

Funding Outside of the Box

Mega-Conference | Feb. 17, 2019

Fraser Nelson, The Salt Lake Tribune

Annie Madonia, Lenfest Institute

Tim Ritchey, Fresno Bee

Jennifer Preston, Knight Foundation

The Salt Lake Tribune

Independent. Nonprofit. Pulitzer Prize winner.

Utah
Journalism
Foundation

A national model for sustaining local journalism

Our vision

Create the local journalism of the future

VISION: A trusted news organization that is led by the community, serves the community, and is supported financially by the community.

MISSION: Empower citizens, create community conversations, give voice to the unheard and positively impact the lives of our readers.

NATIONAL GOAL: Develop and share a model that can sustain local legacy journalism for generations to come.



Business model

Community-driven & supported



LLC - One owner

Board of Directors
Community ownership



WHAT?!!

WITH MORMONS RUNNING
EVERYTHING ELSE IN THIS
STATE,

THE TRIBUNE
BETTER DARN
WELL **BE**
NON PROPHET!



Critical steps to success

1. Post JOA structure & assets transfer
2. Transform our content to reach a broader and more diverse audience, including newsletters
3. Data integration (Piano)
4. Implement membership / subscription strategy
5. Maintain integrity of reporting
6. Expand journalism through, grants, sponsors, & membership
7. Increase meaningful community engagement
8. Retain talent

The Lenfest Institute for Journalism

Annie Madonia, Chief Advancement Officer

Contact: Annie@lenfestinstitute.org

<https://LenfestInstitute.org>

The Lenfest Institute for Journalism

You need
the news.



**And now,
more than
ever, the news
needs you.**

One Mission



Three Priorities

High-Impact Journalism

Quality, in-depth reporting remains the fundamental value proposition between local news organizations and their audiences. The Lenfest Institute invests in indispensable, public-benefit journalism for the communities it serves.

News Technology & Innovation

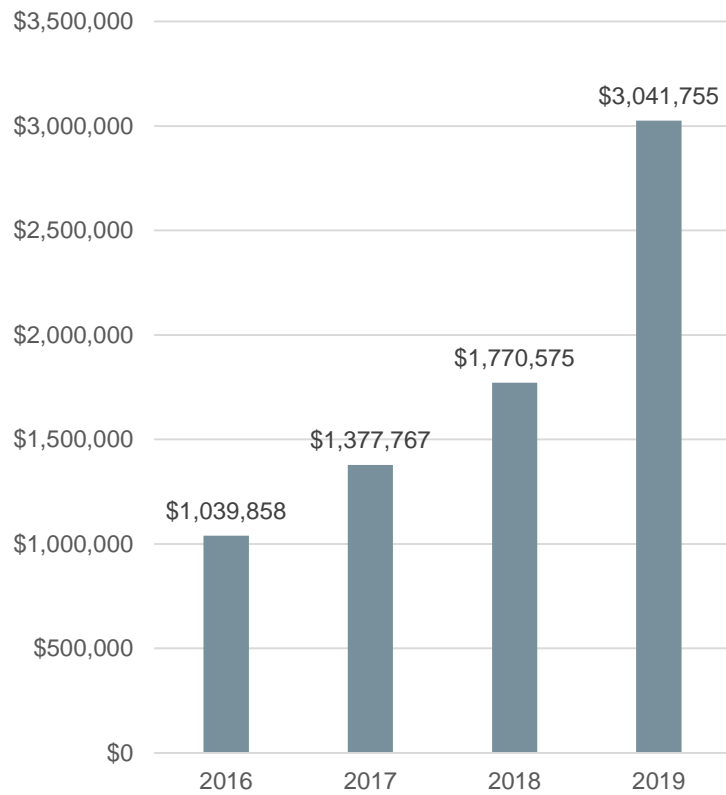
To survive and to thrive, local news enterprises must be nimble, tech-enabled and committed to constant innovation. Investing in the technical muscle of news organizations and introducing new tools improve customer experience, audience engagement and operational efficiency, all key to business sustainability.

