AAJA National Advisory Board meeting  
August 13, 14 2016  
Caesars Palace, Las Vegas, Nevada

At 8:40 a.m., Paul Cheung called the meeting to order.

Roll Call:

**Officers present:** President Paul Cheung; Vice President of Broadcast Niala Boodho; Senior Vice President, Michelle Lee; Vice President of Journalism Programs, Yvonne Leow; Treasurer Shawn Nicole Wong; Secretary Nicole Dungca

**Governing board members present:** Lauren Hardie (Florida), Matt Stevens (Los Angeles), Julieann Chiaet (New York), Esther Gim (Michigan), Joy Lim Nakrin (New England)

**Advisory board members present:** Jacqueline Gulledge (Atlanta), Grace Wong (Chicago), Frank Shyong (Los Angeles), Nancy Yang (Minnesota), Beena Raghavendran (Minnesota), Shirley Lew (New York), Frank Vinluan (North Carolina), Peter Wong (Portland), Pamela Wu (Sacramento), Kevin Lee (San Francisco), Shirley Qiu (Seattle), Alanna Quillen (Texas), Scott Wong (Washington DC)

**Proxies:** Nicole Vas (Arizona), Wendy Tang (Asia), Sameer Rao (Philadelphia), Irene Byon (San Diego), Shirley Qiu (Seattle), Alanna Quillen (Texas)

**Staff present:** Executive director Kathy Chow; Accountant Glenn Sugihara

**Other members present:** Sandy Louey (President, Sacramento), Naomi Hayase (President, Los Angeles), Lotus Fong (San Francisco chapter), Philip Yam (President, New York), Daigo Fujiwara (President, New England), Seung Min Kim (President, Washington DC)

After introducing ourselves, Kathy Chow presented the executive director’s report. She showed the biggest highlights, including the Kellogg grant and how it will help with the new criminal justice reporting project in New Mexico. The area was chosen because of a lack of journalistic resources there.

The new project will cost $6 million, and there is still substantial fundraising needed. The Kellogg grant will provide $400,000.

The project will target reporters who will stay within the state once the project is over. New Mexico media has embraced the project. The Santa Fe New Mexican will provide free office space, and the Albuquerque Journal will also collaborate with them.
Kathy mentioned that it is a unique opportunity for journalism associations, and all the positions will include full benefits for the journalists employed.

Joy asked whether the project will only target print. Kathy said the projects will include multimedia, and that she is talking to the Associated Press and some of the larger networks to collaborate on projects.

Seung Min asked about the deadline, and Kathy said they must first work with IRE to figure out the deadline. The employees will technically be University of Missouri employees, where IRE is based.

Paul mentioned we will be hiring: one junior level reporter, an editor, a video journalist, data journalist, and some senior reporters.

Shawn then went through report treasurer’s report. She talked about the 2015 audit. The 2015 tax return has been approved and prepared by August 2016, and report has already been filed.

She talked about how a few chapters are constantly tardy in reports.

Kathy mentioned that AAJA headquarters might be moving. The Hearst building, where the headquarters is based, will be converted into boutique hotels, with the process beginning in 2018. The company that owns the building is doing feasibility studies. Kathy said she will meet with the property owner to renew the lease after convention, which will extend the lease to 2017, with the goal to start looking for new office space in 2018. If we cannot afford San Francisco rent, we could move to Oakland. Paul said he raised the issue with the mayor of San Francisco.

Sandy then asked about how many chapters still have chapter reports still withstanding. Shawn said three were still missing, but four or five had missed the deadline.

Neal Justin then introduced several J-Camp leaders, saying that they needed new leadership, ideas, and energy for the camp. Officially, Arelis Hernandez will be the new leader. Clea Benson from Politico, who has been a director of 10 years, will also be heavily involved.

Arelis Hernandez, a 2004 graduate, said J-Camp is the reason she is still in journalism. She was a co-director this year, and they were transitioning slowly. She said the kids this year had the opportunity to push themselves, and invited everyone to visit the camp -- particularly on the last day, when they give everyone feedback. Clea also thanked the board for helping the group happen.

Michelle Baik, of the Student Broadcast affinity group, also introduced herself as one of three incoming co-chairs, alongside Angeline Bernabe and Nicole Tam. This year, the affinity group gave job hunting advice, and talked to recent graduates to answer their questions. They will try to expand their platform on Facebook, which they have used for events to post video.
Ruth Liao talked about the Voices program. She said they had a fantastic week, they had 16 college students and they’ve been working with them since May. They used Google hangouts in the summer to show them data viz and web scraping. She said one of the highlights included covering the presidential town forum. Ruth also introduced Maya Sugarman and Jessie Sung, the future leaders.

