



**AMERICAN
JOURNALISM
PROJECT**

Revenue Roles in Local News: Case Studies from Exemplary Civic News Organizations

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theajp.org



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About the American Journalism Project

The American Journalism Project is the first venture philanthropy organization dedicated to local news. It offers transformative investment and intensive support to Civic News Organizations in order to catalyze a new generation of public service media that is governed by, sustained by, and looks like the public it serves. Learn more at theajp.org.



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Executive Summary

The economics that supported the news industry for most of the twentieth century are no longer viable. As a result, the civic function news provides is under threat. The American Journalism Project was founded to help combat this threat and provide Civic News Organizations — local news organizations distinguished by their public service mission and commitment to meeting the information needs of their community — with the investment and intensive support necessary to find sustainability in this new environment. This research is one part of that effort.

The objective of this research was to suss out the essential ingredients that make revenue generating roles at exemplary Civic News Organizations successful. Too few such organizations even have dedicated revenue generating roles, and many others have the potential to grow revenue but lack the staff, resources, or business acumen to make it happen. This summary of the research findings and the detailed case studies that follow are designed to provide useful information about the hiring practices, role responsibilities, pitfalls to avoid, and expected return on investment of these critical roles.

Key to Individual Success: Blending Fundraising and Business Development Skill Sets with a Mission-Driven Mindset

The key for a successful revenue generation role is to find people with a *fundraising and business development skill set* and a *mission-driven mindset*. This combination of skills and motivation cuts across all types of revenue generation. A fundraising and business development skill set is evident in one's professional experience and is relatively easy to identify. Indeed, each of the exemplary individuals profiled here had demonstrated success with at least one form of fundraising. Notably, previous experience in media does not appear to be a necessary ingredient for success.

Motivation, the mission-driven mindset, is just as crucial as the skillset. All the exemplary people profiled in this report share a *mission-driven mindset*, meaning they understand and believe in the organization's mission and the impact that will result from financial gifts. Furthermore, each of these individuals is able to communicate their organization's mission and the impact of its journalism and related programs clearly and effectively. Without this component, even a successful fundraiser will have trouble finding long-term success.

As is detailed in this report, people who successfully generate revenue for Civic News Organizations have a variety of titles and roles. But they all practice the art of mission-driven *entrepreneurship*, or “the pursuit of opportunity beyond resources controlled,” to use the words of Harvard Business School Professor Howard Stevenson.



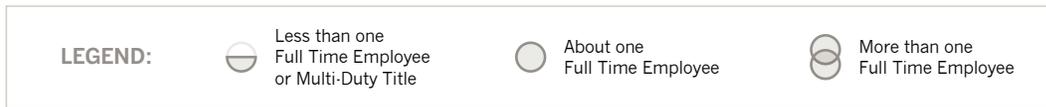
This research suggests that there are 9 major characteristics that contribute to fulfilling both the business development skillset and mission-driven mindset that form the bedrock of successful fundraising for civic news. These are the common characteristics that exemplary Civic News Organizations identify in job descriptions as they recruit and hire for revenue generating roles. They are:

- **Personable**
- **Passionate about the mission**
- **Persistent and resilient**
- **Organized**
- **Effective written and verbal communicator**
- **Data-driven**
- **Numerate and financially literate**
- **Creative and strategic thinker**
- **Attentive to detail**

Key to Organizational Success: Focus on Diverse Revenue Generation

In our research, the most common staff roles dedicated to revenue relate to seven principal revenue streams: foundation grants, major gifts, membership, advertising/underwriting sales, and to a lesser extent, sponsorship sales (closely related to advertising/underwriting, but with an emphasis on event sponsorships and sponsored content) and event production. We also note that while audience development roles aren't necessarily dedicated to revenue, they can be part of revenue teams, especially when tied to membership programs. Foundation grants is the only revenue stream that, across all organizations interviewed, had at least one part-time dedicated staffer. That's likely due to the fact that Civic News Organizations continue to be predominantly foundation-funded. Additionally, even as revenue capacity grows and other revenue streams are developed, organizational executives continue to own primary relationships with foundation officers. This study does not focus on executive-level fundraising.

Below the executive level, some organizations have one role that focuses on two or more of these seven revenue streams, although having staffers able to dedicate themselves to one revenue stream was commonly cited as a factor contributing to success. Other organizations had one person for each revenue stream working together on a team.



	ORGANIZATION															
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Foundation Grants																
Major Gifts																
Advertising/ Underwriting Sales																
Sponsorships																
Membership																
Audience Development																
Events																

While the roles are different and require different skills at each organization, there are some general takeaways that cut across organizational size and revenue focus. People in revenue roles at exemplary Civic News Organizations have the flexibility and autonomy necessary for their entrepreneurial instincts and creative thinking to shine. They are also entrusted as representatives of the organization’s mission, which is crucial for understanding where to seek out donations, whether it’s a million dollar gift or a short-term underwriting campaign. There is also a great deal of organizational support regarding sharing and transparency with the editorial side of operations. For every individual and organization, mutual understanding and frequent communication between business and editorial departments is an ingredient to fundraising success.



Key to Sustainability: The Return on Investment

Based on this research, we find that revenue generating roles at exemplary Civic News Organizations pay for themselves, sometimes multiple times over. Most of the organizations we spoke to already had a sound fundraising infrastructure in place when these staff roles emerged. Still, they grew out of specific opportunities at various moments of growth and given the context of the organization and market.

Every organization we spoke to sets internal revenue goals, though some favor team-wide goals rather than individual ones. Roles such as underwriting sales and membership make it easy to set individual goals, whereas revenue streams such as foundation grants tend to be the outcome of collective efforts that make team goals more appropriate. The goals are typically set by the leader of the revenue team, such as a Chief Operating Officer. Data from previous years and projected growth set the operating budget, and therefore the baseline fundraising goals as well.

The expected ROI of revenue generating roles in this research study had a wide range: from about 2x to 20x an individual's annual salary. The specific numbers depend on the context of the organization, especially an organization's overall budget and whether its main revenue channels are more individual efforts or based on a larger team's work.

Who Participated in this Research

We invited 18 Civic News Organizations to participate in this research, and conducted multiple, in-depth interviews with 16 of them. No organization we spoke to claimed to have found the solution to revenue generation, but each had useful lessons for other Civic News Organizations at different levels of maturity. These organizations are broadly comparable to other organizations this study is designed to benefit. Though they don't necessarily represent the entire industry, they may represent how it's evolving.

Following the background interviews, we chose six individuals with revenue generating roles to feature in case studies.

- **Membership:** Mariko Chang, *Honolulu Civil Beat*
- **Development:** Tanner Curl, *MinnPost*
- **Philanthropy and major gifts:** Amanda Wilson, *The Marshall Project*
- **Underwriting:** Dylan Woodrow, *VTDigger*
- **Advertising and marketing:** Katy Silva, *Rivard Report*
- **Audience development:** Bill Emkow, *Bridge Magazine*



Case Studies

CASE STUDY

Membership: *Honolulu Civil Beat*



Mariko Chang

Former Membership and
Events Manager
(currently Major Gifts Manager)
Honolulu Civil Beat

Background

Mariko Chang began working at *Honolulu Civil Beat* as its Membership and Events Manager in mid-2016, when the organization transitioned from a paywalled for-profit news organization to an open-access nonprofit news source for the state of Hawaii. Chang’s educational and professional background is in the arts and arts nonprofits.

Chang was drawn to the job for two major reasons. First, she had a previous working relationship with *Civil Beat* Director of Philanthropy, Ben Nishimoto, who was also just starting at *Civil Beat*. She found out about the role through her connection with Nishimoto. Second, she was a longtime reader of *Civil Beat* and a believer in its value for Hawaii residents. Chang thought that working in a newsroom would help her be a more informed citizen, and she wanted to be involved in something that could have immediate positive impact for Hawaii. The immediacy contrasted to her work in the arts world, which Chang says has impact, but is perhaps “years or decades away.”

“...it was helpful to have a background working in nonprofit arts because she already had a feel for mission-oriented language.”



Case Study: Honolulu Civil Beat (continued)

While a difference between working in nonprofit arts and nonprofit news was a draw for Chang, she also states that her professional background is an asset for her job at *Civil Beat*. In particular, *Civil Beat's* transition from a subscription model to a membership model meant the organization had to re-imagine its messaging. For this, Chang says, it was helpful to have a background working in nonprofit arts because she already had a feel for mission-oriented language.

At the same time, Chang says that there was a “big learning curve” in the transition from an arts organizations to a news organization. What is commonplace in other nonprofit sectors often either doesn’t work or is inappropriate for nonprofit news. For example, creating membership tiers with escalating levels of benefits and exclusivity is a proven model at museums, but it doesn’t make sense for a nonprofit news organization. When she began her role, Chang recalls an important meeting with the management team, where they decided that membership at *Civil Beat* needed to be “open, accessible, transparent,” and without a whiff of the “pay to play” mentality that is a reliable form of fundraising in other nonprofit sectors.

The necessary changes led Chang to focus more intensely on what matters most in revenue generating roles in nonprofit news organizations. Rather than strategizing around membership perks, she had to “think harder about [*Civil Beat's*] message” and how to communicate it effectively.

Responsibilities

There are broad lessons to be learned from Chang’s responsibilities as Membership and Events Manager. First and foremost, one of the major responsibilities can be characterized as “member relations,” or even “member engagement,” meaning a focus to retain *Civil Beat's* subscribers as members. When *Civil Beat* transitioned to a nonprofit, the organization as a whole began reaching out to its list of paid subscribers. The purpose was to clarify what the organization’s transition meant, its mission and purpose, and to explain what it meant for them. This involved explaining that the content would be free, and therefore shareable, to their networks with no strings attached. It also involved having to articulate what it means to be a nonprofit newsroom and why it’s a valuable community resource worth supporting. Nishimoto and Chang refined this strategy once they joined *Civil Beat*, and while not all subscribers became members, the news organization has grown its support to include over 3,000 individual donors.

This deeply interpersonal work was not limited to initial push for retention, and in fact the continuation of it is very likely one reason for *Civil Beat's* membership growth. According to Chang, because a successful membership program requires significant interpersonal work, good candidates for these roles must feel comfortable being the face and voice of the organization. Membership directors are the ones making phone calls and answering the



Case Study: Honolulu Civil Beat (continued)

phone, they are the welcoming face members see at community events or newsroom tours, and they serve as the liaison between the public and the editorial staff.

Chang regularly calls donors to thank them for their support and learn more about why they became members. In her capacity as Membership and Events Manager, she organized small scale Conversation and Coffee events throughout Hawaii (modeled after similar events hosted by *Voice of San Diego*), which helped introduce *Civil Beat* to residents and build trust with potential audience members.

Another interpersonal dimension of Chang's role is being the go-between between the public and the newsroom. She is the one who hears audience feedback, and she has to decide what should be communicated to the editorial staff, and how. Patience, Chang states, is a necessary skill in this respect.

Chang's personal background is also relevant to the interpersonal dimension of her work. She was born and raised in Hawaii, and she's part of a business team that, like many newsrooms aspire to, reflects the community they serve. This helps demonstrate her commitment to the community and her genuine belief in the good *Civil Beat* does for that community.

However important interpersonal skills are, there are other responsibilities involved in Membership and Events roles that are equally necessary. For instance, database management is an essential component of the work: Chang organizes and tracks critical email communication with members, such as sending thank you notes and donation amounts for tax purposes. As such, gifts must be input correctly. Member databases are also where information about members can be stored. Again, it is essential that this be accurate because everyone else on the revenue team will use the information. As far as personnel goes, this means being detail-oriented is an essential skill to have; in terms of technology, it will also help to have a quality customer relations management (CRM) database, such as Salesforce.

“...because a successful membership program requires significant interpersonal work, good candidates for these roles must feel comfortable being the face and voice of the organization.”

Challenges

There are at least two significant challenges associated with roles focused on membership: external challenges involved in fundraising for nonprofit news, and internal challenges working as a fundraiser in an industry cautious about mixing money and the editorial work of journalism. In her capacity as Membership and Events Manager at *Civil Beat*, Chang faced both of these.



Case Study: Honolulu Civil Beat *(continued)*

The major external challenge Chang faced was communicating what *Civil Beat* is and what it does. To solve this problem, Chang leveraged what residents did know: Hawaii's local NPR station, Hawaii Public Radio (HPR). HPR has a good reputation in Hawaii and a working relationship with *Civil Beat*. Citing this relationship created an entry point for community members to understand what a digital-only nonprofit news organization is and the value it creates in communities. Additionally, *Civil Beat* has a page in the "About" section of its website titled Our Supporters. There, it lists every foundation and business that supports them, as well as every member (separated into two levels, \$1-499 and \$500+). This full disclosure is designed to show potential members that trusted institutions support *Civil Beat* and its mission, and so do their neighbors.

Regarding internal challenges, Chang states that effective communication right from the beginning was critical in preventing potential issues from arising. As *Civil Beat* was transitioning business models and building out a new revenue team, it held weekly meetings that included the entire staff (these meetings are now bi-weekly). These meetings ensured that the editorial side of the organization knew what revenue was doing, and vice versa. It is necessary to carry over this communication into daily workflow. For example, the *Civil Beat* revenue team runs its messaging by editorial staff so they become familiar with the vocabulary. They also regularly communicate to editorial staff what members are saying about *Civil Beat* as a way to create cohesion around the efforts of producing public service journalism and soliciting membership to support it.

The *Civil Beat* revenue and editorial teams also work together strategically. For example, as part of a membership campaign, Chang and the revenue team developed an appeal centered on why reporters do what they do, called "Why I Do This." The teams worked in tandem to put faces to names for the audience and to let them know how *Civil Beat* is structured editorially. This type of work is even more important now than when Chang first started because the organization has grown. It's essential for the revenue team to share with the editorial team its fundraising goals, the themes of fundraising campaigns, and how it would like editors and reporters to be involved.

Organizational growth and return on investment

Chang was initially part of a two-person revenue team, reporting to Director of Philanthropy Ben Nishimoto. At that time, Nishimoto's responsibility was defining a sustainability strategy involving a combination of individual grassroots, major donor, and foundation support. After spending almost two years in the role, Chang found a new opportunity within *Civil Beat* as the revenue team achieved success and grew. She assumed the role of Major Gifts Manager, which allowed Nishimoto to focus more on overall strategy. The Membership and Events Manager role still exists. The five-person team also has an Audience Development Editor and an Operations Manager.



Case Study: Honolulu Civil Beat (continued)

When Chang started her role as Membership and Events Manager alongside Nishimoto, their revenue targets weren't concrete because they didn't have past performance to draw from. The first priority was to develop best practices and to learn before creating hard targets. They have more concrete goals now.

Civil Beat develops team-wide revenue goals as well as goals for individual and grassroots fundraising (gifts under \$1,000). This is especially notable because they have a revenue team with an Audience Development Editor, which is a role that typically doesn't have specific revenue targets attached to it. For 2019, its team-wide goal is to raise \$850,000, with \$350,000 the target for individual fundraising. The 2019 goal is 25% higher than the actual dollars raised in the previous year. The team is on track to meet the goal. It would be more than double the team's collective salaries of about \$250,000. The individual and grassroots goal is a little over five times the annual salary range for *Civil Beat's* Membership and Events Manager.



CASE STUDY

Development: *MinnPost*



Tanner Curl

Director of Development
MinnPost

Background

Tanner Curl began working at *MinnPost* in August of 2017. He was hired as Director of Development, a role he still holds, and it was his first job in media. Prior to being hired at *MinnPost*, Curl worked at an arts nonprofit, the Loft Literary Center. This nonprofit aligned well with Curl's education background in English and creative writing, but his responsibilities were in fundraising, including running a membership program for donors who gave under \$1,000, supporting the executive director with major gifts, and doing some work on institutional giving. He found that he had the right qualities for fundraising, which he describes as a balance between “creative and strategic” thinking. He worked at the Loft Literary Center for more than six years with various titles along the way, the last of which was Membership Director.

Curl was not looking for a new job prior to his transition to *MinnPost*. In fact, he missed the job listing altogether. A connection from the Loft Literary Center made him aware that *MinnPost* was looking to hire for its Development Director role, which was first created two years prior in 2015. In addition to proven success with individual giving, they were also searching for a candidate whose interests aligned with *MinnPost*'s mission and followed the news and state politics closely. (Original job postings for four of the six case studies are available in the appendix to this report.)



