



ASIAN AMERICAN JOURNALISTS ASSOCIATION

AAJA from A to Z
Implementing the Strategic Plan:
Projects to Address the Community and Media Industry

January 2004 – December 2008

I. Overview

Founded in 1981, the Asian American Journalists Association (AAJA) is a non-profit professional and educational organization of more than 2,300 members today in 19 chapters across the country with one in Asia. AAJA serves Asian Americans and Pacific Islanders (AAPI) by encouraging young people to consider journalism as a career, developing managers in the media industry, and promoting fair and accurate news coverage.

AAJA's five-year strategic plan was approved by the Governing Board in January 2004, after a year-long process of identifying the most pressing issues AAPI journalists face and exploring how AAJA could have the greatest impact in the community and the industry.

The major objectives and goals of the strategic plan are to:

- Develop leadership capacity for changing the industry
- Strengthen programs, infrastructure and membership
- Forge connections with AAPI communities
- Sustain the organization financially

This document outlines how AAJA has been and will be implementing the strategic plan through key projects from January 2004 through December 2008.

II. Challenges

AAJA has a well-established history and excellent reputation among media companies, journalism associations and educational institutions. AAJA has an active membership with members so passionately dedicated to the mission of the organization that they continue to offer their assistance year-after-year. Individuals volunteer countless hours serving on national and local boards, on various committees, as program directors and coordinators, as program and award judges, as formal or informal mentors, as organization advisers, and performing a range of duties for their chapters.

AAJA's greatest challenge over the five years of the strategic plan will be keeping up with all the ideas and projects that get started and laying the groundwork to sustain the organization for the many years to come. How will we deal with changing leadership at all levels? How will we prevent burnout if we continually ask the same dedicated individuals for their help? How will we keep pace with concerns of the AAPI community and address diversity issues in the media industry?

The strategic plan projects outlined in this document address these challenges. As the organization experiences its 25th anniversary during this period, AAJA recognizes the need for documenting our work, getting guidelines and archives in place, developing leadership at national and chapter levels, providing education to AAPI community members about how to get stories covered, cultivating relationships for ongoing financial support, and bringing technological systems up to speed.

The Deputy Executive Director will continue to consult with the Strategic Plan Consultants during the implementation of the plan.

III. Summary of Projects

The strategic plan projects were defined by National Board and Staff after participating in separate working sessions to analyze the needs of the organization, its members and the potential for changing the industry. Timelines and resources – both people and funds – were top considerations.

To carry out the work, the following working committees were developed during year one:

- Marketing/Outreach
- Policy & Issues
- Programming
- Membership & Chapter Development
- Media Watch
- Fund Development

The main projects of AAJA’s five-year plan are:

AAJA from A to Z	Project Code	Year 1: 2004	Year 2: 2005	Year 3: 2006	Year 4: 2007	Year 5: 2008
25 th Anniversary Endowment	A	▪	▪	▪		
Branding the Organization	B	▪	▪	▪	▪	
Speakers Bureau	C	▪	▪	▪	▪	▪
AAPIs in News Management	D	▪	▪	▪	▪	▪
Archives	E	▪	▪	▪	▪	▪
Convention Guidelines	F	▪	▪	▪	▪	
Program Documentation	G		▪	▪		
Program Development	H	▪	▪	▪	▪	▪
Program Applications & Judging	I	▪	▪	▪		
Mentor Programs	J	▪	▪	▪	▪	▪
Broadcast Programs & Projects	K	▪	▪	▪		
Fee for Service Projects	L	▪	▪	▪	▪	▪
Membership Recruitment	M	▪	▪	▪	▪	▪
Identity	N	▪	▪	▪		
Media Watch	O	▪	▪	▪	▪	
Nielsen/Arbitron Tracking of AAPIs	P		▪	▪		
Multicultural Polling	Q		▪	▪		
Community & Professional Partnerships	R	▪	▪	▪	▪	▪
Diversity Partnership with News Organizations	S			▪	▪	▪
Ethnic Media Outreach	T	▪	▪	▪	▪	▪
Media Access Workshops	U	▪	▪	▪	▪	▪
Web Site Redesign	V	▪	▪			
Publications	W		▪	▪		
National Office Systems Upgrade	X	▪	▪	▪		
Chapter & Staff Leadership Development	Y	▪	▪	▪	▪	▪
Financials & Audit	Z		▪			

IV. Project Descriptions

Project A **25th Anniversary Endowment**

Goals: To secure funding support to be invested in AAJA's future, utilizing earnings from this investment to fund the organization's operations and programs from year to year.