Diverse, Growing Audiences

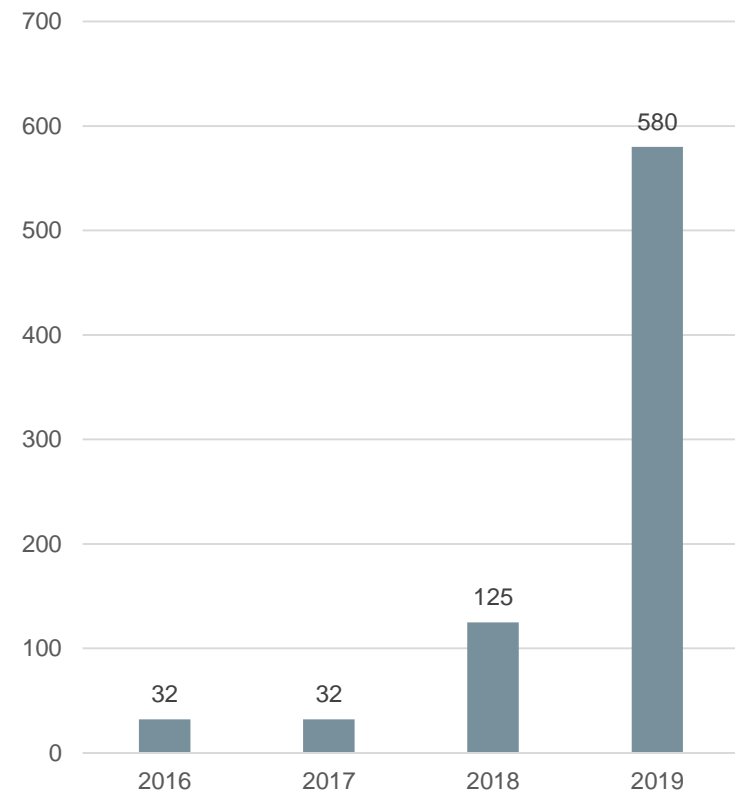
Diverse and inclusive newsrooms attract diverse and growing audiences. Our investments in newsroom diversity, community listening projects and multi-cultural news media address one of journalism's biggest challenges and one of its greatest opportunities.

Annual Giving: 2016-2019

Annual Gifts: Total Raised



Annual Gifts: Number of Gifts

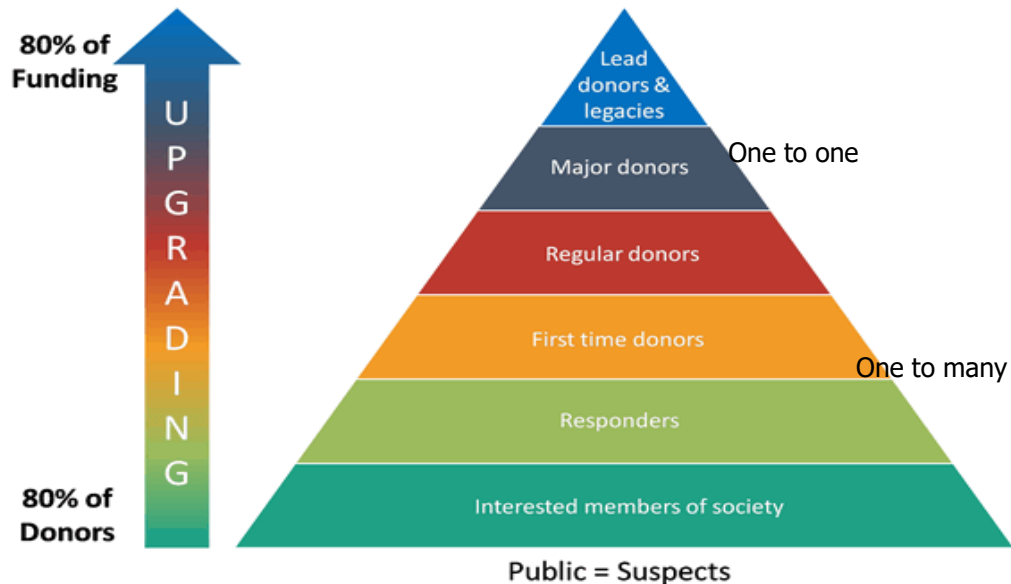


Donor Pyramid:

Building the Pipeline to Loyal and Major Donors

DONOR ENGAGEMENT

Fundraising Pyramid



- The base is the pipeline.
- **Building the base is essential** to having a pipeline to the top.
- We started at the top of the pyramid and are working our way down.
- We now have volume at all levels