Case Study: MinnPost (continued)

The opportunity was attractive to Curl because he was a close follower of the news and Minnesota politics. Additionally, he states that he's always had a curiosity about the business side of the news industry. For instance, Curl says that when the *New York Times* established its digital paywall, it raised a lot of questions for him — will it work, and how will they convince people to pay for a digital product?

Curl had multiple years of nonprofit fundraising experience when he was hired, which clearly was an asset. But it was also important that he had a deep interest in the news, and his curiosity about the business of journalism feeds the creative and strategic thinking he says is essential for a role like Director of Development.

Responsibilities

As the sole person leading individual fundraising efforts when hired, Curl had responsibilities in all areas of revenue generation outside of ad sales and event sponsorships. He oversaw *MinnPost's* membership program, which included all donations under \$1,000, worked with the CEO (to whom he reports) and board on major gifts, and the CEO and editor on institutional giving.

Curl says that he spends the most time on membership and working with the CEO and board on major gifts, with time about equally split between the two. He spends the least amount of time on institutional giving, not because it is a less important area of fundraising, but rather because it is simply less an area of emphasis for *MinnPost*, as they are highly selective about which grants they apply for. Based on the 16 background interviews conducted for this report, roles like Curl's tend to be responsible for multiple areas of fundraising, but also tend to focus on one or two areas that have proven to be more reliable sources of revenue for the organization in question. In *MinnPost's* case, that means individual giving.

Curl's responsibilities for individual fundraising are not limited to *MinnPost's* digital product. Each year, *MinnPost* holds a fundraiser called MinnRoast, which is a variety show-type event. While the event gains revenue from ad sales and sponsorships, individual support is the primary source of revenue for MinnRoast. In 2019, the revenue team wanted to push the envelope and raise more money.

The fundraising appeal Curl and *MinnPost's* business team came up with demonstrates well the type of strategic and creative thinking that Curl believes is essential for people in a role like his. *MinnPost* spoofed SPCA commercials that appeal to the audience to help animals in need, except the appeal was for journalists in need. *MinnPost* reporters participated, and the result was an increase in individual fundraising. This worked because it fit the tone of the event, which is playful, and because it involved reporters. The creative element will need to change in the future, but Curl and the business team developed a strategy that works.



Case Study: MinnPost *(continued)*

Challenges

Like others with roles focused on individual fundraising, one of Curl's major external challenges is communicating what it means for *MinnPost* to be nonprofit and member-supported. Curl sees this challenge as an opportunity. He believes that the best prospects for donations are people who benefit directly from the work, so it then becomes a matter of communicating the impact of *MinnPost*'s journalism to these individuals. Moreover, it's essential that the person making the pitch actually believes in the impact journalism can have, and that goes back to belief in the mission of the organization. It's "hard to ask for money if you don't believe in what it's being spent on," Curl states.

In explaining the other challenges he faces, Curl returns again to the centrality of journalism. According to Curl, creative appeals for donations should not disrupt the experience of consuming the work *MinnPost* does. For instance, before committing to pop-up ads or splash pages soliciting donations, it's important to ask how disruptive the experience will be for the audience. The answer will, at the very least, lead to judicious decision making and implementation.

In a similar vein, an internal challenge Curl faces is not intruding on the reporters too much, even though through experience he knows that their involvement is key to effective fundraising. This is one of the major differences Curl sees in his work in nonprofit news compared to his work in a nonprofit arts organization.

In nonprofit news, there's a necessary firewall between the editorial staff and the fundraising staff that looks different in other sectors. Being able to manage this structure is a skill.

To mitigate this internal challenge, Curl uses a few principles to guide his work. First, when attempting to get reporters involved in a fundraising effort, he makes it clear that it is an option. He asks them to be involved; he doesn't tell them they have to be. Second, he's selective in what he asks them to do and focuses on experiments that have the potential to scale up. Reporter involvement in the most recent MinnRoast event is a good example of that. Curl finds that most journalists he's worked with are willing to participate because they are fully aware of the challenges the industry is facing, and they are happy to be a part of trying to make the nonprofit model work. That involves participating in fundraising efforts.

The ask sometimes takes convincing. For example, *MinnPost* recently solicited donations through its homepage with a tagline and a call to action. But it wasn't working. Curl had to re-strategize, so he asked *MinnPost*'s editor if he'd be willing to include an appeal about the importance of supporting nonprofit news, which would appear underneath a headshot.

It's "hard to ask for money if you don't believe in what it's being spent on."



Case Study: MinnPost *(continued)*

The editor, Andrew Putz, was hesitant, but after working through the language and making the appeal come in the editor's voice, Putz agreed. Curl says that the fundraising effort was much more successful afterward. Many people cite “thinking on one's feet” as a good skill to have for a fundraiser; this example demonstrates that skill in action.

Curl has found working with reporters to be an effective fundraising strategy, but there are also times when he recognizes that it's important to not be involved in editorial decision making. For instance, in late 2017, *MinnPost* broke a major story about sexual harassment at the Minnesota state capitol, which drove up traffic to the website by a large margin. The business team had to decide whether or not it would be a good idea to take advantage of the spike in traffic by including an appeal to donate. This was a business decision, and the business team independently decided not to add a fundraising appeal.

Organizational growth and return on investment

Tanner Curl was *MinnPost's* second hire to lead individual fundraising as Director of Development. Curl still has that title, but the role has evolved. Recently, *MinnPost* hired a Membership Manager. The person in this role reports to Curl and has assumed a portion of Curl's previous responsibilities. Curl now has a supervisory role and added capacity to focus more on overall strategy, major gifts, and institutional giving.

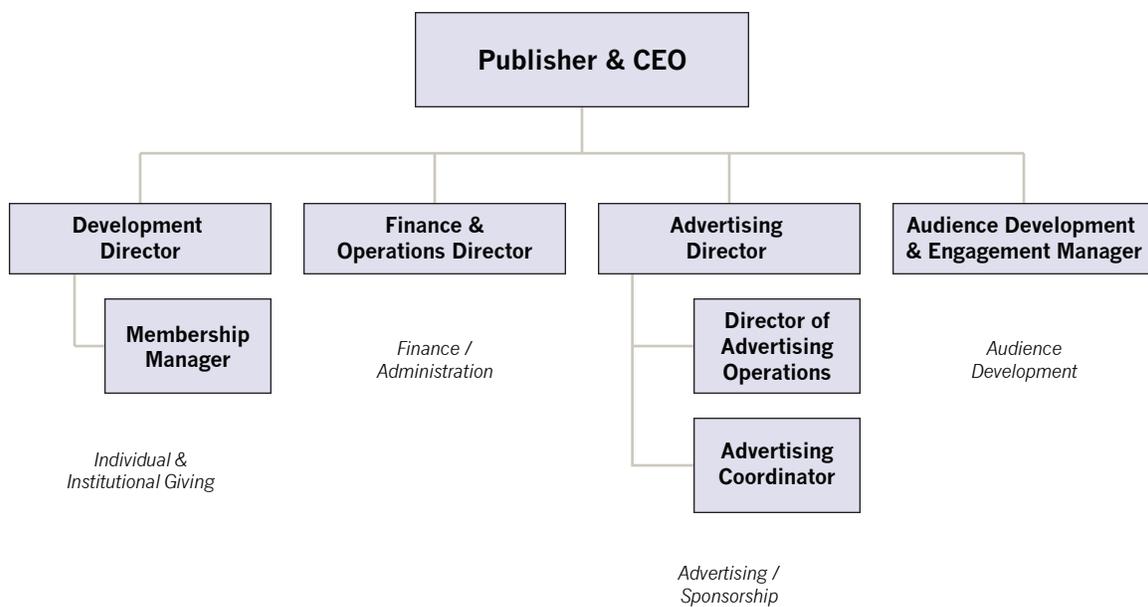
Curl has more than paid for his position since he began. Curl's first-year salary was \$65,000, and in his first year revenue from each of the streams he had a hand in — major gifts, membership, fundraising events, and grants — totalled around \$1.2 million, which exceeded *MinnPost's* revenue target by more than \$120,000. The difference between revenue goals and actual figures were nearly double Curl's salary, though there were other staff members involved in these efforts, as well as event costs. The goals for Curl's second year on the job were all higher than the previous year's actuals, and his salary increased to \$70,000. Overall revenue from the four fundraising efforts Curl was involved in exceeded their goals by more than \$30,000.

In addition to revenue-based metrics, *MinnPost's* business team is currently developing activity-based performance indicators, such as major gifts asked, grants submitted, and the like. This will contribute to a more holistic way of measuring success as the organization matures.

Case Study: MinnPost (continued)

MINNPOST

Business Side Org Chart



CASE STUDY

Philanthropy and Major Gifts: *The Marshall Project*



Amanda Wilson

Director of Development
The Marshall Project

Background

Amanda Wilson has worked at *The Marshall Project* as Director of Development since December 2017. Wilson is a career fundraiser who for the past 20 years has worked with major research universities and nonprofit organizations. She is a generalist and has expertise in annual fund, major and principal gifts, campaign management, fundraising training programs, stewardship, and management. Among other places, Wilson has worked at or with Columbia University Graduate School of Journalism, The City College of New York, Northside Center for Child Development, and New York University. She also had experience working with news organizations prior to joining *The Marshall Project*, having worked with *ProPublica* and leading Nashville Public Radio's capital campaign.

Wilson heard about the open role from her network, when *The Marshall Project* President Carroll Bogert distributed a job description seeking someone to replace the departing Director of Development. In addition to having relevant experience, Wilson was drawn to the *The Marshall Project* because she knew the organization had the key elements for a successful fundraising program: a strong case for support, an ambitious and active president, strong journalistic credentials, a growing donor base, and a board committed to the organization's success.

Wilson was also attracted to the organization's mission and wanted to be a part of its work. She enjoyed fundraising for universities because it contributed to student education and was an intellectually stimulating environment. But she also felt that an organization like



Case Study: The Marshall Project (continued)

The Marshall Project could have more immediate impact: “Journalism has the power to make the world a better place, one story at a time.”

Responsibilities

Wilson leads the development department and supervises a small team, which includes a grants manager, who is responsible for keeping a detailed reporting calendar of grant deliverables and drafting reports to foundation funders, and a membership manager. Wilson says that it is important to have detail-oriented staff to manage this work; at a smaller organization, these responsibilities might all be part of a single person’s duties.

The majority of Wilson’s job, and her greatest responsibility, is supporting Bogert, *The Marshall Project’s* president, to secure and maintain foundation grants and major gifts. This is a critical role because these two revenue streams account for about 95% of *The Marshall Project’s* annual budget. Bogert is the face of *The Marshall Project* for foundations and major donors; she travels frequently and always makes meeting existing and prospective donors a priority. Wilson’s support includes detailed research of current and prospective donors, projecting the capacity for donors to increase giving amounts, and communicating this relevant information to Bogert. This work helps Bogert to know donors and what motivates them, as well as helps her craft a financial ask. According to Wilson, Bogert spends much more time getting to know people than actually asking for money.

The Marshall Project’s fundraising is built on sturdy relationships, and Wilson and Bogert spend a lot of time reaching out to donors and prospective donors to understand where *The Marshall Project’s* funding needs overlap with the goals of the donor. “Finding this intersection,” Wilson states, is “where the magic happens.” The donor’s goals and interests then determine what types of articles from *The Marshall Project* they should be sharing with the donor. Wilson says that they also spend time sending examples to showcase *The Marshall Project’s* impact and how its journalism fulfills its stated mission. This sharing takes place in one-on-one communication and at donor cultivation events.

Another of Wilson’s key responsibilities is to support *The Marshall Project’s* board in their fundraising efforts. This involves identifying potential donors from board members’ networks and developing solicitation strategies.

Wilson and Bogert spend a lot of time reaching out to donors and prospective donors to understand where *The Marshall Project’s* funding needs overlap with the goals of the donor.



Case Study: The Marshall Project (continued)

Budget management and newsroom coordination are related responsibilities for Wilson. She communicates regularly with *The Marshall Project's* Chief Financial Officer to determine what revenue is needed for operations and what additional revenue is needed to support the organization's cash reserves. This work involves understanding what the newsroom is doing, organizational priorities, and determining how philanthropy can serve those journalistic priorities. A lot of Wilson's work includes coordinating with the newsroom on their needs, looking for opportunities to pitch upcoming editorial projects, and soliciting ideas to make the most effective pitch. Or, as Bogert puts it, "winning the buy in of the newsroom without making them fundraisers."

Challenges

One of Wilson's greatest challenges is tied directly to the nature of *The Marshall Project* as a growing national news organization. *The Marshall Project* fundraises from across the country, but the newsroom is located in New York City. As Wilson looks to grow her team, it will be crucial to hire a frontline gift officer to build out a portfolio of donors who give \$5,000 or more. The question for Wilson is whether this person should be located in New York City, or a strategic location elsewhere. Wilson says that placing a fundraiser outside of the New York City office makes her somewhat nervous, especially if the person charged with the responsibility is too focused on a "fundraising mentality" and less about the organization's mission, which could happen if they are disassociated from the newsroom. For instance, Wilson worries that someone could stumble on a large gift without considering *The Marshall Project's* values and newsroom priorities.

This specific challenge relates to others Wilson has faced in her transition to fundraising for a nonprofit news organization. Wilson says that traditional fundraisers, like her, have to modify the tools at their disposal when working in nonprofit news. Wilson states that in a university setting, a fundraiser with general fundraising experience and skills is likely to be successful. For instance, as a university fundraiser, she might take a donor to for lunch on campus to meet a scholarship recipient to showcase the value of the donation. In a newsroom setting, however, a set of factors would need to be considered before doing something similar, such as inviting a major donor to see reporters work.

...traditional fundraisers, like her, have to modify the tools at their disposal when working in nonprofit news.

Fundraising skills are necessary, but so is understanding journalism. The challenge for nonprofit news fundraisers is to see the difference between business and editorial, and knowing the extent to which the dividing line needs to be blurred. *The Marshall Project* focuses on the criminal justice system. While much of the organization's funding is



Case Study: The Marshall Project (continued)

unrestricted money, some of it is project- or issue-specific. There is the potential for large grants from donors who are interested in a specific journalistic outcome. An important skill for a development leader in an organization like *The Marshall Project* is to say no to gifts that threaten the integrity of the journalism. Business and editorial teams should agree on a shared mission and goals, but the revenue team needs to be equal advocates for independent journalism by foregrounding editorial independence when speaking with donors.