Yvonne said she's known Ruth since 2011 and praised her for her work. She encouraged everyone to be involved with the signature programs.

Ruth talked about a new Voices alumni reunion that was meant to create buzz before convention. There were mixers across the country with Voices alumni. Seattle, Houston, Detroit, NY, San Francisco, and Boston all participated.

Paul talked about the Executive Leadership Program, and how he will now be leading that program. They held it at CUNY, and it’s funded by Knight Foundation. He said it broke down to components of one-on-one mentorship with senior members of the industry. They discussed applying product and design-thinking into leadership roles, and looking at practical skill sets, such as negotiation. They also looked at case studies.

Arelis said that ELP was “extraordinary.” She said she had done a year at Post before ELP, and she said the program helped ground her and make her realize what she wanted to do.

Paul also talked about the mini-bootcamp called “Icon” that was part of the leadership training. This year’s session occurred in Miami. They partnered with “Excellence in Journalism,” a product of the Society of Professional Journalists and the Radio Television Digital News Association for the day-and-a-half program. It included vocal training, a woman's leadership salon, salary negotiations, “Life Reimagined” sessions, and information on transformational leadership. The program cost $150, and it was open to everyone. In Miami, they made an aggressive move to focus on technical side with coders and other journalists.

Michelle then formally introduced affinity groups, and how they are formed with existing subgroups within AAJA. The groups will help guide programming.

Wes introduced the Sports Task Force, which officially began last year and has kept growing. Wes said programming for sports journalists had dwindled, so Carolyn Hong stepped up to make sure they ramped back up. On Thursday, there were two panels: Unlocking Sports for AAPI, and Complete Storytelling with Analysts. Hong will be handing over leadership to Howard Chen, and they have created a website and sponsored a Friday night outing at the convention. There are three scholarships associated with the group. They will also hold an online auction for sports memorabilia, and sponsor a paid internship at ESPN.
Catherine Van introduced the Small Market Broadcast group, which has been working on engagement of members. They have more than 60 members on Facebook, but the reach isn’t particularly effective. Since March, they’ve had several Google hangouts, and they post daily questions to get people involved: What do you do when you cover a wildfire?

Alex Wong of the DC chapter talked about being chair of photojournalist groups. This year, there weren’t as many there, and fewer sessions. Many members were in Rio covering the Olympics. He said that next year, they’d like to have their own room for sessions.

Shirley Lew gave updates on freelance group, and said it continues to grow. They have held a slate of workshops, and they’re scheduling conversations with authors like Cheryl Tan.

Michelle said the deadline for affinity groups will be every November. She said the other part they’re working on with officers and chapter leaders is looking at chapter structure.

She said 18 of 20 chapters responded to chapter survey, and whether they’d be open to restructuring on local level. Every idea is on the table right now, including leaving everything alone. They want to raise the question about how to think strategically, so that members renew and come to the convention.

Scott asked about feedback on the new vice president positions. Yvonne said that NAHJ and NABJ were also considering restructuring their executive board.

Seung Min asked if it has become easier, and Michelle said it felt more streamlined. They’re working on chapter development and affinity groups, which can have very tangible benefits. Not one officer was tasked to address those issues.

Nicole asked about whether small chapters wanted to be combined, based on feedback. Michelle said it was about 50/50, and that this may be able to revive chapter operations. Part of the struggle involves engaging local levels, and how smaller markets have followed industry trends and gotten even smaller. Not all small chapters were on board, and one said that expanding the geographic area doesn’t resolve issues. There are a lot of pros and cons with mergers.

She said that the organization has to think critically about it. She also wants to address how to engage at-large members, many of whom don’t feel engaged. Many of them don’t know they have a representative, and some can’t go to nearby chapters. Affinity groups may be able to step in. They’re doing more digital events, which can help recruit and retain members.

Lauren asked about splitting the board up regionally and by state and city, but some members don’t think they can connect with any chapter. She asked if the solution is to be regional.
Michelle said that many members have their fondest memories from personal connections, and we need to think about whether we’re structured in a way that such contact is fostered.

Jacqueline said it’s hard to find board members in Atlanta, as well as finding ways for them to be able to afford going to the meetings. She said that Atlanta may think of a new way to restructure their leadership that won’t be the same as other chapters - bigger chapters like LA and New York may need more leadership on their board.

Matt asked about the timeline, and Michelle said they’d break into small groups to talk about it. The decisions affect a lot of people. Paul said that we might be able to figure out two or three models that work and figure out a timeline.