To raise \$2 million over two years through an endowment campaign coinciding with the 25th anniversary of the founding of the organization.

Strategy: Engage media companies and executives, businesses and corporations, foundations, the AAPI community, and AAJA chapters and members through personal contact and a series of high profile public events.

Timeline: Beginning in 2004, hold a private phase to the fundraising.

By mid-2004, publicize the endowment and announce the public launch to create visibility and interest among media and the community.

In November 2004, the New York chapter of AAJA will host the kickoff fundraising dinner event on the East Coast.

During 2005, two similar events will be held in Detroit and Dallas to promote the campaign in the Midwest and South. Throughout the year, chapters with the resources to hold similar events will be encouraged to do so.

The campaign will conclude with a fundraising dinner event during fall 2006 in Los Angeles, the birthplace of AAJA.

Project B **Branding the Organization**

Goals: To develop an identity for building on the reputation of the organization, highlighting the most unique and effective characteristics of AAJA.

To create templates and develop guidelines to maintain design consistency throughout the organization and its chapters.

To develop a brochure as dynamic as the organization itself.

Strategy: Perform this work in consultation with public relations and branding professionals. Solicit graphic illustrators to develop icons (e.g. print, broadcast, online, ethnic media, student, professional) to be used in the convention book, program applications, on signage, the Web site and wherever needed.

Timeline: During the second half of 2004, the National Office will begin by examining its marketing materials and doing basic redesign for consistency. This includes program application forms, convention materials, the annual year in review sheet, and membership packets.

In 2005, refine templates, produce the brochure, and produce thank you cards for special acknowledgements.

In 2005, research branding the AAJA National Awards, AAJA Media Watch, AAJA Media Access Workshops, and programs such as the AAJA Executive Leadership Program and J Camp.

During 2006, incorporate branding. Develop tagline and mission statement to be used consistently for marketing the organization. Refine all marketing materials, including the brochure.

During 2006, complete all design guidelines and distribute to chapters.

During 2006, order and distribute 25th Anniversary tchotchke.

During 2007, work with chapters for graphics assistance and consistency.

Support: Funding support is requested for brochures and thank you cards. Opportunities for sponsor logos to be printed on these pieces.

Funding support is required to hire a branding professional.

Funding support is requested for producing a 25th anniversary tchotchke. Opportunities for sponsor recognition.

Project C Speakers Bureau

Goals: To showcase Asian American and Pacific Islander journalists.

To educate corporations and businesses about the importance of diversity.

To provide a journalist's perspective through participation on panel discussions held in communities.

To generate revenue for AAJA.

Strategy: Consult with established speakers bureaus to create a system that meets AAJA's goals.

Timeline: During 2004, begin researching local, national and international speakers bureaus to explore different models.

In 2005, draft a plan to begin a speakers bureau without charging fees.

By 2006, establish the AAJA Speakers Bureau.

By 2008, refine the speakers bureau with fee structure in place.

Project D AAPIs in News Management

Goals: To promote AAPIs as viable candidates for top news management.

To increase the number of AAPIs in top management positions.

To constantly provide new skills to AAPIs to become newsroom managers.

Strategy: Encourage members to take on leadership positions with their local board and the National Board, as a way to further develop leadership skills among peers. Continue to encourage members with at least five years of experience to go through AAJA's Executive Leadership Program (ELP). Establish a method of acknowledging media companies that promote and retain AAPI managers. Meet with media companies to bring awareness about the importance of AAPI managers. Recruit AAPI managers as AAJA members if they are not already members.

Timeline: In 2004, publicize on the organization Web site the names of AAPI AAJA members in management positions, along with their news organizations.

In 2004, begin including profiles of AAPI AAJA members in the DateLine newsletter regularly.