Top of the Pyramid: Major Gifts

- Not about the business—about the mission and impact
- Project specific
- Project description, timeline and budget
- Impact, goals, benchmarks
- Research funders to find alignment with project
- Staff to staff or peer to peer
- Understand reporting requirements up front
- Report back to funders regularly on successes, failures and adjustments
- Thank, thank, thank

Essentials for a Major Gifts Program



Compelling Projects: Donor
Centric



Comprehensive Budgets



Project Goals



Project Outcomes



Stewardship and
Communications



Research

Middle of the Pyramid: Individual Annual Giving

- Not about the business—about mission and impact
- Not a transaction—a relationship
- Focus on the middle of the pyramid: “regular donors”
- Entry point for major gift prospects
- Essential way to get new individuals “under the tent”
- Donors contributing \$2,500+
- Peer to peer
- Regular events, communication, stewardship
- Thank, thank, thank

Essentials for a Giving Society



Peer to Peer



Events and
Engagement



Stewardship and
Communications



List Building and
Research

Resources

- **Solution Set:** ProPublica's year-end fundraising playbook
<https://www.lenfestinstitute.org/solution-set/propublicas-year-end-fundraising-playbook/>
- **Solution Set:** Why this New Hampshire foundation decided to fund journalism
<https://www.lenfestinstitute.org/solution-set/new-hampshire-foundation-decided-fund-journalism/>
- **Solution Set:** Here's how The Salt Lake Tribune crowdfunded \$31,000 to support a Report for America journalist: <https://www.lenfestinstitute.org/solution-set/heres-how-the-salt-lake-tribune-crowdfunded-31000-to-support-a-report-for-america-journalist/>
- **Solution Set:** Duke and North Carolina are basketball rivals, but off the court their student newspapers collaborated on a fundraising challenge:
<https://www.lenfestinstitute.org/solution-set/duke-north-carolina-daily-tar-heel-chronicle-rivarly/>

Resources

- **Lenfest Institute and Shorenstein Center:** Business Models for Local News: Field-Building to Grow a Culture of Philanthropy: <https://www.lenfestinstitute.org/news-technology-innovation/business-models-for-local-news-field-building-to-grow-a-culture-of-philanthropy/>
- **Democracy Fund:** How to Get Started Funding Local News in Your Community: <https://localnewslab.org/2019/11/08/new-guide-how-to-get-started-funding-local-news-in-your-community/>
- **Lenfest Institute Gift Acceptance Policy:** <https://www.lenfestinstitute.org/conflict-interest-gift-acceptance-policy/>
- **Wealth Engine:** <https://www.wealthengine.com/>
- **iWave:** <https://www.iwave.com/>
- **Association of Fundraising Professionals:** <https://afpglobal.org/>

IMPACT JOURNALISM EDUCATION LAB

Building a team of journalists to bring attention to the
education issues critical
to the advancement of our community

The Fresno Bee



MEETING CALIFORNIA'S NEED FOR COLLEGE GRADUATES: A REGIONAL PERSPECTIVE



PPIC

PUBLIC POLICY
INSTITUTE OF CALIFORNIA

“California needs **1.1 million more workers with bachelor’s degrees by 2030** to keep up with economic demand.”

“More college graduates would mean higher incomes, **greater economic mobility**, more tax revenue, and less demand on social services.”

“In addressing this projected shortfall, three regions will play an especially critical role: Los Angeles County, the Inland Empire, and the **San Joaquin Valley**. Indeed, improving college outcomes in these regions could help close more than half the statewide skills gap.”

“Regional action towards these goals is essential to continue recent success and further improve educational outcomes.”

WHAT'S THE PROBLEM?

The San Joaquin Valley is beset with high poverty rates and a complex web of socioeconomic pressures. But chief among our challenges is chronic low educational attainment.

From pre-kindergarten through higher education, we trail state averages in many key metrics

Education is a Key Driver of Economic Mobility

Much good work has been done in recent years to address it, yet the gap persists. How do we change the trajectory and quicken the pace of advancement in educational outcomes?

The Bee has a plan to create greater awareness of the great work being done, the work that still needs to be done and the root causes of key issues. The solutions-oriented journalism produced by the Education Lab will monitor progress, bring accountability and amplify successes. The result will be a more engaged community - one that creates Fresno's next generation of stakeholders, business leaders and public servants.