Wes said there was initially apprehension about affinity groups, but he thanked Michelle for setting up the structure and oversight.

BREAK

Paul talked about the pain points we’ve often encountered: leadership structure, membership engagement, finances. He said if we don’t think about these ideas, our relationships will be more transactional and we won’t solidify deeper bonds. How do we make conventions that continue to serve members? People are not going to job booths as much. How should we remake some of these longtime features we have? Should some of it be more service-oriented?

Yvonne talked about the chapter president breakfast. She asked about whether anyone wanted to get more involved in planning the convention, mentioning that Michelle helped run a lot of the programming. Yvonne said programming is not as time-sensitive as you might think, and Michelle said it also broadens your own network, since you’re reaching out to people outside of your regular network.

Yvonne said that recruitment, retention, governance structure, and programming (potential of having regional chapter structure) came up as the crucial issues.

Joy asked about the process for suggesting speakers, and Michelle explained how all members are always invited to suggest ideas.

Julianne said she wanted to volunteer, and Yvonne said that they wanted to have a very selective committee for next year’s convention.

Scott said one of his panels that he had this year could have been handled differently. He was helping to organize a podcast panel, but was getting a lot of rejections. When Hansi Lo Wang from NPR got involved, he was able to get people to say yes. He wanted to know why Hansi hadn’t been tapped to lead recruitment for the panel, and asked about how some panels should be assigned to people who know different industries really well.
Michelle went over recruitment, retention, structure and programming: She said that part of the recruitment discussion was getting a sense of how people came to AAJA. Every person had a personal contact at the very beginning, whether it’s a chapter officer or a chapter scholarship.

For retention, we talked about how to integrate benefits of showing up and being involved, whether it’s a mixer or an event; making it free for chapter members, but expensive for non members; boosting posts on Facebook. We threw out ideas about how to show members about why the chapters exist and to see what’s going on in the chapter.

Yvonne said technology is important for managing members/onboarding them, so they want more ideas on how to use it for members.

Michelle said we could have some type of officer checking in at outlets to make sure we reach any people who were recently hired. It helps remind local news leaders that we exist.

Yvonne said JCamp and Voices are really diverse and include more than just Asian Americans. Arelis is stepping up and totally leading that charge. Not everyone is Asian, and she wondered about how to make that filter down to the local level. Yvonne said a lot of these opportunities are open to everyone.

Joy said the New England chapter partnered with NABJ and different minority groups because of size and resources. She also suggested checking with local newsrooms. Do we have awards that recognizes diversity in newsrooms? She said she wants to make these newsrooms accountable.

Paul mentioned that we have a leadership in diversity award. He also mentioned that we should use the diversity award to do be able to nominate newsrooms or entities.

Michelle said on programming level, the chapters share the types of programming they have. Everyone got to talk in person, and they swapped ideas of what they’re doing. Lastly, they talked about structure. She also said Yvonne and she approached things by coming back to the question of what does AAJA mean to our members. What is the value of our membership? What drives them to pay $65 to the organization, and how do we keep showing them that the value is something that is worth their investment? She said we don’t have an answer yet.

Paul asked 4 questions:

1) Are you a chapter that has a concentration of members who can meet up or are you spread out?
2) Are your members mostly young or veteran members?
3) Do you do digital hangouts?
4) How many are active in your leadership structure? And what does active mean to you?
We shared the answers out on a Google Doc and saw a lot of similar themes.

The group mentioned how to serve mid-career/veteran members. Beena and Nancy said there aren’t a lot of new and younger members coming to Minnesota, so there are people who can’t continue to serve because there is no one to replace them.

Phillip Yam talked about how they have a student representative in New York and it helps to gather ideas.

Matt Stevens say the student representatives serve as a good way to attract other students. The student representatives often become board representatives. Students also have energy and enthusiasm, and are sometimes more eager to get work done and have more time.

Yvonne asked whether the chapters have a strong relationship with local universities. About half raised their hands.

Yvonne said nobody does digital events, and they asked about what is stopping them.

Lauren said digital events are also helpful because it shows what other people are doing. She talked about how Asia did hangouts across different cities, and it helped to unify the chapter.

Paul said affinity groups should share how well it served the constituents.

We also talked about how the chapters that feel stagnant are in the markets that are stagnant. If the markets aren’t attractive enough at this stage, should we do something to grow it?

Sameer said he’s speculating that in some smaller markets, there’s not a reasonable expectation to get a job if they put feelers out there.