In 2005, during the 10th anniversary of ELP, publicize on the Web site the names of ELP graduates and include professional bios. Develop activities to position members to achieve their goals to become managers. Some members will participate in developing a white paper on the future of journalism as it relates to other industries, such as technology, politics, culture and environment. By the end of 2005, develop the Web site to post resumes of ELP graduates and others.

By 2006, develop and implement a formal system for ELP graduates to participate in recruiting other AAPI journalists for ELP.

By 2007, develop a system to monitor media companies' progress with hiring AAPIs in management. Develop and implement a plan for AAJA members to meet directly with media companies to acknowledge their efforts and explain the importance of AAPI news managers.

Through 2008 (and possibly beyond the strategic plan), AAJA will commit to supporting ELP and the continuing development of its programs.

Support: Funding support is required to sustain ELP, its programs and services each year.

Project E Archives

Goals: To create a system at the National Office to organize the historic records of AAJA.

To develop a library of archival materials, including photos and videos, for members to review from year to year.

To make available to members and the public archival information and images as a way to reinforce the importance of the existence of the organization.

Strategy: Determine that the Communications Coordinator will serve as lead archivist at the National Office. Upgrade computer capacity to store and reproduce graphics images. Determine that all National Staff will work to build archives.

Timeline: During 2004, research and compile historical lists of national and special awards winners, national scholarship winners, past presidents and executive directors, convention sites, ELP graduates, J Camp graduates.

In 2004, begin data collection for chapter scholarships.

In 2004, continue maintaining systems to organize DateLine newsletters, convention materials, and all other AAJA national publications.

During 2005, publish historical lists on the Web site.

During 2005, develop a system and organize all photo and news clip files.

During 2006, develop a system and organize all videos.

During 2007, develop a system and institute a plan for obtaining publications from chapters.

During 2008, develop a system and institute a plan for storing essential archival materials off site.

Support: Volunteer assistance is requested for the organization of photos, news clips, and videos.

Project F Convention Guidelines

Goals: To document the process of each activity associated with the National Convention, as a tool for clearer communication of goals and expectations.

To house at the National Office a “how to” guide for convention and other annual activities.

To use the documentation to share with the different chapters and National Office staff responsible for the different activities from year to year.

Strategy: Create timelines, summaries and evaluations for the gala, luncheon, awards, silent auction, opening and closing receptions, karaoke night, photo shootout, chapter challenge, programming, town hall, public relations, volunteers, career fair, job critiques, student convention projects, student night, scholarships, convention registration, national elections, focus project.

Timeline: During 2004 (UNITY Convention year), begin coordinating existing documentation and collecting evaluations of current year convention.

In 2005, develop a system for organizing these materials.

By the end of 2007, documentation of all annual activities will be completed.

Project G Program Documentation

Goals: To document the process for each professional and student program offered by the National Office.

To house at the National Office a “how to” guide for programs.

To use the documentation to share among National Office staff, directors, and judging committees.

To have a communications tool to assist with the transition of leadership of any professional or student program.

Strategy: Create timelines, summaries and evaluations for all national professional and student programs. Start with one program to develop a template for how all other programs will be documented.

Timeline: During 2005, the National Office will work with the Board to document the Stanford Chen Internship Grant. This will serve as the template for how all other programs will be documented.

By the end of 2006, the National Office will have documentation for the processes of all programs.

Project H Program Development

Goals: To sustain the quality and quantity of programs offered by the National Office to AAPI professional and student journalists.

To constantly provide education to meet the changing professional needs of AAPI journalists.

To expand programs and services to meet the needs of traditionally under-served members of AAJA.

Strategy: Analyze individual program evaluations. Talk to current, lapsed and potential members directly about their needs and concerns. Reshape and introduce programs to meet the needs of members. Evaluate ethics dilemmas members might face when being asked to file a report with their news organizations after participating in a program (i.e. study tours). Cultivate relationships with existing and potential media partners and listen to their feedback about our programs and members.

Timeline: From 2004 through 2008, Board, National Office staff and Program Directors will re-evaluate and refine AAJA fellowships.

From 2004 through 2008, AAJA will re-evaluate and refine study tours.

From 2004 through 2008, AAJA will commit to designing and developing mentor programs.

From 2004 through 2008, AAJA will re-evaluate and refine J Camp for high school students of color.