Organizational growth and return on investment

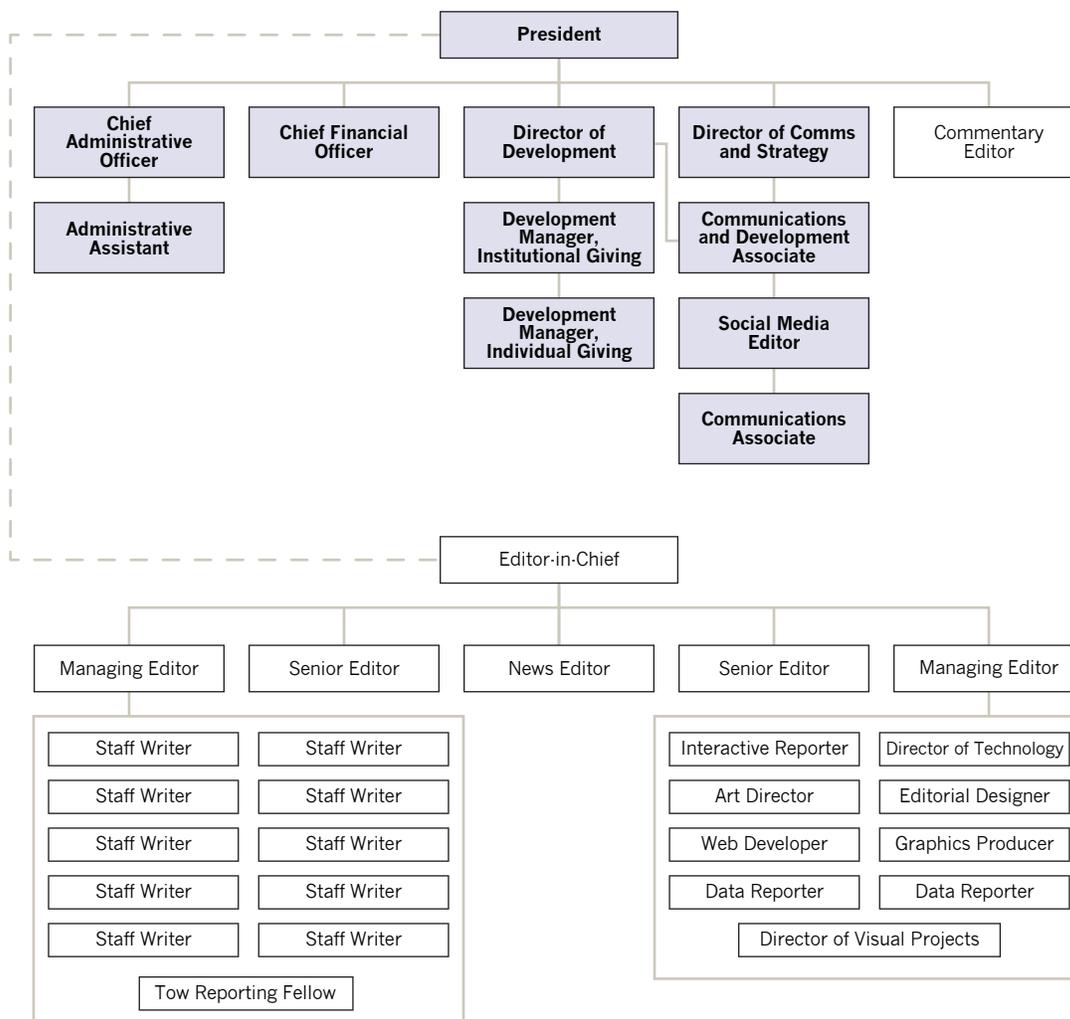
Wilson is the most recent person in a job that has existed as long as *The Marshall Project* has. She and Bogert form the core of the organization's fundraising, which focuses on foundation grants and major donors. Two development roles have been added. A Development Manager for Institutional Giving joined the team in October 2018 to focus on grant reporting, stewardship, and proposal development and coordination. *The Marshall Project* is also growing its small donation fundraising in the form of a membership program. They launched this program in August 2017 and hired a Development Manager for Individual Giving to lead those efforts.

The Marshall Project creates revenue targets based on the difference between known source revenue — secured grants and promised money from donors with whom Wilson and Bogert have a strong relationship — and its established budget. They work to exceed fundraising targets, with a goal of creating a reserve fund equal to 10% of the budget. Bogert states that *The Marshall Project* regularly meets these goals. *The Marshall Project's* 2019 budget was about \$7.2 million, and for fiscal year 2020 (which began on July 1, 2019) it will be about \$8.5 million. Bogert and Wilson are responsible for about 95% of this budget. The money Bogert and Wilson raise for *The Marshall Project's* journalism is in the millions, and their combined salary (all of Wilson's salary and about 70% of Bogert's, accounting for her non-fundraising responsibilities) amounts to about \$325,000.

Wilson, a career fundraiser, also has advice for reasonable benchmarks for frontline major gift officers. Wilson suggests that a major gifts officer in the first year on the job should at least raise enough money to pay for the role's salary. In the second year, the individual should raise at least 1.5 to 2 times the salary. In her capacity at *The Marshall Project*, Wilson has met these benchmarks multiple times over. Of course, getting there doesn't just happen. Wilson says that it's the product of getting to know current donors, making reasonable projections for increased asks, strategizing for making those asks, and creating a pipeline of potential new donors. Someone who successfully maintains existing relationships and works to identify and build new ones, according to Wilson, should see big upward movement in year three.

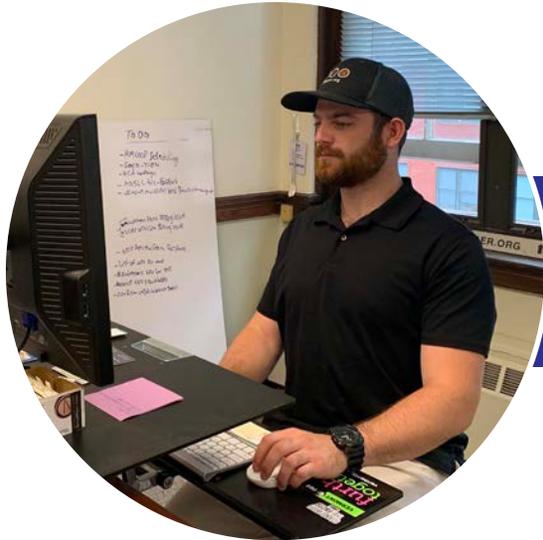
Case Study: The Marshall Project (continued)

The Marshall Project



CASE STUDY

Underwriting: *VTDigger*



Dylan Woodrow

Director of Underwriting
VTDigger

Background

Dylan Woodrow was hired as a Sales Representative by *VTDigger* in September 2018. He has since assumed the title Director of Underwriting, and he reports to Executive Director Anne Galloway. Prior to starting at *VTDigger*, Woodrow worked on case design and policy construction at one of the largest insurance companies in the country, National Life Group. His educational background is in business administration and marketing, and he is currently working toward an MBA degree. His current job at *VTDigger* is Woodrow's first in the media industry, as well as his first at a nonprofit organization (besides some volunteer work). He found the job advertisement on Indeed.com and had no prior connection to *VTDigger*.

Woodrow was attracted to the job because it aligned with what he wanted professionally and personally. Professionally, Woodrow was interested in learning about industries beyond insurance. He was also interested in moving from a large, national organization to a small and growing one with roots in Vermont. *VTDigger* fits that description. Personally, Woodrow sought a new job that would be more rewarding — a job “with more meaning

...he focuses on listening and understanding a potential underwriter's needs to see how they align with *VTDigger's* mission.



Case Study: *VTDigger* (continued)

and purpose.” He found that in the *VTDigger* role because it is an organization that exists to serve the state of Vermont. In his previous role, Woodrow worked for a Vermont-based company with a customer base throughout the country. He also saw more purpose in the opportunity because he saw a real benefit to the work. Rather than just making money for shareholders, selling underwriting for a nonprofit news organization would help give Vermonters something they need: quality journalism.

Personal authenticity, according to Woodrow, is a necessary skill for accomplishing this. He contrasts it to his work in the insurance industry, where he felt he had to use high pressure sales tactics. Now, he focuses on listening and understanding a potential underwriter’s needs to see how they align with *VTDigger*’s mission. “Trust comes from actually being interested,” he states, and Woodrow’s genuine interest stems from his initial desire to work for an organization invested in the local community.

Responsibilities

Woodrow describes his most basic responsibility as selling underwriting to support *VTDigger*’s journalism and operations. As such, he interacts a great deal with businesses throughout the state, and even some outside of it. (*VTDigger*’s audience isn’t limited to Vermont.) Specifically, this basic responsibility means demonstrating the value of *VTDigger*’s flexible digital platform and audience of about 350,000 monthly visitors and about 25,000 newsletter subscribers to potential underwriters. Woodrow creates customized underwriting campaigns, which leverages two skills he identifies as essential for success in a role like his: listening to the potential underwriter’s needs and being able to think creatively to develop an effective campaign.

A second and related responsibility Woodrow has is tracking analytics and reporting back to underwriters about the success of their campaigns. They want to know what their return on investment is, and the advantage of a digital platform is that it’s easier to track than, for instance, radio or print ads. Thus, capability with Google analytics and social media reach and engagement metrics are other necessary skills for sales associates. They open up conversations about what’s working and what’s not, and the flexibility of the digital platform allows changes to be made mid-campaign.

More specifically, Woodrow classifies two types of responsibilities he has: reactive and proactive. The flexibility of selling digital underwriting is an asset, but it also means having to respond quickly to client needs, trafficking the ads and tracking their effectiveness on the fly, and proposing changes as needed. The proactive aspect of the work is lead generation — what businesses are right for an underwriting partnership, and who stands to gain the most value from it? This is followed by going out and meeting with these business leaders to learn more about them and determine what a mutually beneficial working relationship looks like. Curiosity and the genuine desire to learn about one’s needs helps in this regard.

Case Study: *VTDigger* (continued)

Challenges

Woodrow identifies negotiating the reactive and proactive aspects of his role as a challenge, especially because he manages all underwriting accounts at *VTDigger*. A pressing reactive responsibility, such as an underwriter's request to change the creative element of a current campaign, can get in the way of the proactive aspect, such as prospecting for potential underwriters. Both are necessary for success, so it's a matter of finding the right balance. One strategy Woodrow finds useful is to provide perks to an underwriter — such as an extended campaign or additional ad exposure — who wants to take advantage of the promised flexibility, but that Woodrow himself does not have the capacity to prioritize immediately.

Another challenge with underwriters is managing blowback from investigative stories *VTDigger* produces. Part of the organization's journalistic mission is to hold local businesses accountable, and those businesses are sometimes *VTDigger* underwriters. Woodrow has a general philosophy to simply not worry a lot about this. If someone decides not to underwrite anymore because of a story, then that must be accepted as the nature of the business. Woodrow says it's more important for *VTDigger* to stick to its mission than it is for the organization to keep underwriting dollars.

Woodrow has had to learn about the interaction between the business and news side of journalism. He recalls a learning experience from not long after he started, when he told a reporter to let him know when he's running a story on a particular topic because he had an underwriter interested in placing ads. The “no” response he received was his first lesson in the firewall between the business team and editorial team.

This division was not intuitive for Woodrow, but it was learnable. It did not take much for him to understand that there was a necessary separation that did not mean breaking off communication. He enjoys working next to reporters, and like many of the other individuals profiled here from exemplary Civic News Organizations, Woodrow states that simply knowing what the newsroom is doing helps him in his work seeking out potential underwriters.

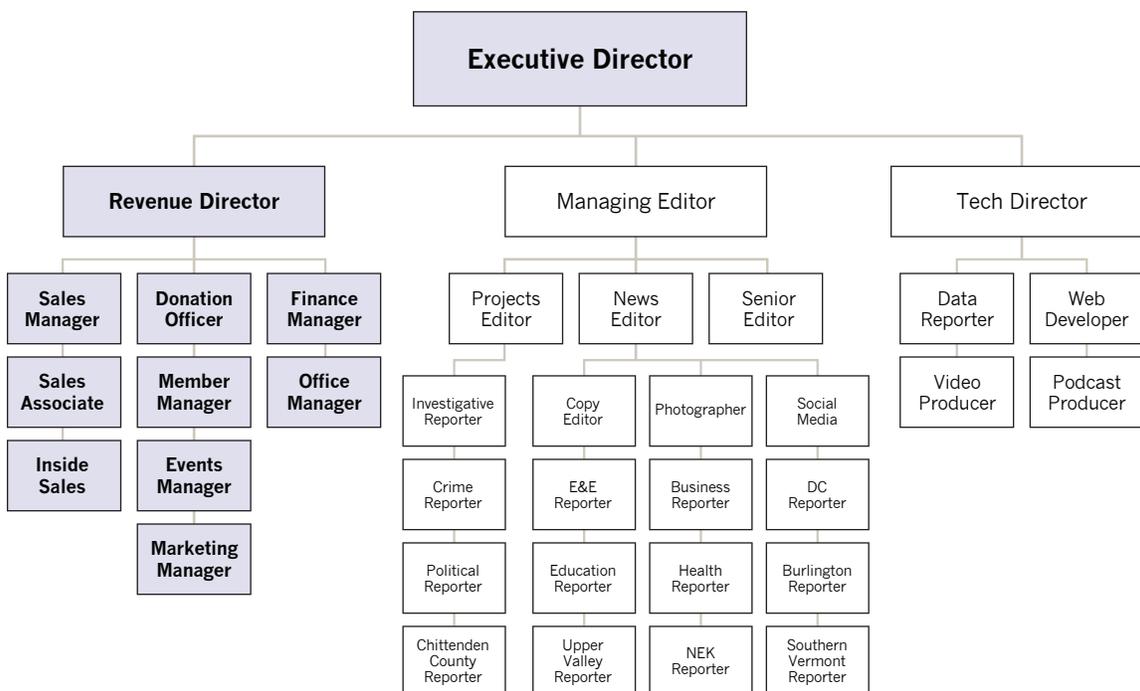
Organizational growth and return on investment

VTDigger currently has a business team of six and intends to add support and growth roles in the near future. Underwriting currently accounts for about 24% of the organization's annual budget, and the goal is for underwriting to account for a larger portion of the budget as the organization matures and develops a steady and diverse set of revenue streams. *VTDigger's* five-year plan has underwriting accounting for 32% of the budget by 2023, which would be the second-largest revenue stream after annual donations.



Case Study: VTDigger (continued)

Woodrow earns a base salary of \$38,000 and a 10% commission on his underwriting sales, which is a traditional salary structure for salespeople. Woodrow has been in his role for less than a year, and he’s on track to either meet or succeed the yearly revenue goal for 2019. In 2018, *VTDigger* earned \$411,000 in revenue from underwriting. The stretch goal for 2019 is \$650,000, with a minimum goal of \$550,000. Woodrow states that he’s on track to hit the \$300,000 mark by the end of June 2019.



CASE STUDY

Advertising and Marketing: *Rivard Report*



Katy Silva

former Advertising and
Marketing Director (current
Director of Development)
Rivard Report

Background

Katy Silva started at the *Rivard Report* in January 2017 as Advertising and Marketing Manager and was promoted to Advertising and Marketing Director in January 2018. In June 2019, she was promoted to Director of Development. Prior to these roles, she worked at two arts nonprofits in the San Antonio area. She had previous experience interacting with *Rivard Report* in her previous jobs, the Tobin Center for the Performing Arts and the Guadalupe Cultural Arts Center. Her role at both organizations involved advertising and marketing. In fact, she worked with *Rivard Report's* revenue team in her capacity in those locations because she placed ads with *Rivard Report*. Someone at *Rivard Report* encouraged Silva to apply when the job became available.

While Silva had never worked in media prior to starting at *Rivard Report*, she was attracted to the job because she wanted to continue working for nonprofits. In particular, her interactions with the organization in her previous roles were positive, and as a reader of *Rivard Report*, she was drawn to how deeply involved the organization was in the San Antonio community and the positive impact it has.

She was also attracted to the role because of the possibilities for career advancement. The first position she held was not only a promotion, but it was one that would bring her into more contact with leaders around San Antonio. Since so much of advertising sales involves meeting with local businesses, Silva saw the job at *Rivard Report* as an opportunity to make connections within the San Antonio community.



Case Study: Rivard Report (continued)

Silva has degrees in art history and studio art, and she's a skilled graphic designer. While ad sales and management made up the majority of the job, this background is key for the marketing component.

Responsibilities

Silva's key advertising responsibilities are selling ad space, programming ads to run on *Rivard Report's* website, and submitting analytics reports to advertisers. Silva distinguishes "hard" and "soft" skills as necessary for fulfilling these responsibilities.

Some of the "hard" skills Silva believes are essential include facility with data management and analytics. These skills are necessary for reporting back to advertisers, as well as for keeping track of individual revenue goals. And because programming ads to run is a major responsibility, Silva says that familiarity with CMS platforms is also key. Overall, Silva says that it's important to remember that a key component of an ad sales role is implementing the ads on the company's technology platforms.

The "soft" skills Silva identifies relate to the interpersonal dimension of the job. Silva says that sales representatives need to be comfortable interfacing with the public and serving as a representative of the organization. Organizing meetings at local businesses, as well as at the *Rivard Report* offices, is a key part of her job. Notably, it's Silva's responsibility to make sure that these meetings are strategic. When maintaining client relationships and creating a pipeline of potential new advertisers, the value overlap between the advertiser and *Rivard Report's* mission must always be a priority. According to Silva, she has to be "picky."

The emphasis on mission plays a part in Silva's marketing responsibilities as well. Silva works with consultants to spend and analyze *Rivard Report's* advertising budget, which includes finding the right venue for placement. It also involves cross-promotion opportunities with like-minded organizations. Sometimes she even uses her graphic design skills to design ads for clients for a small added fee.