POR USTEDES Y PARA USTEDES 🎓🇲🇽
#HijaDelInmigrantes #2MoreWeeks

Translate Tweet



1:52 PM - 6 May 2019

3,827 Retweets 15,524 Likes



57 3.8K 16K

[UC Merced student Anna Ocequeda became the first person from her family to graduate from a four-year university.](#)

WHAT'S THE PROBLEM?

There is a *disconnect between parents, community stakeholders & providers* over the most pressing issues impacting early childhood development.

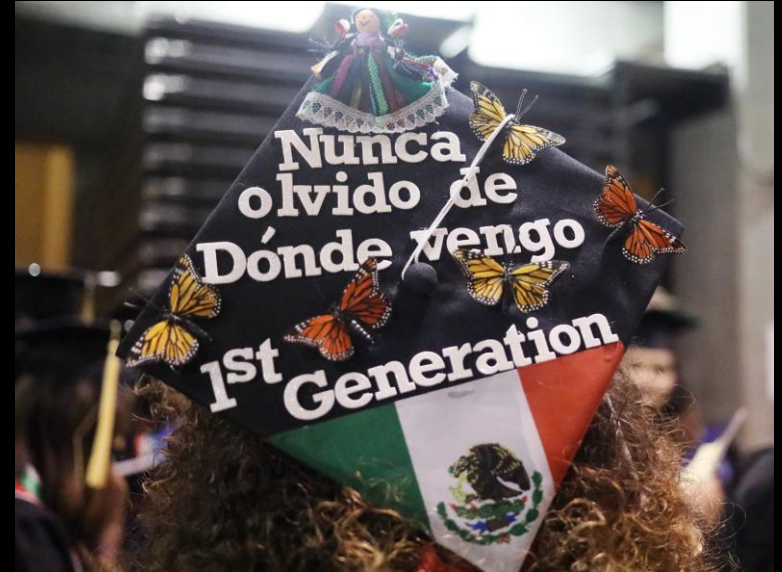
Of Fresno County adults age 25 & over *26.2% do not have a high school diploma* - compared with 17.9% for the state. *80.3% do not have a Bachelor's degree* - compared with 68.0% for the state.*

The proportion of *low-skill, low-income jobs* in the Central Valley is well *above the state average*.

The State Center Community College system is underfunded and many students cannot get access to needed classes to complete 2-year degrees and programs. Facilities are *not keeping pace with growth*.

Fresno State, which has long operated under an open admissions model, *is becoming more selective due to funding challenges*. This further limits access to higher education for those in the Valley.

*Us Census Bureau, updated on September 4, 2018, v1.1



19.7%

Adults over 25 with a college degree in
Fresno County

WHAT WE'LL DO

We will *report out and share an understanding of the root causes* of the most pressing issues. We will monitor and report on progress in addressing these challenges.

By *regularly surfacing stories about access to resources* – from availability of early childhood programs to how community colleges can ensure a greater degree of success for their students – *we will make access to education in the Valley a priority* for key stakeholders and for more families.