From 2004 through 2008, the organization will commit to offering regional educational workshops for mid-career AAPI journalists.

From 2004 through 2008, the organization will continue to expand outreach by developing programs and services to ethnic media, broadcasters, business writers, freelancers, and At-Large members.

Program development work will be ongoing, particularly addressing needs as they arise.

Support: Funding support or partner support is required to sustain study tours.

Funding support is required to develop and sustain mentor programs.

Funding support is required to sustain J Camp.

Project I **Program Applications & Judging**

Goals: To develop consistency throughout the processing of all National applications and judging, which will ensure that all members have equal opportunity when applying.

To be transparent with all processes.

To maintain the confidentiality of applicants, so that their information is only disclosed to those involved in the selection process.

Strategy: The National Office will take the initiative to make the transition to formalize applications and judging processes.

Timeline: During 2004, begin publicly acknowledging all judges after the judging process is complete.

Beginning 2004, destroy all application materials older than one year.

Beginning in 2005, destroy all application materials after the program ends, with the exception of the program participants' applications which will be kept at the National Office for a full year.

Beginning 2005, require that all judging committees consist of at least three professionals. Begin diversifying judges so that the same individuals are not making selections for multiple programs. Prohibit applicants from contacting judges prior to judging.

By 2006, state on all applications that materials are not returned.

Project J Mentor Programs

Goals: To develop and sustain programs that offer mentorship and support to AAPI journalists, from those trying to break into the business to mid-career professionals seeking top management positions.

Strategy: Commit to continuously offering a variety of mentor programs for members at the national and chapter levels.

Timeline: During 2004, develop mentor programs addressing the needs of mid-career print members.

During 2004, evaluate and redesign the Broadcast Mentor Program to include guidelines and agreements for the mentee and the mentor. Use this basic program design to develop other similar mentor programs.

Each year through 2008, ensure that mentor programs are offered and evaluated.

Support: Funding support is required to fully develop mentor programs to meet the needs of AAJA's print members.

Project K Broadcast Programs & Projects

Goals: To engage and recognize AAJA's television and radio broadcast members and recruit AAPI broadcasters to join the organization.

Strategy: Produce visual documentation exhibiting members' professional work. Provide an environment of support to broadcast members, who make up about 20 percent of AAJA's membership. Revise National Awards application to appropriately acknowledge broadcasters.

Timeline: During 2004, produce and distribute a DVD to raise awareness about the limited number of AAPI men on television.

By the end of 2004, produce an educational video to encourage young men and women to enter television and radio careers.

Continue publicity and distribution of both the DVD and video through 2006.

During 2005, launch a new program exclusively for radio members.

By 2006, develop opportunities specifically for directors, producers, writers, graphic artists, photographers, videotape editors, technicians and other behind-the-scenes broadcasters.

By 2006, begin compiling a broadcast directory as a resource for members.

Support: Funding support is required to produce the broadcast directory. Opportunities for sponsor logo to be printed on this publication.

Project L **Fee for Service Projects**

Goals: To generate fees to support the organization.

Strategy: Research other journalism and professional organizations to explore options for fee-generating projects.

Timeline: Beginning 2004, charge employers to self-post jobs on the Web site.

During 2005, develop Web site to charge members to post their resumes.

Through 2008, consider other projects, such as charging for access to AAJA's speakers' bureau and charging to upload video clips from the Web site.

Project M Membership Recruitment

- Goals:** To increase membership by 15 percent each year.
- Strategy:** Ease the process of online membership. Analyze lapsed membership and, in consultation with public relations professional, market to specific groups.
- Timeline:** During 2004, redesign online membership form and paper version, using existing questions.
- During 2004, conduct survey with Chapters to find out how each handles outreach and recruitment.
- During 2005, simplify the form by only asking those questions needed to compile membership statistics (“who we are”).
- During 2005, clarify ethnicity data collection.
- Through 2008, share progress reports with members regularly.
- Through 2008, develop strategies with Chapter officers and National Board representatives for recruitment of lapsed members and outreach to AAPI journalists who have never been members.
- Through 2008, assist, encourage and support members petitioning for chapter status.
- Through 2008, increase visibility to recruit members during 2008, a UNITY Convention year.
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Project N Identity

- Goals:** To determine and implement a phrase to be used by AAJA to describe the cultures served by the organization.