Jacqueline said the industry initially had a lot of members in Atlanta, but when networks went online, a lot of people went to New York. The chapter used to have several states, but now it largely includes CNN employees. She said it’s hard to find those local journalists, even those within Atlanta.

Paul said that we overthink our programming on the local level. He said not everyone needs a trivia bowl or a regional conference. He said he wants to have a resource that says that there are two things a chapter must do a year. He said AAJA is built off of networks and relationships, so we need to be able to establish these relationships so that it becomes intimate. He talked about leadership salons, one-on-one q&as.

Paul says that a lot of responsibilities fall to the same people in chapters, and that makes members disengage. He said leaders must focus on access and relationships.
Seung Min Kim asked for ideas. Paul said salons should tap into emotions and frustrations of the journalists.

Yvonne said the programming also comes from knowing your membership: dinners, lean-in circles, and other opportunities to talk can work.

Sameer said salons are the core of the Philly chapter’s programming. They’ll have a featured guest, a journalist in town, or a journalist of color talk about their work and talk about their trajectory. They can be informative, showing young journalists that it’s not hard to talk to people who are established in this field about what it takes to get to where they need to.

Paul said salons can also be about interesting people doing interesting things. Melvin Mar can do a salon about how to get into producing. There can be a salon about Asian-American politicians.

Yvonne said you can also ask non-AAJA members to pay a $25 fee. If they’re impressed by it, you make money or you get a new member.

Paul said they’ll always provide some sort of money down the line: They’ll donate $50 to your chapter. Others will know their local business leader.

Yvonne then talked about active board leadership. She wanted people to ask about how they can get more involved, or they need to get inactive people off of their boards. She said she’d ask if there are requirements -- do they need to do a board meeting, every week, etc. She said if the expectations are outlined from the moment that they’re starting out, there’s no ambiguity about what they need to do.

Paul said the changes with the national structure (VP of Print to SVP, etc) focused more on actual responsibilities. Now there are consequences if they don’t do something. He said they need to set up realistic expectations.

We broke up into smaller groups to discuss the “pain points” and we reported back on what we needed:

Governance structure // Michelle + Peter

Peter said that smaller chapters feel they have to have a lot of folks to be involved with a lot of things, though sometimes they just need a good leader.

When we do something like programming, that person feels like they need to do the work. Paul says some chapters feel the need to meet monthly. Peter said the goal in Portland is to do one
event each quarter. The theme of this is try to simplify and boil down what you need to do. If you have more people, that's fine.

The other thing they talked about is the national advisory board: Some of the smaller chapters have trouble sending people to required meetings.

Jacqueline also talked about the possibilities in smaller chapters, and pooling resources. Sending one person to the national advisory board among several small chapters could work. Jacqueline also said some people are intimidated by position titles. Instead of national advisory board member, can it be a chapter lead?

Alanna said she’d be interested in banding together to send one representative to a chapter. Paul said he would like some sort of accountability, though. In years past, chapter presidents didn’t hear back about what they need to do from advisory board members.

Kathy said there are some ways to hold people accountable financially or provide incentives: If you log hours, someone who gets the most hours can get convention reimbursed, etc.

Yvonne also said that it shouldn’t be a thankless position: We need to remind people that they get a lot of access, and get a whole different network.

Kathy talked about the communication that we need to constantly have to avoid the step of eventually booting someone off the board. Wes talked about a secretary who slept through her meetings and carried the title without fulfilling the duties. He said they were able to find someone new.

Seung Min talked about a person who was not fulfilling the duties and was not answering texts, calls. She had to say, “We’re not mad at you, we just want to make sure you’re okay.”

Alanna said that she often asks board members to do something, and then doesn’t hear from them again.

Matt said we should try and get people to do things that they are excited about, rather than just assigning things. When you let someone launch passion projects, it will be better.

Programming // Phillip

Joy asked about protocol for how many meetings are required, etc. Paul said yes, there is, it’s in the by-laws. He suggested starting off with basic requirements. In bylaws, should we highlight bullets?

Joy said that there are email meetings, etc. Is that good enough? Kathy said there must be one convening of a board meeting, whether you do it physically or in person.
Paul said if we’re talking about Google hangouts as meetings, then we may want to update by-laws.

Lauren said they talked about incorporating digital tools as necessary. They wanted to ask if there were things to be uniform. If we use Google hangouts, can we get a corporate account to access?

Yvonne said it caps off at 10 for any gmail account, and when we do workshop, you do Google live where you broadcast it on YouTube and nobody can share screen with you.

Esther also talked about free conference calls. People suggested Uber, Arrive, etc.

Lauren talked about having more structure within the meeting itself, and the frequency of board meetings. The Asia chapter has mandatory board meetings. For some people, it would be inconvenient.