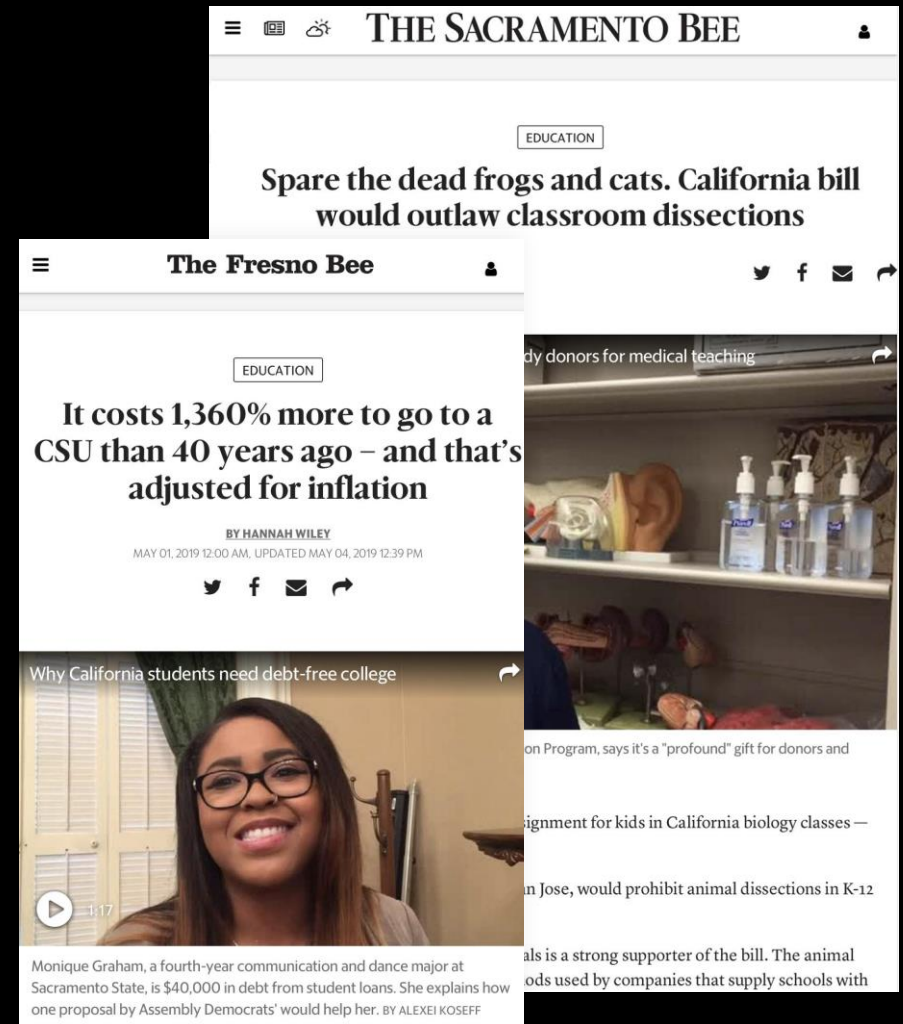
We will *recognize and celebrate progress* as well as *shine a light on persistent challenges* and roadblocks.

Our goal is to create a broad conversation among parents, students, teachers and others in Fresno and the central San Joaquin Valley. We will do this by providing essential, solutions-oriented journalism and regular opportunities to engage and activate key stakeholder communities.



HOW WE'LL DO IT

- **1 deeply reported story** a week, with video and photos that build understanding of the challenges, successes and opportunities in our education communities.
- **2-4 daily stories per week** that leverage data, offer high-utility news or let readers know how they can engage.
- Publication across **McClatchy's five California news organizations** – Fresno, Sacramento, Merced, Modesto and San Luis Obispo - as applicable. Critically, we will share this reporting with news outlets across the valley, including TV and radio.
- Monthly in-person **listening sessions and stakeholder convenings**.
- **A quarterly webinar** with policymakers, where we'll share what we're working on, what's worked and to collect input on issues we should cover next.
- **Public events** in Fresno to put the spotlight on this topic. Regular listening sessions more frequently.



WHAT ENGAGEMENT MEANS FOR THIS LAB

We will **hold community meetings** with parents, students, teachers and education advocates to gather input and build toward activation.

We will **experiment with new ways to feature community voices**, including live chats, reader surveys and regular guest columns.

We will **host public events in Fresno** to put the spotlight on this topic.

In a **quarterly webinar** with policymakers, where we'll share what we're working on, what's worked and input on the issues we should cover next.

A weekly **Education in the Valley** newsletter with relevant reporting from this effort and other organizations across the state.



HOW WE'LL DO IT: THE TEAM



ONE HIGHER EDUCATION REPORTER

How well does the system serve its Central Valley constituents? From industrial and technical training to university degrees, how are we preparing our future workforce?



ONE EARLY EDUCATION REPORTER

From the cost of quality childcare to how to improve graduation rates and parental engagement in schools, we'll do solutions-oriented reporting on early education.



ONE ENGAGEMENT REPORTER

Will organize listening sessions with parents, students, teachers, local leaders and others through social media, regular events and outreach. Will support the work of the reporters through crowdsourcing and outreach to a broad cross section of the community.



ONE EDITOR

Will lead strategy, story plan, edit stories, oversee three reporters.

THE FRESNO STATE TEAM

NEW PLATFORMS: LET'S LEARN FROM THE DIGITAL NATIVES

Our best asset is our people. We have an opportunity to work closely with Fresno State's communications school as we look to both experiment with new models for journalism and welcome the next generation of reporters into local newsrooms. We will build a collaborative approach to sharing reporting and communicating with stakeholders across video, social and more.

This robust internship effort would bring 3 Fresno State students into the lab for 15 hours per week, per semester.

Each semester students will select and execute on a challenge related to reaching underserved digital communities.