To be inclusive by also recognizing that our members include South Asians, Southeast Asians, Middle East Americans, and Pacific Islanders.

To publicly provide a definition to news organizations of what AAJA considers “Asian American” to be.

Strategy: Solicit comments from newer and long-time AAJA members to hear feedback from under-represented and highly represented groups. Solicit comments from AAPI community members regarding historical use of various phrases. Coordinate implementation of phrase with plans for branding the organization.

Timeline: Beginning 2004, solicit AAJA and AAPI community comments.

During 2006, in coordination with the plans for branding of the organization, consistently implement the identity phrase throughout the organization.

Project O Media Watch

Goals: To develop higher visibility and quicker response for unfair or inaccurate coverage of AAPIs, as reported by the news media.

To acknowledge media organizations that fairly and accurately cover issues of the AAPI community.

To engage membership and the general public to act as watchdogs for unfair and inaccurate coverage of AAPIs in the news media.

Strategy: Determine roles for AAJA Media Watch Committee members to lead this work. Explore how Chapters cover Media Watch issues and differentiate between Chapter and National responses. Develop guidelines for Media Watch inquiries so the public knows what is, how to find it, and how and when to use it.

Timeline: In 2004, develop a clear communications process among committee members in responding to Media Watch requests.

During 2005, develop the guidelines for information intake.

During 2005, send letters to Chapter Presidents, journalism schools and At-Large AAJA members to make them aware of Media Watch.

During 2005, develop an online registration system to track and record Media Watch inquiries.

By 2006, create a listserv for AAJA members who want to actively participate.

During 2006, Media Watch to be incorporated into the branding of the organization.

During 2007, introduce a columnist on the Web site to cover Media Watch issues in print, television and radio news.

Support: Funding support is required for developing an online registration tracking system for Media Watch inquiries.

Project P **Nielsen/Arbitron Tracking of AAPIs**

Goals: To increase representation of AAPIs in television and radio news.

To encourage Nielsen and Arbitron to measure viewing and listening patterns of AAPIs.

Strategy: Increase knowledge of how these ratings systems work, learning from AAJA broadcast members and AAPI groups already involved in this work. Coordinate with the AAPI groups to approach Nielsen and Arbitron about any systemic changes.

Timeline: During 2005, produce action plan for Nielsen/Arbitron tracking.

By 2006, implement action plan for Nielsen/Arbitron tracking.

Project Q Multicultural Polling

Goals: To increase the presence of AAPIs in polling and polling coverage.

To educate journalists about polling, particularly involving AAPIs, immigrant and newcomer communities, and communities of color in general.

To build upon AAJA's 1992 study by the Reynolds School of Journalism (University of Nevada at Reno), which concluded that Asians are often invisible in polling because pollsters have difficulty finding enough Asians to produce a sample and because polls are conducted in English only.

Strategy: Publish a tip sheet for journalists on how to read/interpret polls, how determine the legitimacy of polls, how to report poll results (e.g. the plus or minus margin of error, sample size, date, wording of question), and how to include AAPI voices and views in news and feature polling stories.

Timeline: By 2005, develop and distribute tip sheet to media markets and journalists and post on AAJA Web site.

By 2006, expand tip sheet to include best practices and cautionary tales.

During 2006, encourage and create partnerships with media companies, foundations and non-partisan community organizations to survey enough AAPIs in their polls so AAPIs can be represented as a separate group.

During 2006, begin monitoring whether representation of AAPI polling has improved.

Project R **Community & Professional Partnerships**

Goals: To develop partnerships with community organizations and professional journalism and journalism-related organizations to meet the goals of AAJA's mission and strategic plan.

Strategy: Meet with representatives of these organizations to identify their plans and goals and examine any similarities with AAJA's.

Timeline: During 2004, partner with Investigative Reporters and Editors (IRE) on regional workshops for mid-career journalists.

During 2004, begin cultivating relationships with professional public relations organizations to recognize and utilize the contributions of these professionals to news media.

During 2005, develop an agreement to partner with the American Society of Newspaper Editors (ASNE) to provide J Camp graduates with first internships in their hometown.