Lauren said there should be studio visits, tours, etc., and things affiliated with other organizations. With digital programming, the Asia chapter said there should be a tri-city conference with Google hangouts. We also discussed encouraging chapters to share or stream events with other chapters. We also discussed creating calendar of events, possibly as website. She said we could use a national calendar and have national consolidated calendar. New York could have something like V3 or N3Con.

Membership Recruitment // Beena + Yvonne

Beena and Yvonne talked about reaching out to alma maters and coming up with point person or committee to be in charge of emails. We talked about how to get help out to national and wording. If your chapter is giving student scholarships, work on retaining those students, whether it’s a student board rep or trying to keep them active. And then, if you have a fundraiser, try to bring students, introduce them to the network.

For mid-career and veteran reporters, they said you can use Facebook live, or tell them to go to JCamp or Voices. They said you need to be able to pitch the value of AAJA, and what kind of networks and resources you have.

Jacqueline asked about veteran members: The biggest issue is programming for those people. Who is mentoring them, and what do they get out of it?

Beena said that you could have talks about issues such as sexual harassment in the workplace, not being pigeonholed in any beats. Yvonne said you can celebrate upcoming members and established ones.
Peter mentioned that he is closer to retirement age and the sessions that helped him were sponsored by AARP. He said he’s still interested in networking, such as peers in political reporting, people who do different things. He’s not as savvy on technology as he should be, so he can learn from people.

Wes and Philip said NY and Hawaii are celebrating their 30th anniversaries next year, and part of that could be going to long lost members, etc, and have fallen off the radar. Use it as a reason to reconnect. Philip said he may have a founding member do a digital timeline.

Sandy they’ve done events recognizing all the founding members in Sacramento.

Niala asked if AARP relationship could help with financial planning session. Paul said that financial planning should be for everyone, and we’re not tapping into existing partners’ expertise.

Membership Retainment // Nicole + Frank

Nicole and Frank talked about how we wanted to provide something tangible to members so that they feel like membership is worth it. How do you keep people engaged when there are major life changes, or how do you make it feel like less of an obligation?

We thought of building a director of members, which could function as both a way of letting individual chapters -- beyond just the president -- know about who exists in their chapters, and also use it as a way to foster more networking among members at large.

Paul said he wanted two chapters to try some of the ideas. He said if we have top 10 ideas, those chapters could agree. Paul asked for rapid execution, but we want more input and feedback.

Paul made a motion to adjourn at 3:30 p.m. Seung Min seconded the vote, and everyone voted yes.

Sunday, August 14
National advisory board meeting

At 8:47 a.m., Paul motioned to resume the meeting.

Roll Call:

Officers present: President Paul Cheung; Vice President of Broadcast Niala Boodho; Senior Vice President, Michelle Lee; Treasurer Shawn Nicole Wong; Secretary Nicole Dungca; Vice President of Journalism Programs, Yvonne Leow
**Governing board members present:** Lauren Hardie (Florida), Matt Stevens (Los Angeles), Julieann Chiaet (New York), Esther Gim (Michigan)

**Advisory board members present:** Jacqueline Gulledge (Atlanta), Grace Wong (Chicago), Frank Shyong (Los Angeles), Frank Vinluan (North Carolina), Pamela Wu (Sacramento), Shirley Qiu (Seattle), Alanna Quillen (Texas), Scott Wong (Washington DC)

**Proxies:** Nicole Vas (Arizona), Wendy Tang (Asia), Sameer Rao (Philadelphia), Irene Byron (San Diego), Shirley Qiu (Seattle), Alanna Quillen (Texas)

**Staff present:** Executive director Kathy Chow; Treasurer Glenn Sugihara

**Other members present:** Sandy Louey (President, Sacramento), Seung Min Kim (Washington DC)

We began by discussing a change in the website, particularly whether we should change to a new system run by Timberlake. Lauren Hardie was part of a committee to investigate whether we should switch to a new membership site.

Lauren said that Asia has long had problems with the website: Some people were logging in but not able to use some parts of the site, and others couldn’t autorenew. The new company, Timberlake, would have more flexibility in the layout.

Lauren said a new website could help, but it’s largely a systems issue. She also talked about banking, and how the website doesn’t take some foreign credit banking information. Timberlake would also have that problem.

Wendy asked whether there are other problems, and Paul said Korea and Japan members have the most issues. Lauren said those issues would continue with Timberlake.

Paul said our website is a bit dated in general. The last time we did our website was last 5 years ago - membership and site. If we want to modernize it, we have to look into how to do it.