As opposed to the advertising role, Silva's marketing role demands a lot of collaboration with other members of *Rivard Report's* revenue team. She works with the events coordinator as a marketer, and she also works with the membership coordinator to develop effective campaigns. At *Rivard Report*, both the events and membership coordinators have an audience engagement component to their jobs, and Silva, likewise, sees her collaboration with them as ways to use marketing to grow the audience.

...it's worth asking what opportunities there are for a collaboration between the business and editorial teams given the diverse backgrounds likely to be found among fundraisers.



Case Study: Rivard Report (continued)

The Gonzales Gallery is an excellent example of the intersection between audience development and revenue generation that also takes advantage of Silva's background and skills. Silva and arts reporter Nicholas Frank co-curate a rotating exhibit featuring San Antonio artists, held in *Rivard Report's* lobby space. Visitors can learn about the artists, and any purchases benefit the artist as well as *Rivard Report*. And, Silva says, the gallery is a way to get members of the public into the newsroom to “meet journalists and create relationships.” This exact project may not be widely replicable, but it's worth asking what opportunities there are for a collaboration between the business and editorial teams given the diverse backgrounds likely to be found among fundraisers.

Challenges

Silva identifies managing the expectations of advertisers as one of her major challenges. Put simply, “some folks feel that buying entitles them to shape editorial coverage.” Silva's strategy is to clarify what buying advertising on a nonprofit news website means and what it doesn't mean. That way, she says, she can avoid awkward conversations later in the relationship about what advertising dollars might “get” the buyer.

This challenge relates to another common one, which is having to educate potential ad buyers about the role of nonprofit news and its reliance on support from the community. Silva confronts this challenge by framing nonprofit news organizations as charitable entities that need community support. Moreover, she discusses the positive community impact local journalism has, which orients the conversation back to *Rivard Report's* mission.

Regarding internal challenges, Silva says that she was nervous when she started at *Rivard Report*. She was an advertising and marketing manager in a newsroom, and she was aware of what she describes as an “old school mentality” about the complete separation of business and editorial operations. The separation, at first, was impossible, because *Rivard Report's* entire staff worked in one room at a coworking space. Silva says that this was very helpful and didn't “infringe on the integrity” of either the business or editorial sides. The immersion allowed her to understand the inner workings of a newsroom. And, she thinks, the close proximity likely helped the newsroom understand her role as well. She believes it “enhanced respect” across the board.

Organizational growth and return on investment

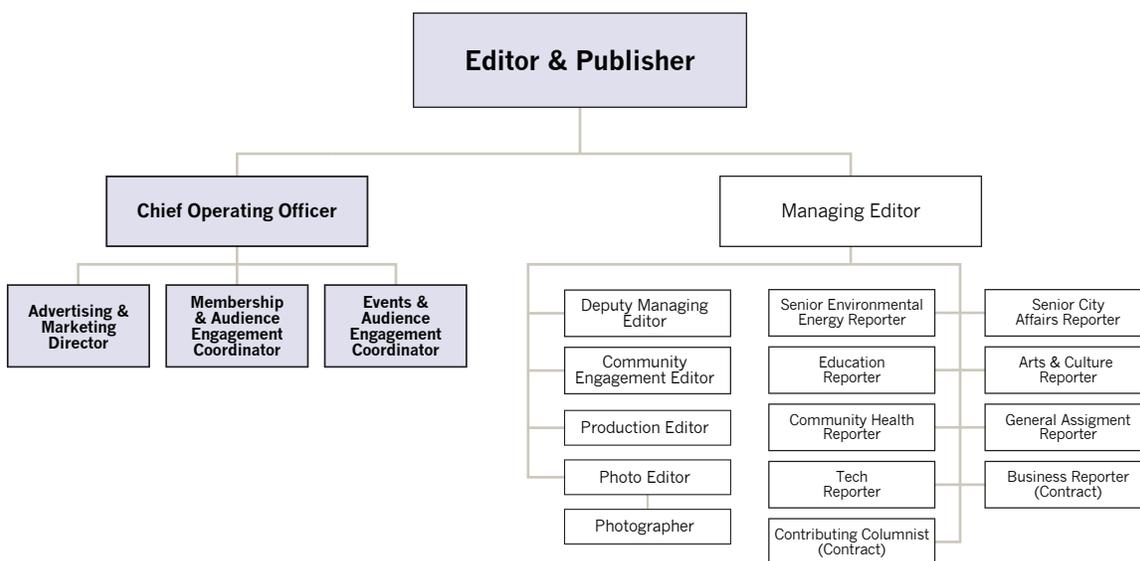
Rivard Report operated as a commercial, for-profit newsroom from its founding in 2012 until 2015, when it was granted nonprofit status. It has always had advertising and marketing roles to go along with the CEO and Publisher and the COO, the two most senior members of the business team. Recently, *Rivard Report* has added two entry-level revenue roles, an Events and Audience Engagement Coordinator and a Membership and Audience Engagement Coordinator.

Case Study: Rivard Report (continued)

Every revenue stream at *Rivard Report* has a clear revenue target, though ad sales is the most easily tracked on a month-to-month basis; however, Silva is responsible for more than just advertising, and her role is evolving to assume additional responsibilities, so the salary-to-revenue ratio isn't exactly one-to-one. The revenue team as a whole focuses more on yearly rather than monthly targets, and goals are set based on the organization's annual budget.

The salary range for the Advertising and Marketing Director at *Rivard Report* is \$60,000-\$75,000. The advertising goal is 10-20% growth year over year. In Silva's first year on the job, she surpassed the budget goal by about 11%, raising around \$350,000 against a roughly \$315,000 goal. The goal for her second year on the job was \$396,000, about 25% higher than the first year goal, and she fell short of the goal, selling about \$373,000 worth of ads, but still achieved a 6% increase compared to her first year on the job. The advertising goal for 2019 is \$402,000, 2% higher than in 2018.

As a whole, the five-person revenue team at *Rivard Report* is projected to raise about 6 times the total salary cost of the team (this includes half of the CEO and Publisher's salary). 2019 is the first year the revenue team is fully staffed for the whole year, but according to COO Jenna Mallette, previous yearly revenue totals have been about 6 to 6.5 times salary costs of the revenue team.



CASE STUDY

Audience Development: *Bridge Magazine*



Bill Emkow

Audience Growth Strategist
Bridge Magazine

Background

Bill Emkow has worked as *Bridge Magazine's* Audience Growth Strategist since January 2018. Emkow has worked his entire career in journalism, with a specific emphasis on digital media and audience growth. Prior to working at *Bridge*, Emkow worked as Digital Director at WXYZ television in Detroit, and prior to that he worked as the Senior Content Strategist at the *Detroit Free Press* and in various roles at Mlive.com, including Editor-in-Chief. While Emkow's hiring at *Bridge* was opportunistic for both parties, there were other factors at play that made the job attractive. Emkow was growing frustrated with the traditional business model of journalism that emphasized audience reach for its own sake and made business decisions without the input of editorial. At *Bridge*, Emkow states, he has the opportunity to help grow a small organization and to help find revenue solutions in a nonprofit news organization.

Emkow has worked for more than 20 years in digital media, but his role at *Bridge* is his first in nonprofit media. It's also the smallest organization he's ever worked at. It is his first job after two bad experiences: being laid off from the *Free Press* despite clear audience growth successes and leaving WXYZ, which didn't prioritize digital content.

The job was created for Emkow after *Bridge* President and CEO John Bebow reached out to Emkow in late 2017. *Bridge* experienced its first decline in readership since its founding in 2011, and because Bebow knew Emkow's area of expertise, he reached out and asked for general advice. Emkow offered some helpful tips, including the simple but effective



Case Study: Bridge Magazine (continued)

“post more short stories rather than periodic longform articles,” and *Bridge’s* digital traffic immediately bounced back.

Responsibilities

Emkow describes his major responsibility as “audience funnel management,” and in this regard he works closely with *Bridge* Membership Director, Amber DeLind. Both Emkow and DeLind report to Bebow. *Bridge* defines audience growth as the first step toward revenue growth. According to Bebow, the overall philosophy is to get the audience to “play, stay, and pay.” Emkow is responsible for the first two components, DeLind the third.

First, Emkow’s job is to expose *Bridge’s* journalism to as many people as possible. One tactic for accomplishing this is creating SEO-friendly headlines that include no more than 75 characters and are keyword-rich. Another channel for audience exposure is social media, which can be accomplished through strategic boosts on Facebook and targeting specific Michigan audiences.

For this step, Emkow states that a particularly useful skill is to “think dynamically” and to constantly consider alternative ways of doing things, even for strategies that have proven successful. For instance, Emkow credits Facebook’s Lead Generation ads for helping grow *Bridge’s* email audience but he’s now considering whether they are still effective. Interrogating even successful tactics and not being afraid to change things up, Emkow says, is a component of success for audience growth roles.

The second part of Emkow’s job, the “stay” component, is to identify and cultivate loyalty among the people *Bridge* is reaching. *Bridge* identifies “loyal” readers as those who visit the site at least five times a month. This part of the process demonstrates why the first part is much more than the pursuit of clicks and doesn’t stray from the imperative to produce quality journalism. Every week, Emkow delivers a report to the *Bridge* newsroom. He analyzes how well stories do online and identifies topics *Bridge’s* audience wants to know more about. If, for example, a story on the ins and outs of auto insurance in Michigan does particularly well online, he might ask the newsroom what other substantive questions there are that could serve the audience. If there aren’t any more, then the topic can be left alone. But if there are, there’s an opportunity for *Bridge* to go deeper and cultivate themselves as the go-to experts for a particular topic. If that happens, Emkow then “relentlessly” creates links back to previous related stories to further build loyalty among the audience.

“Her role is taking what could be simple transactional relationship and converting it to a reader community.”



Case Study: Bridge Magazine (continued)

If the second part of the process is successful, then an audience member might become an email subscriber and then possibly donate to *Bridge*, followed by becoming a sustaining member. This is where DeLind comes in.

DeLind has only served as Membership Director at *Bridge* since January 2019, but she's worked at The Center for Michigan, *Bridge's* parent organization, first as Outreach Coordinator and then as Public Engagement Director, since 2011. DeLind works mostly at the point where audience members convert from loyal readers to supporting members. She describes her role as "taking what could be simple transactional relationship and converting it to a reader community." This is in addition to many of the responsibilities mentioned in other case studies, such as engaging with members and the public at large, serving as liaison between the newsroom and the public, and in general communicating what it means to be a nonprofit news organization and why *Bridge* needs members support.

Putting audience development on the revenue team isn't the rule across exemplary Civic News Organizations, based on background interviews. Audience development roles are sometimes housed in revenue, sometimes in editorial, sometimes split, and sometimes in their own departments altogether. Emkow's role at *Bridge*, and in particular the process link with DeLind, shows what one successful approach looks like.

Challenges

Emkow's primary challenge is that much of his current work is done manually, which means that when he's out of the office some of his audience growth strategies don't get accomplished. For instance, Emkow creates links to related articles in fresh digital content as a way to expose readers to the breadth of *Bridge's* work. He does this himself, so if he's absent, it doesn't get done. Some of this work can be automated to mitigate this challenge, but not all of it. Another way to confront this challenge is to slowly get the newsroom more and more familiar with his weekly reports, which may make them understand his process and philosophy a little bit more and eventually do some of the audience growth work themselves. In this way, Emkow hopes for the newsroom to become more "numbers literate" with regard to his weekly reports and what the takeaways are.

As opposed to everyone else profiled here, Emkow has worked his entire career in journalism. He therefore didn't have to learn about journalistic firewalls on the job. Still,

Emkow makes a point to use hard data to demonstrate the tangible value of his asks, and rather than telling anyone they "have to do" something, he relies on positive feedback and working to get buy in.



Case Study: Bridge Magazine (continued)

his previous experiences contain lessons for best practices between business and editorial because he's now on the other side. For instance, when someone from sales would ask Emkow to do something in his previous jobs, and he asked why, he never took “because it will make us money” as a good answer. Instead, he might do the task and then check later to see if it actually made money. This was a way to find out what tasks were necessary and which ones weren't. Now, Emkow makes a point to use hard data to demonstrate the tangible value of his asks, and rather than telling anyone they “have to do” something, he relies on positive feedback and working to get buy in.

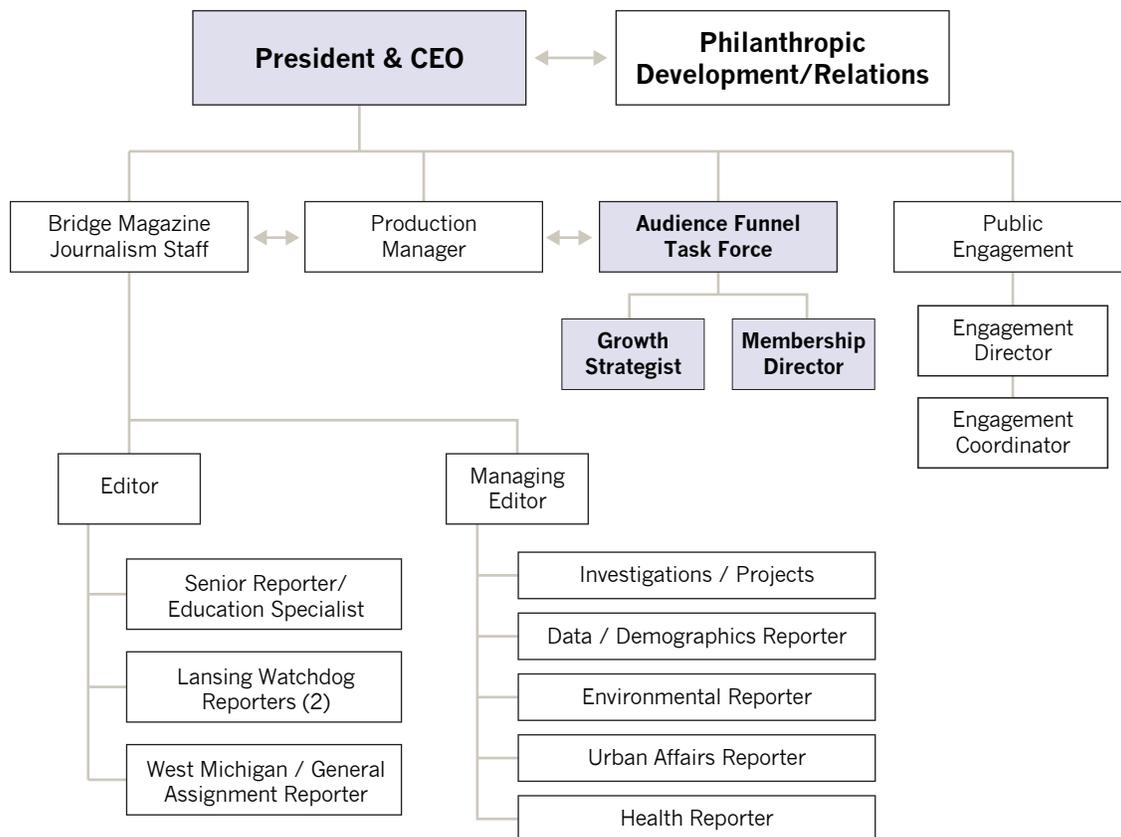
Organizational growth and return on investment

Bridge is in the midst of rapid growth in terms of audience and audience revenue. From April 2018 to April 2019, *Bridge's* average unique monthly visitors more than doubled from 100,142 to 224,400. Its five-times-a-month loyal readers grew from 2,949 to 6,057 in the same period. Its email list subscribers saw similar growth. In 2018, *Bridge* had a net gain of 8,401 email list subscribers, and it has gained over 10,000 new subscribers in the first half of 2019. These audience growth metrics are all directly connected to revenue. From January 1 to May 1, 2018, *Bridge* had 665 donors and 213 sustaining members. In the same time period in 2019, it had 1,419 donors and 558 sustaining members. Moreover, 1,176 of its email subscribers classified as moderately or highly engaged by MailChimp have donated to *Bridge* over the last calendar year.