During 2005, explore partnering with UNITY and the associated organizations on J Camp.

During 2005, explore developing a partnership with the Radio-Television News Directors Association (RTNDA) to promote AAJA's broadcast programs and projects.

Through 2008, explore developing partnerships with the National Asian Pacific American Legal Consortium (NAPALC) and other community organizations to address Media Watch and Nielsen/Arbitron issues.

Through 2008, continue partnership programs with the Poynter Institute.

Project S Diversity Partnership with News Organizations

- Goals:** To increase diversity at news organizations.
- To improve coverage of AAPIs.
- Strategy:** Partner with news organizations and formally and publicly recognize the hiring, promotion and retention of AAPI AAJA members. Partner with news organizations to distribute the AAJA stylebook, the journalists’ guide to covering AAPI communities, throughout their organizations.
- Timeline:** In 2006, develop a partnership agreement, consulting with potential partners.
- In 2006, identify partners to distribute the AAJA stylebook during AAJA’s 25th anniversary year.
- Throughout 2007, identify and begin diversity partnerships, with increased publicity about these partnerships by 2008, a UNITY Convention year.
- Support:** Funding and partnership support is required to sponsor the printing and distribution of the stylebooks throughout newsrooms.
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Project T Ethnic Media Outreach

- Goals:** To have AAJA’s professional members act as a resource for ethnic media.
- To have AAJA’s professional members learn from ethnic media about the under-reported AAPI community stories.
- Strategy:** Create new opportunities for ethnic media at AAJA. Continue supporting New California Media (NCM) for their work in acknowledging ethnic media across the country and to utilize the resources they provide.

Timeline: During 2004, develop and maintain an ethnic media e-list to distribute news and information sent to AAJA requesting AAPI coverage.

During 2005, publish on the Web site the names and news organizations of AAJA's ethnic media members in management. Acknowledge ethnic media's contributions to the industry.

During 2005, survey ethnic media members and non-members to find out what AAJA can do for them.

By 2006, develop and publish a list of AAJA's ethnic media and their AAPI expertise to be used as a resource for all AAJA members when covering AAPI stories.

Through 2008, develop programs and services to welcome ethnic media members and meet their professional needs.

Project U **Media Access Workshops**

Goals: To be the leading source in providing AAPI community organizations and other community leaders with practical information on how to best get their stories covered by media.

To regularly provide AAJA Media Access Workshops throughout the country and widely publicize them through the National Office.

To create visibility in the community by having AAJA members hear community members' concerns about media at these workshops.

Strategy: Provide hands-on training to teach community members how to write news releases and editorials, as well as how to pitch a story and prepare a soundbite. Consult with public relations and marketing professionals on publicizing and branding these workshops.

Timeline: During 2004, gather Media Access Workshop manuals from local Chapters. Begin developing a model template to assist all chapters.

During 2005, begin using and refining the template for locally hosted workshops held that year. Invite funders and potential funders to sit in to generate their support for future workshops.

At the beginning of 2006, during AAJA's 25th anniversary and in coordination with the organization's strategic plan for branding, publicly announce the annual schedule for these workshops with a national campaign.

Continue to hold locally hosted workshops through 2008. Provide written and video documentation to the National Office, summarizing and evaluating each workshop as it is completed.

Support: Funding is required to pay a public relations consultant to assist with this major national outreach campaign.

Project V **Web Site Redesign**

Goals: To update and upgrade AAJA's image as a journalism organization.

To bring more information about AAJA to members in a more organized, timely manner.

To feature members, their work and professional achievements.

To build the capacity for fee-generating opportunities.

To ease the process of administering the Web site.

Strategy: Work with Web development consultant on the redesign. Develop easier access to membership, convention and other registration and more efficient processing.

Timeline: During 2004, redesign Web site. Evaluate editorial content. Develop and maintain new style. Add search function for easy access to all Web site information.

During 2004, develop membership registration form.

During 2004, develop convention registration form.

During 2004, add e-commerce function.

During 2004, develop system for employers to self-post job listings.

During 2005, develop Web to allow postings of members' resumes.

Support: Funding support is required for all Web development and design, as well as Web hosting and assistance with updates.

Project W Publications

Goals: To produce publications that meet the needs of members, the community and the organization.