Kathy said it would be a lengthy process. She said that they want to try another company besides Membership Suite. She said that Membership Suite had been the best on the market at the time, and Timberlake was supposed to have better customer service.

Julieanne said loved Timberlake. But she also pointed out we’re still going to have problem where you can’t register for more than one chapter.

Wendy said several members from Asia had advised against using Timberlake because the company doesn’t use the latest technology language. They are afraid the software would die in
a few years and we’d still spend a lot of money in the transition. A technology advisor recommended Nation Builder, which she said is cheaper and more user-friendly.

Nicole said we’d be making a decision soon, and we would keep the board in the loop.

Paul talked about 2017 convention, which will be held at the Loews Hotel in downtown Philadelphia.

Sameer said the hotel is right downtown, and the rooms will be $169 per night, including wi-fi.

Paul then talked about programming at this year’s convention. He said many sessions were planned during the same time slot and it diluted audiences. He also said he likes where they’re headed with programming in terms of being fresh. People said the sessions were relevant and modern.

He said we should give companies a 90-minute session because they’re worried they’re not getting the most exposure to mid-career journalists. Kathy wondered if that would affect the prices of the booths.

Jacqueline said three days in the booth seemed like a lot, but perhaps they could have one day in the booth, and then another day setting up appointments with mid-career people. Paul said he would recommend doing something at expo hall that’s more like a reception to draw traffic in.

Paul said there were a lot of people involved with programming, and some don’t follow through. He said that three or four core people are necessary. He also thanked everyone involved with the silent auction.
He gave a special mention to Linda De La Cruz, who secured a lot of hotels.

Matt asked about feedback on mobile bidding, and Paul said he didn’t like it because it was confusing. But he said the results were fantastic. The raffle made $1,800 and Justin said about $14,000 to $15,000 was pledged.

Paul said there were fewer items, but better results. But he also pointed out that he secured about half of them. Chapters need to give key connections to help. Airlines were harder to get this year.

Glenn said that the DC silent auction got about $12,000, and this year they’ve gotten closer to $16,000. But we must also account for the 3.5 percent fee, and signing up to go digital for $2,000.

Paul said that Sports Task Force had a big outing on Friday night. He asked about whether we should have karaoke on Friday, then end with the Sports outing on Saturday, so that people can better attend Saturday programming.
Shirley said it would be nice to secure a whole area for AAJA members. Grace said some people thought it would just be AAJA.

Sameer said there could be an outing to a baseball suite next year with the next convention.

Jacqueline said Friday could be karaoke and silent auction, and many people agreed. Niala also said that karaoke could have free beer. The sponsors were really happy with current experience, so she'll check in again.

Sandy asked about whether silent auction would be later in the night so people could grab dinner.

Paul asked about opening reception, and said a lot of people don't make it. Michelle said it's good to have a kickoff. Yvonne said opening reception could be somewhere else, but Paul said we need to meet food/beverage minimum in hotel conference.

Paul asked for feedback on the community forum. There's also discussion about NABJ/NAHJ in 2020. He said that the upside is that AAJA learned a lot from the experience, and in the past, AAJA was never reaching out to the candidates.

Niala said there was a big learning curve, and it was really valuable to develop contacts with the GOP. Niala said Rep. Mike Honda said it was the most sophisticated AAPI event he had attended and Paul said several local politicians wanted to meet our members.

Paul said people have raised issues of formats. Bill Clinton was not supposed to take questions. Niala said we should have had Joie explain why we chose the formats, which could have addressed questions from members. She and Michelle explained why Sean Reyes did not get questions or an introduction -- largely because of a late confirmation. Yvonne said that we didn't have negative press coverage, which was great.

Jacqueline said they couldn't get to hotel rooms because of secret service, but it was a win by audience standards.

Matt wanted to know if we could see ourselves doing such an event in four years. Was it such a heavy lift, or traumatic?

Niala said it was traumatic, but we learned so much that it was worth it. Michelle said it showed what we were capable of. Niala said we have to preserve the knowledge institutionally.

After Matt asked whether they would do it again in 4 years if they had to decide today, Niala and Paul said they would both do it.
Sandy said going forward, we should have stronger guidelines for working with community groups.

Seung Min said we did a good job of marketing and a broader community event, and it was good we didn’t get backlash. She was worried about clapping, etc.

Niala said her takeaway is that we have to take the lead from the beginning. We were pushing for all events to have all four parties.