Crescencio Rodriguez-Delgado is a 2019 Fresno State graduate and former Fresno Bee intern who is now a full-time reporter covering the California Divide with foundation support.

HOW WE WILL KNOW SUCCESS

A background image showing a group of graduates in white caps and gowns. One graduate in the center is pointing upwards with their right hand. The image is overlaid with a dark blue gradient.

When we've diversified our economy beyond agriculture and logistics, *we will know success.*

When the gap between K-12 graduation rates for neighborhoods north and south of Shaw begins to close, *we will know success.*

When access to community college and higher education improves for local students, *we will know success.*

When we see a broader understanding of the key issues and opportunities lead to a community that's actively working together to solve its challenges, *we will know success.*

It's about solutions.

WHAT IT TAKES TO LAUNCH A LAB

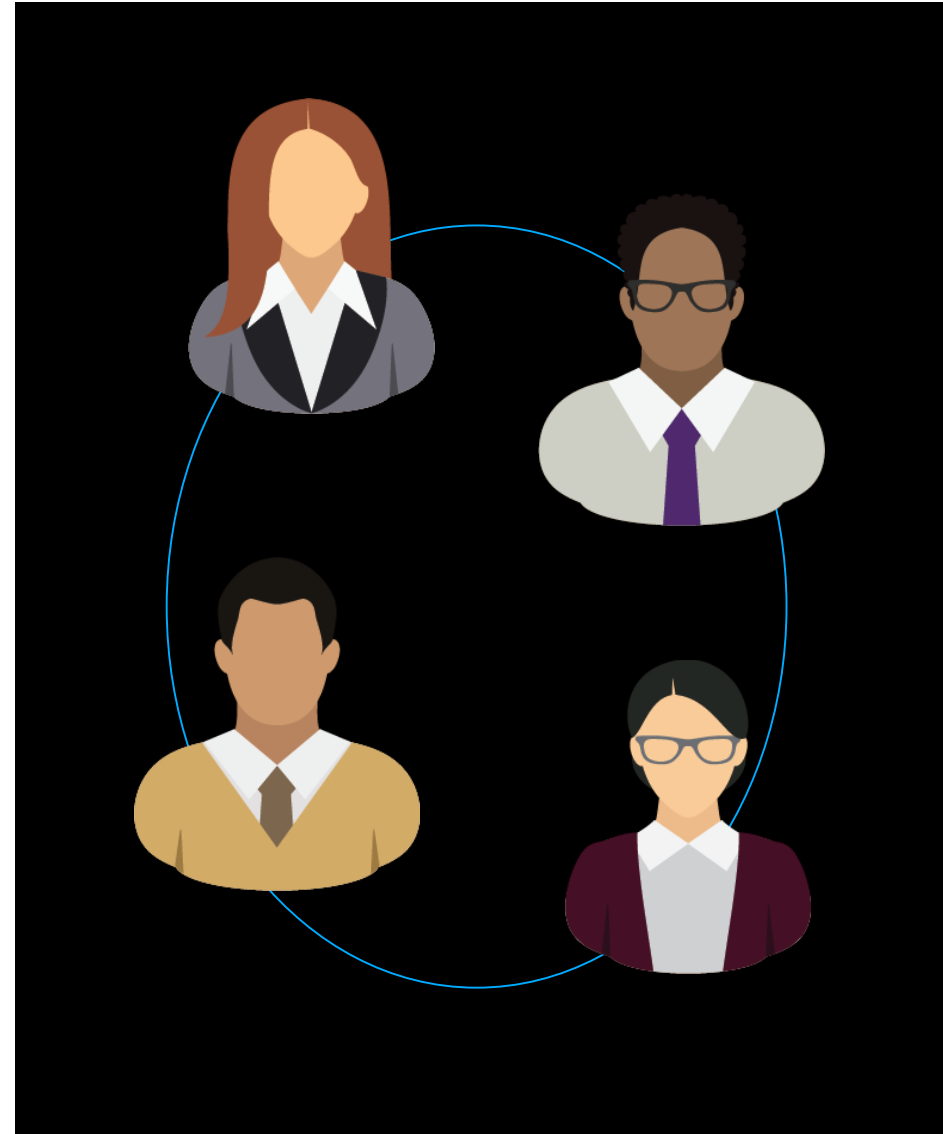
The investment: \$300,000 for the education lab for one year.