Strategy: Evaluate existing publications, including the Web site and newsletter, and determine what changes are needed.

Timeline: Beginning in 2005, issue the DateLine newsletter online to members, sending hard copies only to those without access to computers, those who specifically request it, funders and industry partners.

During 2005, develop a system to regularly and frequently update the Member News section and the main feature story on the Web site, both of which appear “above the fold” and are the first things that Web site visitors see.

During 2005, update the AAJA stylebook on how to cover AAPI communities.

During AAJA’s 25th anniversary in 2006, publish a new edition of the stylebook.

Support: Funding support is required for printing and wide distribution of the stylebook.

Project X National Office Systems Upgrade

Goals: To bring the technology at the National Office up to date to enable staff to better serve the needs of the organization.

Strategy: National Office staff to develop systems and schedule.

Timeline: During 2004, upgrade fax machine and replace ailing computers.

During 2005, develop a system to get applications to judges faster and in a more cost-effective manner.

During 2005, organize files on the database and server, back up files frequently and regularly, and develop a system to regularly store backup copies off site.

During 2005, upgrade graphic design software.

During 2005, upgrade postal machine.

During 2006, upgrade photocopier.

Support: Funds are required for all equipment and software upgrades.

Project Y Chapter & Staff Leadership Development

Goals: To provide the skills and support necessary to develop leaders at every level of the organization, including the local chapters and the National Office.

To develop the capacity of the National staff to understand the needs of journalists and take a more active leadership role in shaping the organization.

Strategy: Provide ongoing training and support for leadership development.

Timeline: During 2004, provide leadership skills to Chapter representatives through Camp AAJA, a four-day working retreat, which will be offered biannually through 2008.

Beginning in 2004, the Events Manager will take a lead role in developing convention guidelines.

Beginning in 2005, AAJA will biannually provide one full-day group session to National Office staff with journalists as guest speakers and a hands-on training to learn promotional writing skills.

Beginning in 2005, the National Office will pro-actively work with Chapter Presidents to help them carry out their action plans for sustaining members and reaching out to new members, as well as help organize groups that express a strong interest in becoming a chapter.

Beginning in 2005, the Membership Manager will take an active role in determining the theme of the annual membership meeting, including facilitating and organizing this meeting.

Beginning in 2005, the Communications Coordinator will take an active role in all communications-related functions of the organization, including the Web site, DateLine newsletter, relations with PR Newswire, press releases and press kits, and oversight of photo files, clip files and the organization's archive.

Beginning in 2005, the Professional and Student Programs Coordinators will take an active role in developing, organizing and archiving programs.

By 2006, the National Office will compile written training materials for Chapter officers to hold meetings, including forming an agenda, facilitating and troubleshooting.

Support: Funding support is required to sustain Camp AAJA.

Funds will be required to train National Office staff and to retain them.

Project Z Financials & Audit

- Goals:** To provide training to Chapter Treasurers and officers on how to organize financial records, interpret financial statements, and file reports in a timely manner.
- To have the organization undergo regular audits to ensure that all financial matters of the organization are being properly handled.
- To update National Office record keeping systems for more efficient processing.
- Strategy:** National Treasurer to provide education and support to Chapter Treasurers. National Office Accountant to identify auditor for organization's financial records.
- Timeline:** Beginning 2005, education and training for Chapter officers. Audit of National records to occur biannually. Random audits of two to three chapters biannually. Additional chapters may be audited at the discretion of the Executive Committee.
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V. Appendices

Appendix A Strategic Plan Press Release

Appendix B Analysis of Strategic Issues & Summary of Strategic Goals
(separate document)

Appendix C Organizational Chart (forthcoming)

Appendix D National Advisory Board List (separate document)

Appendix E Strategic Plan Implementation Committees

AAJA UNVEILS FIVE-YEAR STRATEGIC PLAN

Issued March 22, 2004

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San Francisco -- The Asian American Journalists Association (AAJA) today unveils its five-year strategic plan that focuses on strengthening relationships with the media industry and the Asian American community as well as financial stability for the organization.

The plan hones in on four areas -- providing more training to Asian American journalists so they can be effective leaders and agents of positive change in the industry; forging better ties with Asian American communities; developing greater expectations and skills of AAJA's national and chapter leaders and staff; and finding ways for the organization to be more financially sound.

