved in this respect. That will be a challenge for the next five years. And, with respect to staff leadership, the Club's Executive Director is under contract through Dec., 2015 and while succession is not an immediate concern, it is a challenge that must be addressed in the near term and during the period covered by this plan.

NPC Strategic Planning Committee, 2013
Myron Belkind, Strategic Planning Committee Chair, 2013
Angela Greiling Keane, NPC President
Thomas Burr, NPC Chair of the Board of Governors
Jerry Zremski, past NPC president, 2007
Jeffrey Ballou, NPC Board of Governors
Ed Barks, NPC Board of Governors
Shawn Bullard NPC Board of Governors
Frederica Dunn, NPC Board of Governors
Ken Mellgren, NPC Board of Governors
Staff Liaison: Bill McCarren, Melinda Cooke, Josh Funk