Emkow and DeLind, as *Bridge's* “funnel task force,” can also contribute to organizational sustainability beyond reader revenue. According to John Bebow, *Bridge* President and CEO, audience growth opens up opportunities for other revenue streams, such as sponsorships and underwriting, which wouldn't be feasible options without the organization's demonstrably growing base of committed readers.

Emkow does not have a revenue target attached to his role. Bebow states that it's an “audience-producing” rather than a “revenue-producing” position, which is fundamental to but not directly responsible for revenue growth. Still, we can get a sense of the team's return on investment. The total salaries for Emkow and DeLind, along with the annual cost of service to the News Revenue Hub, which provides technological and strategic support for its membership program, amount to about \$265,000. *Bridge* is on track to raise about \$300,000 in reader revenue in 2019. Reader revenue currently constitutes under 20% of *Bridge's* annual budget, but the goal is for that to grow to closer to 33% in the coming years. Emkow's 20-plus years of experience in audience growth — as part of the revenue team working in close concert with DeLind — plays an essential part of that success.

Case Study: Bridge Magazine (continued)





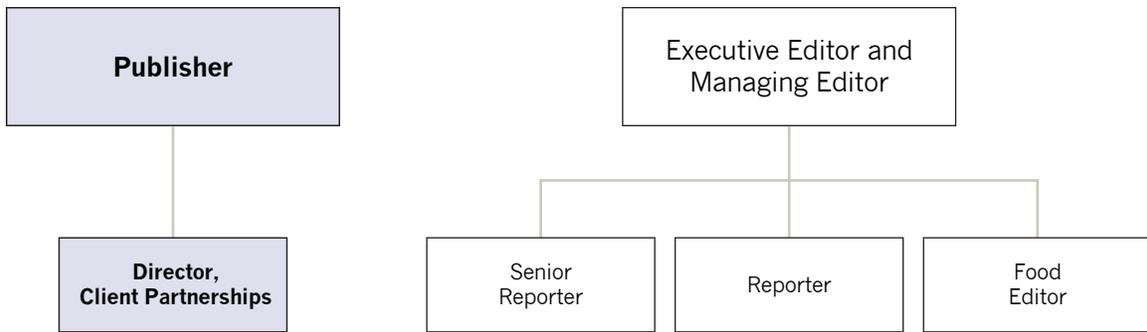
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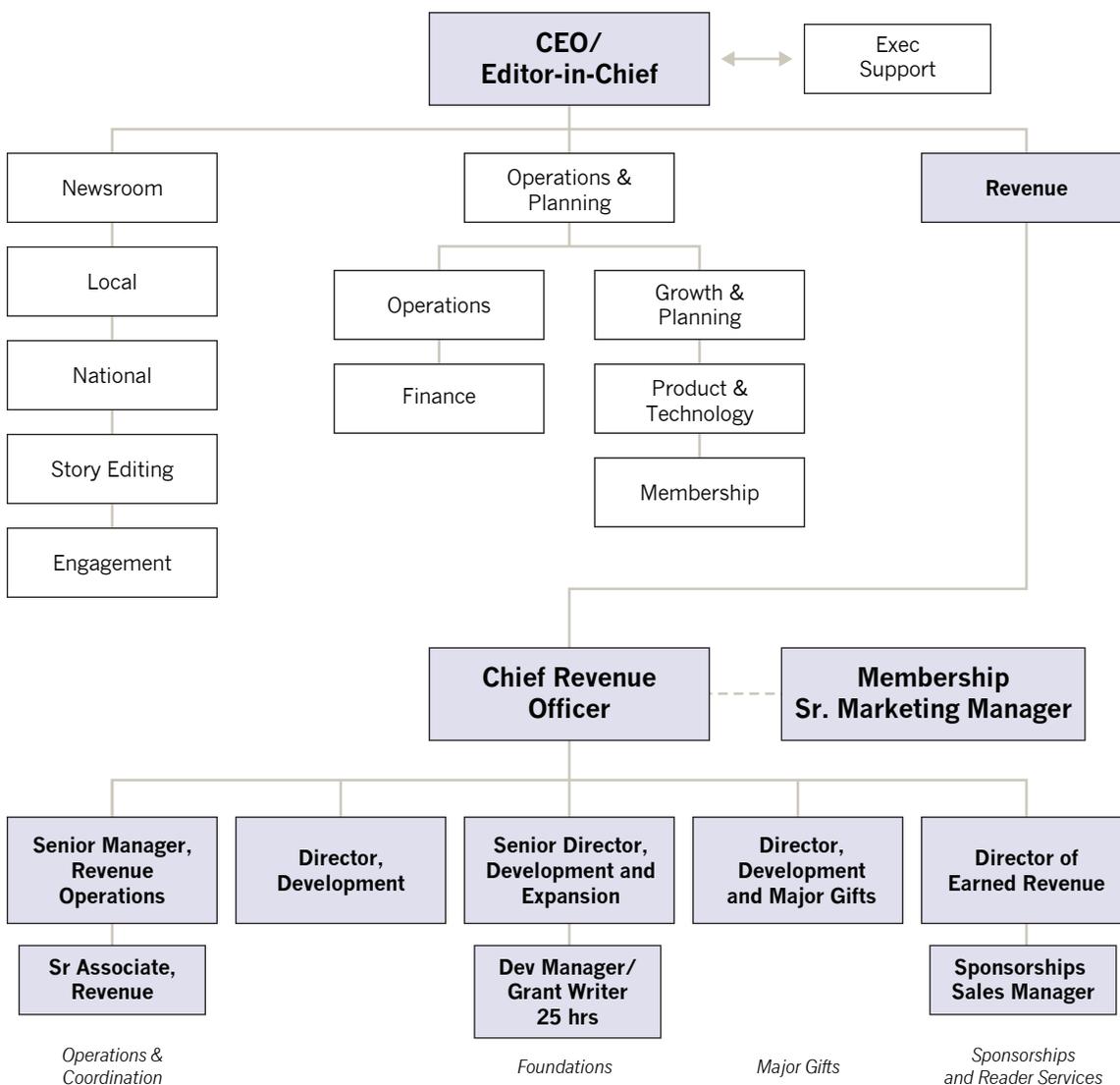


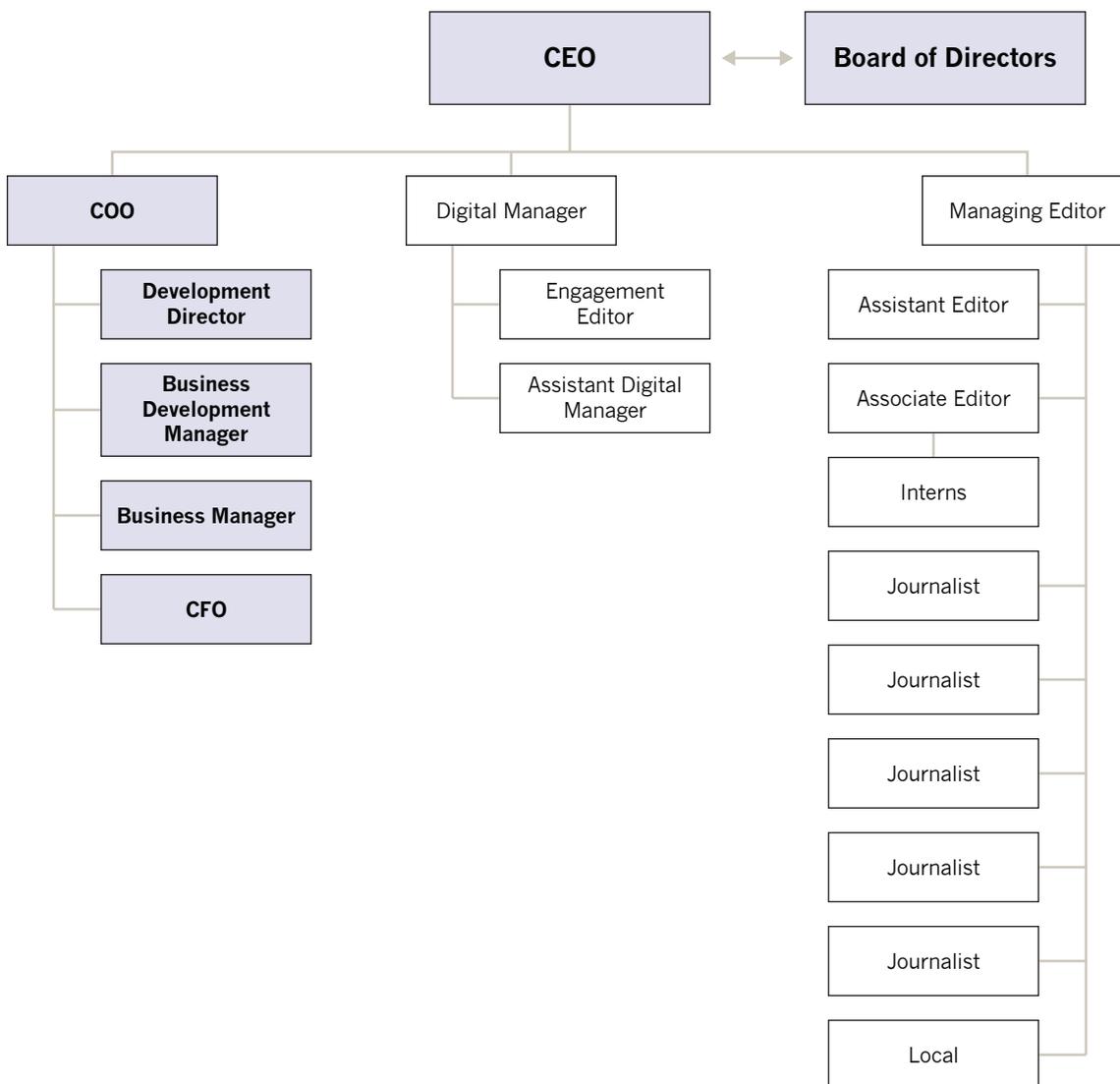
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Case Study Job Descriptions

Honolulu Civil Beat

Membership and Events Manager

Overview: The Membership and Events Manager functions as a member of the philanthropy team, and will be tasked with supporting the mission of Honolulu Civil Beat. Reporting to the Director of Philanthropy, the Membership and Events Manager will play an essential role in efforts to communicate the value of Civil Beat to readers and prospective donors through in-person engagement opportunities.

Responsibilities:

- Strengthen Civil Beat’s overall standing in the local community by building strategic partnerships with organizations, individuals, and businesses.
 - Manage execution of public and member-exclusive events, including advance planning, logistics, and follow-up.
 - Manage event promotion and outreach campaigns.
 - Work collaboratively with an event consultant on a regular basis.
 - Serve as primary point of contact to all Civil Beat event partners.
- Work collaboratively to develop and maintain the infrastructure for an individual giving program
 - Manage donor stewardship, including but not limited to scheduling thank-you emails, member benefit fulfillment, answering phone calls and responding to emails.
 - Craft donor-centered messaging, including but not limited to email appeals for individual support, event descriptions, social media messages and engagement prompts.
 - Manage a donor database, including gift entry, reporting, and cleanup.
 - Establish strong relationships with current members through offline and online interaction.
 - Assist with developing innovative approaches to membership recruitment and retention.
- Provide assistance with other administrative, business, and fundraising needs, including but not limited to offline and online marketing, audience engagement and analytics.

Qualifications: Desired attributes include a Bachelor’s degree, 3-5 years experience in events management and:

- Background in fundraising strategy, donor-centered communications, and some technical knowledge of digital marketing practices and techniques.
- Experience with fundraising database systems. Knowledge of Salesforce CRM a plus.
- Excellent verbal and written communications skills.
- Comfortable working in a fast-paced office environment.
- Ability to drive and possess a valid driver’s license.
- Ability to work nights and weekends, 2-3 times per month.
- Understanding of news media and nonprofit organizations preferred.

Please send your cover letter and resume to Ben Nishimoto, Director of Philanthropy, at bnishimoto@civilbeat.org. Questions? Call 808-738-6609.

Honolulu Civil Beat is an equal opportunity employer that values diversity and encourages people from underrepresented communities to apply.

**Title****Director of Development**

full-time

Minneapolis, MN (<http://maps.google.com/maps?q=Minneapolis%2C%20MN&zoom=14&size=512x512&motype=roadmap&sensor=false>)

“Posted 2 years ago # Applications have closed

About MinnPost

MinnPost is an online-only news publisher best known for its coverage of Minnesota politics and policy. We are proudly nonprofit, nonpartisan and member-supported. Founded in 2007, MinnPost has grown to become one of Minnesota’s most respected news outlets and a national leader in the nascent nonprofit news industry. In two of the last three years it was named among the nation’s three best outlets of its size by the Online News Association.

We are looking for a Director of Development to join our executive team and manage our individual fundraising efforts, which currently provide about half of our annual operating budget of \$1.6 million.

About the position

The Director of Development reports to the CEO and oversees MinnPost’s individual fundraising efforts, which currently account for about \$800,000 in annual revenue. Top priorities are increasing revenue from major gifts and growing our base of 3,100 member households. The Director of Development also helps set MinnPost’s direction as a member of the business leadership team, along with the CEO, Director of Advertising & Sponsorship, and Director of Finance.

Primary responsibilities include:

- Direct a full-scale development effort that includes annual fund, major gifts, special campaigns, fundraising events, and stewardship.
- Manage the process of identifying, cultivating, soliciting, and stewarding individual donors, with a special focus on major gifts (\$1,000+), working in close coordination with the CEO and MinnPost Board Development Committee.
- Direct the annual fund / membership program, developing timely and persuasive fundraising communications and managing our online giving platform.
- Manage all off-stage logistics for two annual fundraising events – MinnRoast and the Anniversary Party – that together draw about 2,000 attendees.
- Direct donor data collection, management, and analysis using our Salesforce CRM system.
- Coordinate the work of volunteer Board members as staff liaison to the Board’s Development and Events committees.

Qualifications & Salary

Strong candidates will have:

- Passion for public-service journalism
- Bachelor's degree or higher
- 4 or more years in nonprofit fundraising, including experience with major gifts
- Excellent verbal and written communication skills
- Demonstrated excellence in project management
- Familiarity with donor databases and the ability to use database information for purposes of analysis
- Previous experience managing direct reports is preferred but not required

Anticipated salary range of \$55,000 to \$65,000, based on experience and qualifications.

Application process

Send résumé and cover letter to jobs@minnpost.com jobs@minnpost.com
(<mailto:jobs@minnpost.com>).

Position is open until filled. Interviews expected to begin in mid-June.

RIVARD REPORT

Urban. Independent. All About San Antonio.

Advertising & Marketing Manager Job Description

The nonprofit, nonpartisan *Rivard Report* is searching for a new manager of advertising and marketing. The person who joins our team will find a thriving advertising and marketing operation. Our reading and advertising audience is growing robustly, and candidates for the position should come prepared with ideas for taking that business to the next level.

We work hard to connect our highly educated, civically engaged readers with local businesses. We find creative ways beyond simple banner ads to help make those connections, using every available digital tool and event marketing to produce positive outcomes for our advertisers and sponsors and meaningful experiences for our readers.

The advertising and marketing manager will work closely with our director of development and our membership associate to grow our nonprofit business and support our growing team of talented journalists. We have ambitious plans to grow our small but dedicated news staff and increase our coverage area and the depth of our stories, videos, and a new podcast initiative on the drawing board.

We are looking for an individual who knows San Antonio, has a passion for the city and its people, and who can succeed in a small business environment where work is more than just a job. Every member of our team is committed to building a city that is a better place to live, work and play for all citizens. If you share that commitment, we want to hear from you.

Candidates with a knowledge base of the city who read the *Rivard Report* and are familiar with our work and place in the city will have an advantage. We want to partner with quality businesses and enterprises and provide them with advertising and marketing solutions that grow their business, not only ours. We do not publish clickbait content or engage in other common ploys to artificially generate web traffic, methods that are so prevalent on other local media websites.

The position includes salary, health care coverage, generous vacation, gym membership, a parking and cell phone allowance, and other benefits. We are a nonprofit

and do not pay commission on sales, although we do incentivize our business associates to achieve revenue targets.

Primary responsibilities include:

- Carrying out the execution of initial drafts of marketing materials, media kits and rate cards.
- Meet quarterly and yearly revenue goals.
- Negotiate sales contracts.
- Identify, build, and foster long-term client relationships.
- Have fun growing a business.
- Adept at social media.