The strategic plan, a year in the making, followed extensive dialogues AAJA had internally and with journalism leaders and non-profit organizations that have supported the organization in its 24 years of existence. The plan is all the more important as AAJA is coming off a year of record growth in membership and programming.

"AAJA is a rapidly growing organization meeting the varying and changing needs of its members, the industry and the Asian American community," said Mae Cheng, AAJA president and an assistant city editor at Newsday. "This strategic plan will be a roadmap to ensure AAJA's growth and success for many more years to come and will allow the organization to seek a greater, more visible role as an advocate and ambassador of journalism excellence."

The strategic plan also stays true to AAJA's founding mission, chiefly to encourage more people of Asian descent to enter the field of journalism and to foster better understanding and coverage of Asian Americans and their communities.

Efforts of the strategic plan are already under way, including refining AAJA's Media Watch, designed to monitor unfair or inaccurate coverage of the Asian and Asian American community in the United States and developing programs aimed at mid-career journalists and those seeking to rise in the ranks of the profession. Later on this year,

AAJA will also be unveiling a historic campaign to help ensure the future financial stability of the organization.

Rene Astudillo, AAJA executive director, said that "the core of this strategic plan is to position AAJA as a dynamic leader in pushing for needed changes that would ensure greater Asian American representation in newsrooms and in news coverage. More importantly, it lays the groundwork for developing the needed organizational and financial resources to help achieve these changes."

[Link on Web] AAJA Strategic Plan

[Link on Web] AAJA Strategic Plan Analysis

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About AAJA

AAJA is a non-profit organization with approximately 2,000 members. With a history spanning over 20 years, AAJA has been at the forefront of change in the journalism industry. Our mission is to encourage Asian Pacific Americans to enter the ranks of journalism, to work for fair and accurate coverage of Asian Pacific Americans, provide support and a network for Asian Pacific Americans in journalism and to increase the number of Asian Pacific American journalists and news managers in the industry.

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Appendix E Strategic Plan Implementation Committees

The following worked during 2004 on implementation planning:

AAJA National President

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AAJA Executive Director

Rene Astudillo

Strategic Plan Consultants

Aiko Pandorf

Michael Wong

Strategic Plan Implementation Coordinator

Janice Lee, AAJA Deputy Executive Director

Marketing/Outreach Committee

Tara Arden-Smith, National Board Member and Committee Chair

Mae Cheng, National President

Janet Cho, National Board Member

Pankaj Paul, National Board Member

Michael Rocha, National Board Member

Karen Swing, AAJA National Communications Coordinator

Cynthia Wang, National Board Member

Policy & Issues Committee

Maya Blackmun, National Board Member and Committee Co-Chair

Randall Yip, National Vice President for Broadcast and Committee Co-Chair

Mae Cheng, National President

Angeline Correa, National Board Member

Abe Kwok, National Vice President for Print

Janice Lee, AAJA Deputy Executive Director

Kim Peterson, National Board Member

Rachanee Srisavasni, National Board Member

Doris Truong, National Board Member

Esther Wu, National Secretary

Programming Committee

Jessie Mangaliman, National Board Member and Committee Chair

Mae Cheng, National President

Janice Lee, AAJA Deputy Executive Director

Jennifer Morita, National Board Member
Scott Nishimura, National Board Member
Sharon Prill, National Treasurer
Gail Rayos, National Board Member

Membership & Chapter Development Committee

Sonya Crawford, National Board Member and Committee Chair
Mae Cheng, National President
Matt Dunn, National Board Member
Craig Gima, National Board Member
Michael Hale, National Board Member
Marsha Low, National Board Member
Ameet Sachdev, National Board Member
Antonio Salas, AAJA National Membership & Chapter Development Manager
Ellen Sung, National Board Member

Media Watch Committee

Abe Kwok, National Vice President for Print and Committee Co-Chair
Aki Soga, Committee Co-Chair
Mae Cheng, National President
Aric Johnson, National Board Member
Janice Lee, AAJA Deputy Executive Director
Cheryl Tan, National Board Member
Mary Tan, National Board Member

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Rene Astudillo, AAJA Executive Director
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