Frank asked about the cost, and kathy said the Town Hall was done as a joint sponsorship. Approximately about $75,000 was raised. She didn't count on money going to AAJA, and after expenses, don't know how much we’d get. She said from an optics view, it was an amazing event, and really branded aaja to a whole other level. From that perspective should absolutely do this again, but from a logistical standpoint, she said it was too hard. She brought in a media team to help us on site with credentialing, two PR people that volunteered their time. And their feedback was that it would be great if AAJA did it in 2020 on our own, but it would be difficult as a journalism association.

Shirley asked if AAJA will meet with APIA vote to review. Paul said Richard Lui is on the board. Michelle said Richard Lui helped us get speaker, helped us get the venue, and was a great moderator.

Niala said Xuan Thai, Hayley Lee and Joie Chen were also huge helps. Paul said we have this much knowledge now, if we can do it again.

Jacqueline said she liked the segments between each speaker. It was a good way to process what we just heard.

Shawn said she shared livestream and only got good feedback. It was good to have multiple in case once went down. Shawn said it shows how needed and important this event was. She got a food feedback, and that it was one of the first times she felt we didn't get left out of the conversation.

Grace said if it's going to be that long, there could have been an intermission.

BREAK

Michelle introduced the idea of student scholarships/sponsorships to convention. Carolyn Hong from the Sports Task Force said they wanted a model like IRE to pay for student memberships or donate student membership.

Shawn asked about what happens if their alma mater isn’t represented. Michelle said you’ll be able to choose a school.
Matt asked about the interplay between Voices and JCamp. Paul said it depends on how much work we could put in and who is doing the work. In general, they have good proposals, but what’s really lacking is who is doing it.

Michelle said we could loop those responsibilities into the VP of journalism programs. Paul said that now Yvonne has ascended, we need to do a special election for VP of journalism programs.

Paul also said there’s one more position open on governing board. Yvonne said that it’s a supportive family, not usually as stressful as this year. Shawn also said you learn a lot.

Paul said it’s been hard only in recent years, as they have been codifying standards and practice and policy. When he took this job, he got a log of papers, random papers of note and things we should know. We’re starting to implement policies. He said every 2 years, there are certain things that we need to do — such as review rates.

Yvonne brought up the bone marrow booth, and the discussion around that was a good opportunity to think about the precedents we were setting for new opportunities. Paul said we had to think about the optics and the process.

Julieann and Lauren said that it was related to asian americans, and Paul said we all had to think about process and transparency. For example, how many slots would we need to have for such booths? What’s the application process?

Shawn wanted to talk about ways to better publicize receptions such as SAG AFTRA. Paul said that a lot of the receptions came together last minute, and the capacity was minimal because of all the other issues with town hall. He said we could curate one document for advisory board members and chapter presidents, to show all the different receptions.

Paul made a motion to adjourn at 10:35 a.m., and Frank seconded the motion.

At 10:35 a.m., all present voted to adjourn.

**AAJA Governing Board meeting**
August 14, 2016
Caesars Palace, Las Vegas, Nevada

Paul called the governing board to order at 10:58 a.m.

**Roll Call:**
**Officers present:** President Paul Cheung; Senior Vice President, Michelle Lee; Vice President of Journalism Programs, Yvonne Leow; Treasurer Shawn Nicole Wong; Secretary Nicole Dungca

**Governing board members present:** Lauren Hardie (Florida), Matt Stevens (Los Angeles), Julieanne Chiaet (New York), Esther Gim (Michigan)

**Staff present:** Executive director Kathy Chow; Accountant Glenn Sugihara

**Others present:** Wendy Tang (Asia), Wes Nakama (Hawaii)

Paul made a motion to approve the fall 2015 minutes. Esther seconded the motion. All present approved the motion.

Michelle made a motion to approve the spring 2016 minutes, and Lauren seconded the motion. All present approved the motion.

Paul started out a discussion about what to give speakers. Paul said people try to get on a panel if there’s free registration.

Matt said that if we want to get high quality programming, it’s essential that we work to get high caliber speakers. He said if people come from afar, they can’t just stay for one day and we want to give them value and a pass. He said it’s a bit of a revenue loss, but if it can get the speakers we really want, it’s a happy medium.

Paul said we should ask National about how many speakers actually registered and paid, since we gave them the early bird rate. He suggested offering the entire convention for day pass rate, so that we don’t lose all revenue.

Yvonne asked about the broader question of making a strategy for bringing speakers, or really figuring out how to make this convention a success money-wise.

Matt said he thinks travel shouldn’t be paid for, but they should get free registration. He asked about how much revenue the convention contributes to overall revenue.

Kathy said that fundraising happens every day, and that she would like us to move away from depending on convention. We still need that revenue, but we don’t need it as much as we did before.