Qualifications:

- A minimum of 2-3 years advertising sales or marketing experience, and a record of success in your current work and employment.
- Bachelor's degree from an accredited four-year university.
- An understanding of digital media.
- The ability to work independently and take the initiative.

The *Rivard Report* is an equal opportunity employer.

Interested candidates must be a San Antonio resident with a driver's license, access to a vehicle, and be able to pass a background check. Please send your resume and letter of interest to apply@rivardreport.com.

VTDigger.org

Title: Underwriting Sales Associate

VTDigger.org, Vermont's go-to news source, seeks an Underwriting Sales Associate.

The Associate will research, identify, prioritize, pursue, close and manage underwriting and advertising sales with new and existing customers statewide and regionally. With a nine year history of success, VTDigger.org's customer base is solid and we are poised for continued growth.

We are seeking a proven sales professional who is charismatic, organized, an excellent speaker and writer, and passionate about our mission to provide Vermonters with excellent investigative and public policy news. We offer a competitive base salary to start plus commission and benefits. The successful candidate must have the ability to travel around Vermont and occasionally out-of-state.

Position is open until filled. Please submit a cover letter, resume and three references via the Indeed application portal. VTDigger.org is a nonprofit 501c3 organization and an EOE.

Job Description:

Title: Underwriting Sales Associate

Reports to: Chief Operating Officer

The Underwriting Sales Associate primarily identifies, prioritizes, pursues and closes new and continuing underwriting deals with customers. The Associate will work in close partnership with the Director of Underwriting to ensure that opportunities are maximized to reach current and long-term sales goals to maintain the financial health of VTDigger.org.

The associate is responsible for managing a full docket of prospects and existing customers for underwriting and advertising sales as well as researching and opening a continuous pipeline of new opportunities. The Associate will have a keen understanding of the market opportunities, industry, and audience for the assigned accounts, growing and managing those accounts, establishing strategic partnerships, and closely working with customers and prospects in an effort to develop unique and valuable advertising programs.

Objectives and Responsibilities of the Underwriting Sales Associate

Knowledge and Opportunity: The Associate is tasked with identifying, prioritizing, and closing new customers in order to meet the VTDigger's ad sales revenue and profit targets. The Associate manages a pipeline of customers and expands these groups' understanding of the VTDigger's digital platforms.

They also represent VTDigger at events, conferences, workshops, and meetings in an effort to promote VTDigger further. The Associate gathers and maintains knowledge that keeps VTDigger at par with the latest advertising trends and industry best practices.

Strategy: The Underwriting sales associate also plays a role working with colleagues in the VTDigger Business Office to develop and implement a broad fundraising strategy for the long-term sustained success of the organization.

The Associate works with the Director of Underwriting to create and continuously improve advertising sales materials, documentation, and presentations.

Research and Analytics: The Associate researches new advertising approaches that will lead to new business. In the same capacity, the Associate will work with the team to analyze and evaluate the existing advertising sales approaches.

The Underwriting sales associate also conducts weekly/monthly/quarterly/annual sales pipeline management and forecasting for their own pipeline of prospects and current accounts.

Relationships: The Associate is also in charge of developing and maintaining excellent relationships with costumers, other external partners, and internal staff in order to meet personal and organizational goals.

The Associate helps to develop and maintain a positive reputation for VTDigger in Vermont and New England, establishing it as a leader and a reliable organization.

Other Duties: The Associate performs other related duties as assigned or as the Associate deems necessary.

Required Qualifications of the Underwriting sales associate

Education: The Associate should have a bachelor's degree in business, marketing, or any other related field. An equivalent of the same in working experience is also acceptable for this position.

Experience: A candidate for this position should have at least 2 years of working experience in advertising sales experience.

The candidate will also demonstrate experience working with CRM systems, preferably Salesforce, as well as experience working in digital/website advertising programs and campaigns or a comparable experience.

A suitable candidate will also have a proven and successful track record of influencing, meeting, and exceeding advertising sales targets.

Communication Skills: The Associate must have exceptional communication skills and even stronger negotiation skills in order to grow of the underwriting sales volume for VTDigger.

Technological Savvy/Analytical Skills: In a world that has widely accepted technology and technological communication channels in their day to day lives, it is imperative that the Associate be technologically adept.

Interpersonal Skills: A candidate for the position must be an excellent team player, be persuasive with an ability to overcome objections, be self-motivated, and have an ability to thrive in a fast-paced, environment. They must also have an ability to work effectively within a group setting, be highly creative, be target driven being able to work with minimal supervision, be customer-oriented with a have a good sense of humor, and demonstrate composure in times of uncertainty.



Other Exemplary CNO Job Descriptions



Development and Major Gifts



Chalkbeat

Editor's note: this job description reflects what the organization was hiring for in April of 2018. The position, now Chief Revenue Officer, has evolved significantly since then.

Senior Director of Partnerships Job Description

Working draft for first year of role

We want your position to...

- Add senior capacity to Chalkbeat as we develop our leadership bench.
- Set Chalkbeat up for sustainability at a pivotal moment in our growth.
- Report to Chalkbeat's CEO, and work closely with, in addition to the CEO, the senior team, development team, and team members working on earned revenue, small-donor campaigns, and emerging membership strategy.

Key responsibilities for year one:

- Take on revenue projects that will expand Chalkbeat's capacity most quickly.
 - National sponsorships is a must! We have so much room to grow here and we think you're the person to lead us.
 - Key projects -- currently owned by CEO and COO -- could also include ownership of Newark, New York, national philanthropy markets; managerial responsibilities for revenue team (development staff + local sponsorships director); designing and executing membership strategy; designing and executing our small-donor campaigns work.
- Build an understanding of Chalkbeat's revenue team and revenue opportunities. Work with the senior team to create a plan for ramping up Chalkbeat's revenue strategy and designing and building the team we need to achieve that strategy.
- By the end of year one, refine role as we refine our understanding of Chalkbeat's revenue strategy and leadership needs.



Chalkbeat

Development Manager Job Description

Chalkbeat, a nonprofit education news organization, is seeking a development manager to help us work more efficiently and effectively toward achieving our ambitious fundraising goals. Working closely with Chalkbeat's development team and our CEO, the development manager will coordinate the day-to-day systems and operations of this team and will manage a diverse portfolio of fundraising projects. The right candidate will be smart, organized, and entrepreneurial, with strong communication, project management, and analytical skills.

The key responsibilities for this role include:

- **Managing the tasks and workflow of the development team** by developing work plans, creating smart meeting agendas that help us execute effectively against multiple simultaneous deadlines and setting priorities based on weekly, quarterly, and annual goals.
- **Reviewing budget needs for individual markets and tracking fundraising gaps** by monitoring progress against our fundraising goals and working closely with the finance team to understand our fuller financial picture.
- **Managing grant writing and reporting tasks** by coordinating with other teams (finance, editorial, product) to ensure that our reporting is timely, accurate and tells a compelling narrative about our impact.
- **Managing internal evaluation and reporting of development work** using Salesforce and internal tracking systems to assess progress and gaps.
- **Helping to design and execute membership programs** (e.g. reader donation campaigns, major donor programming).
- **Drafting compelling development communications** in the form of proposals, grant applications, development reports, funder and board materials, and emails to donors and supporters.
- **Supervising** at least two direct reports.

What qualifications we're looking for:

- Bachelor's degree with significant work experience or a Master's degree in a related field.
- At least five years relevant professional experience is required (e.g. fundraising, external affairs, nonprofit operations, marketing); development experience is preferred.
- Proven project management and task management ability in a deadline-driven environment.
- Superior attention to detail, with excellent analytical skills.
- Flexible and comfortable in a work environment where multitasking is the norm, the pace is fast, and priorities will evolve.
- Ability to write clearly and compellingly.
- Proficient with office software, primarily the Google Suite.



Chalkbeat

Bonus points if you've got:

- Knowledge of the journalism or education fields.
- Experience using customer relationship management tools (Salesforce) and document management solutions (e.g. Dropbox, Google Drive), email marketing tools, Pardot, Mailchimp.

About Chalkbeat:

Chalkbeat is the nonprofit news organization committed to covering one of America's most important stories: the effort to improve schools for all children, especially those who have historically lacked access to a quality education. We're in seven locations — Colorado, Detroit, Indiana, New York, Tennessee, Newark, Chicago and a national desk — and growing. Read more about our [mission](#) and [values](#).

This is a full-time position with benefits. Chalkbeat offers a competitive salary, commensurate with experience, and a generous benefits package, including a paid winter recess. This position may be based in our New York City headquarters or our Washington, D.C. office. We will consider a remote working arrangement for the right candidate. Periodic travel may be required.

To apply:

Please send a resume and cover letter explaining your interest in the position to careers@chalkbeat.org. Include "development manager" in the subject line.

Chalkbeat is dedicated to equal employment opportunities for all applicants and employees. Chalkbeat encourages people of all races, colors, national origins, ancestries, creeds, religions, genders, ages, disabilities, veteran status, sexual orientations, and marital statuses to apply.



Chalkbeat

Regional Development Director, East

[Chalkbeat](#), the growing nonprofit news organization telling the story of education in America, seeks a Regional Development Director to help us achieve our ambitious fundraising and expansion goals. Working closely with Chalkbeat's revenue team, the Regional Development Director will oversee the foundation and fundraising relationships in New York, Newark, and other Chalkbeat markets.

The right candidate will be smart, organized, and entrepreneurial, with a track record of fundraising success. A passion for journalism and an understanding of its importance to democracy is preferred.

You don't have to have lots of years of experience, as long as you are talented, energetic and great with people. Our ideal candidate is someone who is skilled at communications, grant writing and editing, funder and donor relations, project management, and relationship-building and maintenance.

We know that many strong candidates will not have all the skills we list. That's OK. What else do you bring to the table? Please tell us!

This position will report to the head of revenue and development.

The key responsibilities for this role include:

- Owning relationships and communications with funders and major donors in New York, Newark, and up to three other markets.
- Building and cultivating major donors in new and existing markets.
- Serving as the final editor (and sometimes writer) on grant documents.
- Tracking fundraising goals and gap-closing strategy.
- Helping to strategize on fundraising and donor events and programs.
- Working independently as well as collaboratively as part of a close-knit and successful team.

What background and skills do you have?

- Grant writing and editing skills.
- Entrepreneurial and strategic thinking skills, with the ability to exercise creativity and initiative in achieving gift goals.
- Proven ability to raise and close major gifts.
- Excellent communication skills.
- Demonstrated ability to articulate the vision and mission of the organization.
- Proven project management and task management ability in a deadline-driven environment.



Chalkbeat

- Ability to work in an environment where multitasking is the norm, the pace is fast, and priorities will evolve.
- Clear and compelling writing.
- Proficiency with office software, primarily the Google Suite.
- Passion for educational equity and the future of journalism is a must. Previous development experience at a nonprofit news organization or an education nonprofit is a strong plus, but not required.
- Five years professional fundraising/development strategic and practical experience is required with demonstrated record of success.
- Bachelor's degree with significant work experience or a Master's degree in a related field.

Ideally, you'd be based at our New York City headquarters, conveniently located in Midtown near Penn Station. We'll also consider a remote working arrangement for the right candidate. Up to 25% travel is required.

This is a full-time position with benefits. Chalkbeat offers a competitive salary, commensurate with experience, and a generous benefits package, including a paid winter recess from December 26-31.

About Chalkbeat:

Chalkbeat is the nonprofit news organization committed to covering one of America's most important stories: the effort to improve schools for all children, especially those who have historically lacked access to a quality education. We are mission-driven journalists who believe that an independent local press is vital to ensuring that education improves. Currently in seven locations and growing, we seek to provide deep local coverage of education policy and practice that informs decisions and actions, leading to better schools. Read more about our [mission and values](#).

How to Apply:

Please send PDFs of your resume and a cover letter explaining your interest in the position and where you heard about it to careers@chalkbeat.org. Include "Regional Development Director" in the subject line. Chalkbeat is dedicated to equal employment opportunities for all applicants and employees. Chalkbeat encourages people of all races, colors, national origins, ancestries, creeds, religions, genders, ages, disabilities, veteran status, sexual orientations and marital statuses to apply.



Chalkbeat

Development Assistant Job Description

[Chalkbeat](#), the growing nonprofit news organization covering public education in America, is seeking a development assistant. The development assistant will work closely with our entire development team, particularly our senior development manager. The right candidate will be smart, organized, and entrepreneurial, with strong communication, project management, and analytical skills.

The key responsibilities for this role include:

- Maximize the efficiency of Chalkbeat's revenue-generating work by owning specific project management tasks, such as planning donor events, budget tracking, and overseeing team document and data management (including working with Salesforce, Dropbox, and Asana).
- Expand Chalkbeat's communications reach with grant writing, grant reporting, external communications, and creation of tasks and ensuring that all delegated proposals and reports are timely, accurate, and are consistent with our team's other communications. Supporting the creation of compelling development communications in the form of informational and marketing grant documents, development reports, funder and board materials, and emails to donors and supporters.
- Strengthen Chalkbeat's revenue pipeline by finding, qualifying, and researching new prospects to support Chalkbeat leadership with relationship cultivation.

What background and skills do you have? (Not all are required, but we hope you'll have several of these):

- Ability to write clearly and compellingly.
- Proven project management and task management ability in a deadline-driven environment.
- Superior attention to detail, with excellent analytical skills.
- Flexible and comfortable in a work environment where multitasking is the norm, the pace is fast, and priorities will evolve.
- Proficient with office software, primarily the Google Suite.
- Bachelor's degree required.
- One to two years of relevant professional experience is preferred (e.g. prospect research, grant writing, nonprofit operations); development experience is preferred.

Bonus points if you've got:

- Knowledge of the journalism or education fields.
- Experience using customer relationship management tools (Salesforce) and document management solutions (e.g. Dropbox, Google Drive)

This position is based in Washington, D.C.



Chalkbeat

This is a full-time position with benefits. Chalkbeat offers a competitive salary, commensurate with experience, and a generous benefits package, including a paid winter recess from December 26-31.

About Chalkbeat:

Chalkbeat is the nonprofit news organization committed to covering one of America's most important stories: the effort to improve schools for all children, especially those who have historically lacked access to quality education. We are mission-driven journalists who believe that an independent local press is vital to ensuring that education improves. Currently in seven locations and growing, we seek to provide deep local coverage of education policy and practice that informs decisions and actions, leading to better schools. Read more about our [mission and values](#).

How to Apply

Please send a PDF of your resume and a cover letter explaining your interest in the position and where you heard about it to careers@chalkbeat.org. Include "Development Assistant" in the subject line. Chalkbeat is dedicated to equal employment opportunities for all applicants and employees. Chalkbeat encourages people of all races, colors, national origins, ancestries, creeds, religions, genders, ages, disabilities, veteran status, sexual orientations, and marital statuses to apply.

JOB TITLE: Associate Director, Development
DEPARTMENT: Development
REPORTS TO: Chief Development Officer
STATUS: Exempt
SUPERVISES: None
HOURS: 9-5 Monday to Friday; some evenings and weekends as needed

The Associate Director, Development contributes to the overall success of CIR's fundraising by working closely with the Chief Development Officer (CDO) to develop and execute an annual fundraising plan for the organization. This individual plays a lead role with regards to insitutional (foundation) supporters, identifying and cultivating new opportunities, stewarding existing relationships, writing proposals and reports, developing and tracking grant budgets, planning and executing stewardship and cultivation events and more. This individual will lead the department to track and benchmark activities and accomplishments against goals, support the department's overall efficiency and effectiveness, and help ensure that the foundations and individual gifts teams are aligned in their communications to existing and potential supporters.

Responsibilities:

Department Operations:

- With the CDO and Senior Director, Board Relations and Leadership Gifts, develop strategic priorities and financial goals for the department.
- Provide operational leadership to the department by developing and using Salesforce and other tools to benchmark activities and accomplishments against goals.
- Ensure that all team members are meticulously recording their activities in Salesforce or providing ample guidance to the development assistant so that he/she can assist in doing so.
- Create and oversee distribution of reports that benchmark progress toward fundraising goals, help set and track timelines, and work on special projects as directed by the CDO.
- Review monthly reports with CDO and Senior Director to identify cash flow adjustments and other changes that need to be made, as well as areas that need additional attention.
- Develop budgets for project specific communications and proposals.
- Supervise the development assistant.
- Help ensure consistency and completeness of communications across the department by reviewing and editing materials as directed by the CDO.