Where the money goes: \$60,000 higher education reporter, \$60,000 early education reporter, \$60,000 for engagement reporter, \$75,000 for education lab editor, \$45,000 for lab engagement and management, staff expenses and technology, and event costs. Salaries include benefits and 401(K) and salaries are equal to reporters in The Bee newsroom.

Of note: The project will enhance our reporting beyond what we would otherwise be able to do with existing resources and will bring new ways of engaging audiences to better inform.

How you can help: We're looking for partners equally committed to advancing our community through education. Your contribution will support this important effort to bring greater awareness to education in the region and help drive needed change.

Timeline: September 2019 Education Lab announcement.



WHAT FUNDING PARTNERS GET

- Regular communication from the news organization, including a quarterly meeting with the Publisher accompanied by a quarterly lab impact report that measures micro, medium and macro impacts.
- A Lab newsletter that sources all relevant news – from Fresno and beyond.
- Invitations to community listening events with our new reporters and their assigning editor.
- A special page with recognition for all funders at FresnoBee.com.

Editorial independence has been a core value at The Fresno Bee for nearly 100 years. We strive to deliver high-impact journalism in the public interest. While we value the support and partnership of our funding partners, outside funders will not have any editorial oversight, approval or influence over the content produced by the fellow or other members of the Fresno Bee newsroom.



WHAT FUNDING PARTNERS GET, CONTINUED

- Signage including sponsor banner at events.
- A tagline on all stories that denotes how the lab works and who supports it, with a link to lab landing page.
- An bi-annual report that includes micro, medium and macro impacts.
- Greater awareness of our educational challenges and opportunities in Fresno, which in turn creates a stronger and more diversified community and economy.



The Fresno Bee

The **Central Valley Community Foundation**, through the [Impact Media Fund](#), will serve as the fiscal sponsor for the Education Lab. To support this important initiative donations can be sent to this address:

BY MAIL

Make check payable to:

Central Valley Community Foundation
Attn: Education Lab
5260 N. Palm Ave. Ste. 122
Fresno,CA 93704

We appreciate your support of education and local journalism.
Advancing educational attainment by shining a light on issues
impacting education in the San Joaquin Valley.

IMPACT MEDIA FUND



STATEMENT OF INDEPENDENCE

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The Fresno Bee

Contact:

Tim Ritchey

President & Publisher

The Fresno Bee, The Modesto Bee

The Merced Sun-Star

The San Luis Obispo Tribune

559-441-6060

tritchey@fresnobee.com

A decorative horizontal bar at the bottom of the slide, featuring a gradient of blue shades from light to dark, with geometric shapes integrated into the design.

BUILDING A FUTURE FOR LOCAL JOURNALISM

JOHN S. AND JAMES L. KNIGHT FOUNDATION
KF.ORG

JENNIFER PRESTON, Vice President, Journalism
JOHN S. and JAMES L. KNIGHT FOUNDATION
@jenniferpreston

<https://www.KF.org/LocalNews>

Feb. 17, 2020 | Mega-Conference

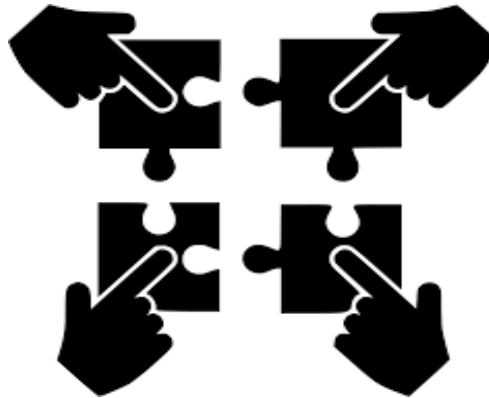
KNIGHT JOURNALISM PROGRAM

- **\$300 million investment over five years**
- **Focus on strengthening local news: commercial, nonprofit, new models.**
- **Support scalable organizations and local collaborations with focus on DEI.**

KNIGHT'S APPROACH



**Sustainability:
Accelerate
transformation
Commercial
and Nonprofit**



**Collaboration
to increase
impact**



**Trust,
Diversity,
Community
Engagement**

TABLE STAKES: Accelerating Transformation

Since 2015, Knight has invested at least \$6 million to support more than 70 mostly commercial, local news organizations: Our partners include:

- Lenfest Institute
- American Press Institute
- Poynter Institute
- University of North Carolina
- Temple University
- Arizona State University
- Find resources here: <https://www.betternews.org>

COLLABORATIVE REPORTING RESOURCES:



SOLUTIONS
JOURNALISM
NETWORK

The logo for the Solutions Journalism Network is displayed on a solid red square background. The text is white and arranged in three lines: "SOLUTIONS", "JOURNALISM", and "NETWORK". A thin white vertical line is positioned to the left of the text.