Paul said as of July 2014, we did really well with sponsorship. He said we set a target of $300,000 and secured more than that.
Matt said he wants to know the raw number we have from speaker registrations. Kathy said outside of regular complimentary registration packages, we need to get a handle on it.

Paul said that collectively, registrations brought in $180,000 last year. We had about 120 speakers.

Michelle said we had a limited pool of speakers, so it was hard. She said we also need to have a hard cap on speakers, and that we don't necessarily need 3 speakers and a moderator.

Paul said we should recommend no more than two speakers and a moderator. Michelle said we had no more than 4 on a panel.

Kathy said a lot of registrations are driven by speakers, and some people don't register until they know what they're registering for. Some people from smaller markets say they'll use the sessions to justify why they should be able to come.

Michelle said if we streamlined the number of speakers and sessions, it would become easier earlier on.

Matt said he was impressed by some of the receptions, and asked if we could use some of those to show the value of the registration.

Michelle asked about the Politico sponsored plenary, and what they paid for. Kathy said they paid for the room, wi-fi, and a booth.

Paul said chapters can sponsor speakers.

Yvonne said we need to agree on a strategy for speakers, and that there's some protocol for sponsorships.

Paul said that there are good ideas for workshops: No more than just two speakers for one moderator, a set of guidelines, and then we can ask Kathy and staff to show how many speakers actually register. He said once we have those numbers, we can make decisions on how to offer benefits. If the amount is acceptable, we can offer the entire registration for free, or the entire registration for the rate of a day pass.

Kathy said she had wished that we had better coordinated on sponsorship, so that we could use sponsors to help provide speakers.

Matt said we just need a way to close gap between a $175 day pass and $250 early bird registration and present some options.
Michelle said she would draft some policies for programming committee. Michelle said we could put some of the guidelines to a vote in December.

Michelle said she wants a more streamlined schedule so that we don't have too many great panels in one spot. She said Friday had a lot of competition, and we were splitting everyone's attention. She said we also have to balance out programming with what people have come to expect: Some people don't want voice coaching, but many others do because they can't pay for it on their own.

Matt said he'd like to help with programming, and Paul said that convention programming chair is more than just managing spreadsheets.

Yvonne said she the discussions. They've tried a new process in the past couple of years, but they still need to figure out the best way to do it.

Esther asked if we did post-convention surveys.

We talked about getting rid of the booklets, but some people still want to keep them. Julieann asked about why the speakers weren't included, and Paul said that stems from the changing lists.

Michelle asked about apps, and Julieann said it would be helpful to have something that could upload to Google calendar. Kathy said those apps can range up to $5,000.

Paul said we need to make sure advisory board for idea that they like the most by Sept. 30. We should get them to vote, so that they can push their chapters to pilot programs.

Shawn said most of her updates were in the treasurer’s report. She said she has briefly spoken with Simon Lee, who had promised to come up with some ideas for a financial manager for the endowment.

Paul said committee should narrow them down the top three choices.

Shawn said she’d confer with investment committee and updating through Slack.

Kathy said the most critical piece for investment committee is the tight timeline. She said we need to choose a new financial manager by the end of the year because some want to make sure it's taken care of. Shawn said she would communicate that to the team.

Kathy said that RFP should be sent to top 5 firms, and they would choose the top 3.

Paul said that we need to have a working budget by the fall. He asked about profits, and Glenn said we could be a “little bit” in the black. Kathy also said she could see a small profit.
Paul started discussion on when the new board meeting will be, and we decided it will be on December 2 and 3.

Paul made a motion to close the session at 12:08 p.m., and Yvonne Leow seconded it.

Yvonne made a motion to open the session back up, and Esther seconded it. We approved with a vote by yes by all present at 1:16 p.m.

Paul made a motion to adjourn, and Yvonne seconded the motion. All present approved, and the meeting was adjourned at 1:16 p.m.

**Electronic votes (via slack)**

**November 11, 2016**  
**Governing board Slack channel**  
Shawn Nicole Wong told the governing board that the investment committee had interview two firms to take over as the new financial manager: Erickson/Merrill Lynch and Aspiriant.

Based on the proposals submitted and the phone interviews, the committee recommended Erickson/Merrill Lunch because of their customer service and accessibility to the national office.

Shawn made a motion to adopt the recommendation and transfer investments to Erickson/Merrill Lynch as the new financial advisor. Nicole seconded.

Lauren, Julieanne, Esther, Yvonne, Michelle, Matt, and Niala voted yes, and the motion passed. Nobody voted against the motion.