Foundation Relations:

- Identify, cultivate, build and solidify relationships with new and established contributors, analyze historic patterns of giving, and assist in developing strategies to encourage new funding and increased contributions.
- Research and write LOIs, grants, and grant reports.
- Ensure that LOIs, proposals, reports, updates, and other required documents are prepared and submitted in a timely manner, and that grant requirements and foundation communications are meticulously recorded.
- Plan and execute stewardship and cultivation events/site visits for foundations.
- Write email updates for foundations, case statements, letters and other specialized materials.

- Serve as a liaison with editorial and engagement staff to gather information on investigations, distribution, engagement, and impact.
- Ensure consistency between grant commitment and monthly progress on organization outcomes/performance indicators.

Major Gifts:

- Support the major gifts team by helping them to design reports that benchmark performance against monthly and annual goals. Supervise the development of Salesforce to track individual cultivation and solicitation goals.
- With the CDO, liaise with major gifts team to identify interest areas and priorities for high level donors and prospects for strategic fund development.
- Review major gifts communications to ensure alignment in messaging across the department.

QUALIFICATIONS

- Exceptional verbal, written communications, and organizational skills.
- Experience managing and using data and technology with an emphasis on Microsoft Office applications (Excel, PowerPoint, Word). Advanced experience using Salesforce.
- Project management skills and a demonstrated ability to set and complete priority projects under deadline and on a team.
- Bachelor's degree or the equivalent combination of education, training, and experience is required.
- Minimum three years of successful experience writing grants and grant reports.
- Demonstrated experience identifying, cultivating, and soliciting new foundation gifts.
- Quick study, able to synthesize and write about new information in a concise and compelling way.
- Open to being edited and a willingness and ability to edit others.
- Proven success working as a member of a cooperative development department. Willingness to take on new responsibilities and contribute as needed to a growing team.
- Ability to work independently and to be self-motivated, flexible and organized.
- Intelligence and sound judgment, necessary for interacting with foundation contacts, other staff, and constituents. Impeccable professional ethics and professional discretion.

Additional Assets:

- Ability to stay calm and enjoy a fast-paced, dynamic environment.
- Flexibility and sense of humor.
- A passion for investigative journalism preferred.

The position is full time, currently based in Emeryville, Calif. Generous salary and benefits. Please submit a resume and cover letter explaining your qualifications and why you are interested in this position to foundations@cironline.org. No phone calls, please. Put the words "xxxxxx" in the subject line. Applicants from diverse backgrounds are encouraged to apply.

For more information, please visit our website: <http://www.cironline.org>

Chief Development Officer

The Center for Investigative Reporting engages and empowers the public through investigative journalism and groundbreaking storytelling that sparks action, improves lives and protects our democracy. The Reveal website, public radio program, podcast and social media platforms are where we publish our multiplatform work. We are regularly recognized for our excellence, creativity, and impact.

We believe the work we do to strengthen democracy and tell stories that lead to real-world change has never been as critical as it is today. We're looking for an accomplished, entrepreneurial and creative leader who shares our passion for that work to help secure the organization's future.

Reporting to the Chief Executive Officer (CEO), the Chief Development Officer (CDO) is a key member of the senior leadership team, involved in strategic planning and decision-making. In partnership with the CEO and board of directors, this position is responsible for all fundraising and development activities, from institutional support, to major donors, to membership and other critical partnerships that will ensure the organization continues to grow and thrive.

It is expected that funding raised to support CIR will increase in the coming years. The CDO will design and implement a comprehensive plan to build on CIR's strong base of support and to develop new strategies and relationships that increase our visibility, impact, and long-term sustainability. Key to this strategy will be working closely with the board of directors and supporting board members as they take on a more active fundraising role.

The CDO must have a proven track record of taking an entrepreneurial and institution-building approach to their work.

Responsibilities

- Work with the CEO, board members and senior staff to develop and implement a comprehensive multi-year development strategy that includes growth of our foundation, major donor and membership programs.
- Further develop and expand CIR's major donor program, setting short- and long-term growth goals aimed at identifying new prospects, cultivating deeper ties with donors and securing multi-year support.
- Seek out other non-traditional partnerships with the potential to expand CIR's brand-awareness and increase our resources, financial or otherwise.
- Develop and manage development event strategy, including quarterly luncheons, salons, private dinners, screenings and donor briefings.
- Work with the CEO and Board Chair to redefine the board's fundraising role, including taking a leadership role in revitalizing and supporting the board development committee.
- Provide strong leadership and effective management for the development team (currently three people in addition to the CDO).
- Oversee development and execution of all grant proposals, reports and donor communications, with a long-term, relationship-building approach.

- Oversee research related to funding sources and trends to help position CIR in relationship to its peer organizations, and ahead of major funding changes or trends.
- Oversee monitoring of all donor information in Salesforce; provide and present statistical analysis to the board and senior leaders.

Qualifications

- High energy, creativity and passion for our mission is essential.
- 10-plus years of professional development experience in a nonprofit organization; demonstrated success in managing and growing relationships representing diverse sources of funding.
- Proven track record of having expanded and cultivated existing donor relationships over time and of developing creative strategies to bring in new donors.
- Excellent communication skills, both written and oral; ability to influence and engage a wide range of donors and build genuine, long-term relationships based on a passion for our mission.
- Experience effectively managing a board to support an organization's fundraising goals.
- Strong leadership and team management skills, based on trust, mentorship and transparency.
- Flexible and adaptable style; a leader who can positively impact both strategic and tactical fundraising initiatives
- A collaborative team player who will productively engage with others at varying levels of seniority within and outside of CIR.
- Ability to construct, articulate, and implement annual strategic development plan.
- A professional and resourceful style, regularly taking initiative, communicating well and managing multiple tasks and projects at any given time.
- Salesforce experience is strongly desired.
- High degree of cultural competency required.

This describes everything we are looking for. Our newsroom is successful because of the sum of its parts – we recognize that no one person will be equally strong in every area and that some candidates will bring other strengths or experiences that we haven't described here. If you are passionate about our work and have a vision to share with us, please apply. We will carefully consider every serious applicant.

This position is full-time; based in Emeryville, California; and offers competitive wages and benefits. Please use this [link \(PODIO\)](#) to apply and send applications by **DATE**.

Note that we will consider only applicants who submit all the requested materials.

Reveal from The Center for Investigative Reporting is an equal opportunity employer and actively works to diversify our workforce. In addition to valuing diverse life experiences and backgrounds, we look for people with relentlessness, camaraderie and a drive to make a difference.

Development Associate

The Center for Investigative Reporting (CIR) engages and empowers the public through investigative journalism and groundbreaking storytelling that sparks action, improves lives and protects our democracy. Reveal – our website, public radio program, podcast and social media platforms – is where we publish our multiplatform work. We are recognized for our excellence, creativity and impact.

We are seeking a detail-oriented individual to join our development team as a Development Associate. This is a great position for an individual who enjoys working in a fast-paced, collaborative environment, and who would enjoy helping us be even more effective than we already are.

In this role, you will have primary responsibility for managing our gift processing, and maintaining and updating our Salesforce donor database. With your teammates, you will also work on a wide range of projects such as appeals, special events and stewardship activities.

Our ideal candidate will be eager to support about supporting one of the nation's most innovative news organizations, and will possess a basic familiarity with fundraising, including ideally some experience with major donors and/or foundations.

Key Responsibilities:

- Ensure all Salesforce data entry, gift records, lists, and gift acknowledgements and other records are updated in a timely and accurate manner;
- Create reports to assist with donor communications, stewardship and solicitations;
- Manage online and hard copy filing of documents;
- Support fundraising campaigns and events by segmenting donor lists, organizing data, producing and mailing annual appeals;
- Provide administrative support to the development department in prospect research, information management, calendaring and other projects as needed; and
- Manage tracking of grant deliverables, including updating a shared document.

Qualifications:

- Bachelor's degree, or equivalent combination of education and experience;
- 1-2 years of database experience, ideally in a nonprofit environment;
- High level of proficiency in Microsoft Office, including Word, Excel, Adobe and PowerPoint;
- Helpfulness and resilience with the ability to change focus quickly and manage multiple priorities and deadlines;
- Ability to work independently as well as part of a team; and
- Some knowledge of nonprofit fundraising is preferred.

Benefits:

CIR offers a beautiful work environment, and a competitive salary and benefits package. Our development team is high-functioning and fun; we work hard to support one another while achieving ambitious fundraising goals.

The Center for Investigative Reporting is an equal opportunity employer and actively works to diversify our workforce.

Please send your résumé, cover letter and salary requirements as one attachment. Please note that we will consider only applicants who submit all the requested materials.

Due to the expected volume of résumés, we will contact only those applicants with whom we would like to speak further.

JOB TITLE: Senior Development Officer
DEPARTMENT: Development
REPORTS TO: Chief Development Officer
STATUS: Exempt
HOURS: 9-5 Monday to Thursday; evenings and weekends as needed

POSITION SUMMARY:

The Senior Development Officer (SDO) works closely with the Chief Development Officer (CDO) to develop and implement a strategy for prospecting, securing, stewarding and upgrading major gifts from individuals and foundations. The SDO has primary responsibility for providing exceptional, personalized attention (based on donors' interests, passions and values) to a large portfolio of individuals and families, drafting communications related to appreciation, editorial briefings, organizational reports, event invitations and more. In addition, the SDO owns responsibility for a portfolio of institutional donors.

The SDO develops an annual calendar of "touchpoints" for donors and holds the department accountable to meeting its goals for stewardship and solicitation. The SDO is also the logistical manager for donor events (with lead responsibility for everything but the event presentations), oversees the year-end appeal process and ongoing renewal solicitations, meticulously helps track the development tasks assigned to the board chair and CDO, and plays a key role in the recruitment and vetting of candidates for positions within the department.

The SDO is supervised by CIR's CDO and is a key strategic partner to the CDO and board chair, offering strategic guidance with respect to best practices in the field and recommendations for increasing the department's effectiveness and productivity.

RESPONSIBILITIES:

RELATIONSHIP MANAGEMENT AND SOLICITATION (65%)

- In partnership with the CDO and board chair, identify, cultivate, steward and upgrade a portfolio of individual donors and family foundation donors in order to meet budgeted goals for the year.
- Perform targeted donor research for new and existing individual major gift prospects, and prospects.
- Act as primary relationship manager for a large portfolio of individual and family foundation prospects of \$1,000-\$50,000/year and a portfolio of foundation donors; this includes prospecting, solicitation, proposal and report submissions, and stewardship.

CULTIVATION AND STEWARDSHIP (25%)

- Plan and oversee all logistics for quarterly Lunch Clubs and other funding campaigns, events and activities (donor experiences, tours, receptions, lunches, salons, etc.) for individual major gift donors.
- Develop major gift materials, including briefing memos, proposals, reports and stewardship materials.

- Project manage direct-mail campaigns, including year-end appeal and other mailed and email appeals and touchpoints throughout the year.
- Project manage creation of development collateral for events and meetings.

MANAGEMENT, MONITORING AND REPORTING (10%)

- Ensure consistency between donor commitments and monthly progress on organization outcomes/performance indicators.
- Manage and mentor the Development Associate, helping to ensure that all records are meticulously maintained, reports are accurate and produced in a timely manner, events are properly prepared for and staffed, tours and meetings are scheduled and executed according to plan, and that the associate has the resources and support to grow into greater responsibility over time. Meet with him/her regularly to help her/him balance job priorities and demands
- Monitor monthly, quarterly and annual activity to achieve major gift revenue goals using Salesforce and other tools.
- Prepare task lists and other reports for the CDO and board chair to help them manage their relationship management responsibilities, asks and prospecting.
- Assist with review and verification of major gift donor recognition lists, insiders email lists, event invitations and more.
- Participate in regular development staff and assigned program update meetings, and organization-wide gatherings, to remain well-informed about projects and be able to speak and write fluently about organizational priorities.

QUALIFICATIONS

- Bachelor's degree; Advanced degree preferred.
- 4+ years of nonprofit fundraising experience, major gift experience preferred.
- Demonstrated ability to meet financial goals for major gift giving.
- Demonstrated ability to think strategically and creatively.
- Demonstrated ability to organize and manage complex campaigns such as annual appeals.
- Ability to multi-task, meet deadlines, and work with minimal supervision.
- Excellent writing, oral and presentation communication skills.
- Intermediate to advanced Microsoft Office Suite computer skills.
- Experience with constituent relationship management system, Salesforce strongly preferred.
- Attention to detail and strong project management skills.
- Ability to work as part of a team.
- Positive professional attitude.

PROFESSIONAL EXPECTATIONS

- Demonstrated ability to respond in a timely and accurate way to others and to place the highest value on conflict resolution and team harmony.
- Ability to maintain absolute confidentiality regarding donors and CIR internal information.
- Willingness and ability to adjust to changing conditions or priorities.
- Ability and initiative to identify and act on problems and lead by example.

PHYSICAL DEMANDS:

- Ability to sit at a desk and work on a computer.
- Ability to travel to meetings throughout the San Francisco Bay Area.
- Ability to be on the phone frequently during the day.

The position is part-time, based in Emeryville, California, with flexible work arrangements negotiable.

Honolulu Civil Beat

Major Gifts Manager

Overview: The Major Gifts Manager is a new position that will focus on prospecting, soliciting and stewarding a portfolio of institutional and individual donors capable of making gifts of \$5,000 or more to support the mission and operations of Honolulu Civil Beat. The Major Gifts Manager is expected to work collaboratively with the Membership and Events Manager, Director of Philanthropy and, General Manager.

Responsibilities:

- Manage acquisition, renewal and upgrade solicitations
 - Identifies donors for increased giving potential in coordination with the Director of Philanthropy and the Membership and Events Manager.
 - Crafts individual action plans for prospects.
 - Raises funds through direct solicitation or by coordinating solicitation efforts of Director of Philanthropy.
 - Develops a digital major donor campaign to renew or upgrade existing donors.
 - Works with Director of Philanthropy to identify and personalize solicitations for current members and prospects.
- Program Management and Stewardship
 - Develops and manages a robust pipeline of major donor prospects.
 - Records prospect research to maximize use of Salesforce.
 - Develops and implements a series of targeted communications that inform major donors of events and benefits, give advance knowledge of upcoming projects and acknowledge them for their support.
- Grants Prospecting and Stewardship
 - Assist the Director of Philanthropy with identifying foundation prospects and preparing interim and final reports.
- Events and Travel
 - Participates in the planning and execution of donor acquisition and stewardship events throughout the state including coordination with Membership and Events Manager.
- Performs other duties as needed.

Primary Qualifications: Desired qualifications include a Bachelor's degree, five years in fundraising and:

- Proven track record of achieving financial goals and exceptional ability to manage, cultivate and grow a portfolio of donors.
- Experience with fundraising database systems and grassroots membership programs. Knowledge of Salesforce CRM a plus.
- Excellent verbal and written communications skills.
- Comfortable working in a fast-paced office environment.
- Capable of working on some evenings and weekend work as needed.
- Understanding of news media and nonprofit organizations preferred.

Job Announcement: Development Manager

The Pulitzer Center is a nonprofit journalism organization dedicated to promoting in-depth engagement with global affairs through its support for quality international journalism across all media platforms and an innovative program of outreach and education.

We are a team of 20 hard-working, creative, entrepreneurial, and energetic individuals dedicated to advancing our mission. We are seeking a creative, detail oriented and high energy Development Manager to provide day-to-day support for a full range of fundraising initiatives.

This role is both strategic and operational – providing critical support to manage grants, to ensure senior staff keeps their focus on major donors and the current endowment challenge, to drive efforts to grow unrestricted individual giving, and to ensure smooth and efficient fundraising operations.

We are looking for someone who shares our passion for raising awareness of critical global issues through journalism and education – and who has the energy and experience to manage multiple roles. You will have the opportunity to work with some of the world’s most talented journalists and educators, and a deeply committed, hardworking, and fun team.