REPORT
FOR AMERICA

The logo for Report for America is displayed on a solid black square background. The word "REPORT" is in large, white, sans-serif capital letters. Below it, the words "FOR AMERICA" are in smaller, red, sans-serif capital letters.

PROPUBLICA

The logo for ProPublica is displayed on a solid dark blue square background. It features a small white icon of a document with a magnifying glass over it, followed by the word "PROPUBLICA" in white, sans-serif capital letters.

Reveal
from The Center for Investigative Reporting

The logo for Reveal is displayed on a black square background. The word "Reveal" is in a large, white, serif font, centered within a white rectangular box that has a distressed, hand-painted appearance. Below this box, the text "from The Center for Investigative Reporting" is written in a smaller, white, sans-serif font.

Links to Funded Resources via Knight Foundation

New Report on IRS ruling for Salt Lake, New Models

Philanthropic Options for Newspapers: A practical guide

<https://www.knightfoundation.org/reports/philanthropic-option-for-newspaper-owners-a-practical-guide>

Legal Assistance for local news: New \$10M investment

The Reporters Committee for Freedom of the Press.

<https://www.rcfp.org/>

Accelerating Digital Transformation: Table Stakes

American Press Institute's Better News

<https://www.betternews.org>

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Links to Funded Resources via Knight Foundation

Center for Community Media, Newmark J School

<https://www.journalism.cuny.edu/centers/center-community-media/>

Contact: Graciela Mochkofsky
graciela.mochkofsky@journalism.cuny.edu

Maynard Institute

<https://www.mije.org/>

Contact: Martin G. Reynolds mreynolds@mije.org

West Virginia Reed College of Media's New Start

<https://www.newstart.media/er>

Contact: jim.iovino@mail.wvu.edu

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Links to Funded Resources via Knight Foundation

Coaching, Cohorts, Table Stakes Training, Digital Subs

Knight-Lenfest Local News Transformation Fund supports
American Press Institute partnership.

Contact: Tom Rosenstiel. tom.rosenstiel@pressinstitute.org

Poynter Institute for Media Studies:

Table Stakes Coaching and Training.

Contact: Kelly McBride Kelly@poynter.org

University of North Carolina Center for Innovation and Sustainability in Local Media.

Contact: Susan Leath sdleath@email.unc.edu

Links to Funded Resources via Knight Foundation

Knight Funded reporting resources and collaborative efforts

Report for America

<https://www.reportforamerica.org>

Contact: Steve Waldman: swaldman@reportforamerica.org

ProPublica Local Reporting Project:

<https://www.propublica.org/local-reporting-network/>

Contact: Dick.Tofel@propublica.org

Solutions Journalism Network:

<https://www.solutionsjournalism.org/>

Contact: Liza Gross liza@solutionsjournalism.org

Links to Funded Resources via Knight Foundation

Knight Funded collaborative reporting efforts

Reveal | Center for Investigative Reporting

<https://www.revealnews.org/>

Contact: Christa Scharfenberg
cscharfenberg@revealnews.org

Center for Cooperative Media, Montclair State

<https://centerforcooperativemedia.org/>

Contact: Stefanie Murray murrayst@mail.montclair.edu

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Links to Funded Resources via Knight Foundation

Knight Funded resources for technology and product development solutions

Catalyst, Temple University

The “Wirecutter” for tech solutions for news

<https://newscatalyst.org/about/>

Contact: Aron Pilhofer aron.pilhofer@temple.edu

CMS20News: We’re launching a \$2M initiative to give newsrooms access to new digital platforms to manage their content + expand their businesses. Applications through March 8:

<http://kf.org/cms20news>

Contact: Paul Cheung cheung@kf.org

PHILANTHROPIC OPTIONS FOR NEWSPAPER OWNERS: A PRACTICAL GUIDE

<https://www.knightfoundation.org/reports/philanthropic-option-for-newspaper-owners-a-practical-guide>