For more information about the Pulitzer Center, visit pulitzercenter.org

Responsibilities

The responsibilities of the Development Manager will include, but are not limited to:

Grant Management: Work closely with the Pulitzer Center leadership team to identify, cultivate, solicit, and administer programmatic and unrestricted grants

- Manage the calendar and lifecycle of grants from current funders: track proposal and reporting deadlines, draft reports and renewal proposals, and coordinate and archive all grant correspondence. Monitor receivables and spending by grant, as well as performance against program goals. Work with program managers and senior management to develop strategies to maximize opportunities for renewal.
- Conduct research and focused prospecting to identify new individual, foundation, corporate, and municipal/government donors whose goals align with key Pulitzer Center program initiatives. In addition, identify sources for key general operating support grants. Initiate short, medium, and long-term cultivation of prospective grantors.
- Support program staff in funding their programs by helping them identify prospects and draft new proposals that align our programmatic needs with the donor focus.

Endowment Campaign Coordination: Work closely with the Pulitzer Center leadership team to identify, cultivate and administer the opportunities provided by the current matching Endowment Challenge.

- Maintain the prospect database for endowment donors and capture notes and next steps from senior management meetings.
- Refine and update the endowment campaign Case Statement and other communication tools as needed.
- Draft campaign-related materials as needed to support the endowment campaign efforts of staff, trustees, and other key volunteers.
- Track receivables and endowment gifts, ensure receipts are transferred to long term investments, and initiate the request for matching funds.
- Ensure acknowledgement letters are sent promptly.
- Prepare endowment reports for quarterly board meetings.

Individual Giving: Working with senior management, develop and implement a strategy to broaden support for the Pulitzer Center by increasing the number and commitment of individual donors, with a focus on securing additional unrestricted gifts.

- Maintain the donor database for individual gifts. Identify targets for specific campaigns. Provide reports and projections for gifts and receivables.
- Plan and execute at least three solicitation campaigns each year, including the annual conference, fellowship funding, and year-end solicitations
- Use a range of systems to effectively solicit and process individual gifts, making use of technology when appropriate to make this simple and secure
- Draft donor acknowledgement letters. Mail letters promptly and file copies of all acknowledgement letters within the donor database.
- Work with the Education and Outreach teams to increase opportunities for soliciting gifts at Pulitzer Center events.

Fundraising Operations:

- Manage donor database(s)
- Update and manage income projections and provide reports of actual income against budget quarterly on an ad-hoc basis.
- Manage development expenses and budget
- Maintain all files required for grant, audit, and tax purposes
- Incorporate fundraising strategies into our weekly newsletter, social media outreach, and Pulitzer Center events
- Maintain/update donor platforms, including the donation section of the Pulitzer Center site, GuideStar listing, Network for Good, and other campaign-specific digital platforms.

Education Background, Skills, and Work Experience / Qualifications:

The ideal candidate will possess the following:

- A Bachelor's degree
- Two to five years of experience in philanthropy; additional experience with journalism or education a plus

- A passion for global issues and a commitment to the Pulitzer Center's mission
- Excellent written and oral communication skills
- Strong project management skills and the ability to prioritize and manage multiple priorities without compromising quality
- The ability to work independently, as well as the flexibility and creativity to work collaboratively as a part of a small and lean team
- Experience with one or more donor management databases (familiarity with Salesforce and DonorPerfect a plus) and a basic knowledge of accounting
- Experience with word processing software, including mail merge functions, and the skills to use spreadsheet and presentation software (MS Word and Excel, Google Documents and Sheets)
- Experience with website-based third party payment and event software (Network for Good, PayPal, Eventbrite helpful)
- Event management experience is helpful

HOW TO APPLY

Please e-mail your application to jobs@pulitzercenter.org, and write "**Development Manager**" in the e-mail subject line. **Applications will be considered on a rolling basis starting July 16, 2018**

Applications should include:

- a detailed CV
- a written statement of interest (no more than 500 words)
- names and contact info for three references
- three samples of your work.

Your written statement should link your passions and experience to this opportunity and how you think that experience can help advance the Pulitzer Center's mission.

The Pulitzer Center is an equal opportunity employer and seeks to forward diversity through its programs and hiring.

Start Date: As Soon As Possible

BENEFITS

Compensation for this position is competitive and commensurate with experience. In addition, the Pulitzer Center offers a comprehensive benefits package.

PROFESSIONAL LEVEL: Early Career

MINIMUM EDUCATION REQUIRED: 4-year degree

GRANT WRITING

The Marshall Project is hiring a Development Manager for Institutional Giving to help solicit and steward a robust portfolio of foundation donors and prospects. We are looking for an ambitious individual to develop and lead our grants management system.

As a key member of a small development department the Manager will focus on generating funding from foundations. Reporting to the Director of Development, specific duties include prospect research, proposal strategy, and coordinating / writing concept papers, letters of intent, proposals, interim and final reports for a growing portfolio of donors.

The ideal candidate will have experience researching, writing and coordinating grants in a concise, compelling, and easily understandable manner.

Responsibilities include:

- Work with the Director of Development to create and implement a foundation relations strategy for The Marshall Project.
- Write letters of inquiry, proposals, and reports for foundation donors.
- Research and develop a pipeline of prospective foundation donors for The Marshall Project.
- Prepare briefings, talking points, and strategies to close proposals. Staff and partner with leadership on fundraising priorities with institutional funders.
- Guide engagement and stewardship of institutional donors.
- Manage grants calendar to ensure internal/external deadlines are met.
- Collaborate and lead writing for department, including drafting thank you letters and appeals
- Other projects, as assigned.

Qualifications:

- Excellent writing skills with demonstrated ability to write in a clear, structured, articulate and persuasive manner.
- Superb research, organizational, project management, time management, and communication skills.
- Career track record of success. Ideally, a minimum of 3-5 years grant writing and administration experience.

- Knowledge of and/or experience with a national nonprofit preferred.
- Proven track record of securing and successfully cultivating foundation gifts.
- Computer literacy and experience with Salesforce and/or other related development software required.
- Ability to work collegially in a fast paced environment and adapt to change as necessary.
- Ability to work effectively across departments; strong interpersonal skills.
- Detail-oriented with strong follow-through and the ability to meet deadlines.
- A high level of expertise combined with a can-do attitude; willingness and ability to formulate a plan and personally implement down to smallest details.

The Marshall Project is a nonprofit news organization covering the U.S. criminal justice system. Our team draws together seasoned investigative journalists, veteran crime reporters, innovative digital producers, experienced news editors, and leading non profit executives.

The Marshall Project is an equal opportunity employer, which welcomes qualified applicants of all races, ethnicities, physical abilities, genders, and sexual orientations, including people who have been previously incarcerated or involved with the criminal justice system.

Send cover letter and resume to awilson@themarshallproject.org



Job Description & Specifications

JOB TITLE: Director of Development
EXEMPT: Yes
REPORTS TO: COO, Voice of San Diego

SUMMARY: The Director of Development is responsible for generating revenue and meeting budgetary goals by building relationships and securing partnerships with corporate and non-profit sponsors, underwriters, major donors and local foundations.

WHO WE ARE:

Launched in 2005, Voice of San Diego was the first digital nonprofit news organization to serve a local community in the US. Its founders, longtime columnist and editor Neil Morgan and entrepreneur Buzz Woolley, felt the region desperately needed more reporting and journalistic competition. VOSD made a name nationally with hard-hitting investigative reports and created a new business model for supporting that kind of journalism that hundreds of others have imitated across the country. VOSD is committed to civic engagement and opportunities for San Diego residents to discuss and debate the issues that affect their quality of life. As a 501(c)(3) nonprofit organization, VOSD is fully funded by individual members, major charitable gifts, foundations and community partnerships. VOSD is based in downtown San Diego, with an annual budget of \$1.8 million and a dedicated board of six community leaders. Our culture is based on trust, productivity and creativity. Each team member holds themselves accountable for meeting deliverables, deadlines, and standards of journalistic excellence. Please visit us at <http://www.voiceofsandiego.org> to learn more about our work.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following:

- Work with CEO and COO to secure yearly revenue goals.
- Create and execute annual fundraising plan.
- Develop and maintain relationships with major donors, foundations, corporate partners, and Partner Voices sponsors.
- Mine for community partners, major donors and local foundations.
- Manage and coordinate donor meetings for CEO and COO.
- Manage membership program. Design and implement strategies to increase membership participation and donations.
- Maintain robust partner pipeline by continuously monitoring and cultivating membership pool and generating new leads from community networking.
- Maintain proper blend of underwriters and advertisers to comply with nonprofit tax regulations.
- Oversee community partner and media partnership programs.

ADMINISTRATIVE:

- Produce partner recognition and sponsorship performance reports.
- Prepare reports as requested by location foundations.
- Prepare grant and advertising/sponsorship proposals in a timely manner.
- Collect ad/sponsorship payments.
- Supervise preparation of partner contracts and manage invoicing for ad/sponsorship agreements.
- Oversee ads and manage rotations to ensure promised benefits are delivered.

GENERAL RESPONSIBILITIES:

- Follow all company policies and procedures.
- Develop and maintain productive, informative and respectful relationships that support the achievement of Voice of San Diego's mission statement.
- Performs other duties as assigned.

COMPETENCIES:

- Strategic thinking and ability to execute multi-faceted programs.
- Initiative – Looks for and takes advantage of opportunities.
- Judgment – Displays willingness to make decisions; exhibits sound and accurate judgment. Supports and explains reasoning for judgment.
- Professionalism – Approaches others in a tactful manner; reacts well under pressure; follows through on commitments; flexible and able to multi-task.
- Attendance/Punctuality – Is consistently at work and on time; ensures work responsibilities are covered when absent; arrives at meetings and appointments on time.
- Dependability – Follows instructions, responds to management direction; takes responsibility for own actions; keeps commitments; commits to long hours of work when necessary to reach goals; and is an independent self starter.
- Organizational support – Follows policies and procedures; completes administrative tasks correctly and on time; supports organization's goals and values.

EDUCATION and/or EXPERIENCE:

The successful candidate will possess the following skills and experience:

- Bachelor's degree History, English, communications or a related field/equivalent degree is required.
- Seven or more years of experience working in the field of fundraising and development.
- Strong interpersonal skills with the ability to communicate effectively with colleagues, partners, and donors.
- Extreme attention to detail and accuracy.
- Excellent organizational and follow-up skills. Ability to schedule and plan effectively to meet deadlines.

- Strong writing, editing and communication skills; write clearly and passionately to convey the mission and message of Voice of San Diego.
- Event planning and management experience is a bonus.

To apply, please submit a cover letter, resume, and salary requirements to HR@voiceofsandiego.org.

About the position

The Director of Development reports to the CEO and oversees MinnPost's individual fundraising efforts, which currently account for about \$800,000 in annual revenue. Top priorities are increasing revenue from major gifts and growing our base of 3,100 member households. The Director of Development also helps set MinnPost's direction as a member of the business leadership team, along with the CEO, Director of Advertising & Sponsorship, and Director of Finance.

Primary responsibilities include:

- Direct a full-scale development effort that includes annual fund, major gifts, special campaigns, fundraising events, and stewardship.
- Manage the process of identifying, cultivating, soliciting, and stewarding individual donors, with a special focus on major gifts (\$1,000+), working in close coordination with the CEO and MinnPost Board Development Committee.
- Direct the annual fund / membership program, developing timely and persuasive fundraising communications and managing our online giving platform.
- Manage all off-stage logistics for two annual fundraising events – MinnRoast and the Anniversary Party – that together draw about 2,000 attendees.
- Direct donor data collection, management, and analysis using our Salesforce CRM system.
- Coordinate the work of volunteer Board members as staff liaison to the Board's Development and Events committees.

Qualifications & Salary

Strong candidates will have:

- Passion for public-service journalism
- Bachelor's degree or higher
- 4 or more years in nonprofit fundraising, including experience with major gifts
- Excellent verbal and written communication skills
- Demonstrated excellence in project management
- Familiarity with donor databases and the ability to use database information for purposes of analysis
- Previous experience managing direct reports is preferred but not required

Anticipated salary range of \$55,000 to \$65,000, based on experience and qualifications.

Application process

Send résumé and cover letter to jobs@minnpost.com. No phone calls, please.

Position is open until filled. Interviews expected to begin in mid-June.



Membership

Job Description

Berkeleyside is hiring for an exciting new position. The Membership Manager will be the point person for Berkeleyside's significant community of readers and, in particular, our members and investors.

The ideal candidate will be committed to Berkeleyside's mission of "breaking news and building community." You'll be motivated by ambitious goals and you'll be rewarded for meeting them. And you'll enjoy being part of an enthusiastic team.

Engaging with our community through our site and at live events is integral to Berkeleyside's core mission. The job offers the opportunity to work on the front lines of a new phase of journalism: that of community engagement and reader-supported reporting, where news media work to earn and maintain public trust. Berkeleyside has a large, engaged community of readers and we believe the future of our organization lies in that community.

The Membership Manager is responsible for overseeing and communicating with Berkeleyside investors, and for growing and communicating with our members. This will be done by cultivating relationships with existing and new members, building the membership base, and planning and executing successful live events and other strategic engagement opportunities.

Berkeleyside members are readers who support our organization with any level of financial contribution. Berkeleyside's 250+ investors are readers who are investing in our ongoing, pioneering direct public offering. Berkeleyside is the first news organization in the country to take this approach.

DETAILS

This is a full-time position. Berkeleyside's offices are in downtown Berkeley.

Berkeleyside is an Equal Opportunity Employer — people of color, people with disabilities, and LGBT candidates are strongly encouraged to apply. We are committed to a diverse workplace, and to supporting our staff with ongoing career development opportunities, including in-house mentoring and external training.

ABOUT BERKELEYSIDE :

Launched in late 2009 by three journalists, Berkeleyside is Berkeley, California's independently owned local news site, reporting on Berkeley and the East Bay. A pioneer in online local journalism, in 2017 Berkeleyside averaged more than 1 million pageviews and more than 400,000 unique visitors monthly.

Berkeleyside produces the annual Uncharted: The Berkeley Festival of Ideas. Uncharted was founded in 2013 as the Bay Area's first ideas festival. It brings some of the world's great thinkers to Berkeley for two thrilling days of discussion, debate, and workshops designed to engage and inspire.

In 2017, Berkeleyside was honored by the San Francisco Press Club, winning first-place awards in the digital media division for overall excellence, breaking news, and coverage of the November 2016 election, among other awards. Also in 2017, Berkeleyside Senior Reporter Emilie Raguso was named Journalist of the Year by the NorCal chapter of the Society of Professional Journalists. In 2016, Berkeleyside won an Excellence in Journalism Award from SPJ NorCal for comprehensive coverage of homelessness in Berkeley. Berkeleyside was the winner of the SPJ NorCal Excellence in Journalism Award for Community Journalism in 2013 and 2014.

Berkeleyside Inc. is proud to be a Benefit Corporation (or B Corp), defined as "a type of for-profit corporate entity that includes positive impact on society, workers, the community and the environment."

Berkeleyside was bootstrapped by a small team of people passionate about local journalism and the need to keep the powerful accountable. Eight years in, we have seven employees and we thrive on a flat organizational structure founded on mutual respect and trust. We encourage all team members to play to their strengths, be self-starters, take initiative, think creatively and relish working in a small, supportive entrepreneurial organization.

Responsibilities and Duties

- Create and implement a strategy to generate revenue by recruiting new members and meeting clearly defined targets.
- Develop member, investor and event attendee databases and mailing lists.
- Enhance the existing membership program to provide a more compelling offering and encourage growth. This could include members-only events, newsletters, special offers and editorial team access.
- Help Berkeleyside diversify its membership community, as well as its broader community of readers.
- Initiate and draft regular membership-building campaigns.
- Help create an online membership hub, where readers can find out more about membership and its benefits and sign up to become members.
- Be the point person to answer questions from members and investors.
- Act as a conduit between members and reporting staff to identify story ideas and potential audience collaborations.
- Run regular membership revenue reports based on CRM data.

- Help organize and market Berkeleyside events, including the annual Uncharted Berkeley Festival of Ideas.
- Help initiate and organize member-only and investor-only live and online events.
- Initiate and develop new ideas to gain reader trust and support.
- Be a Berkeleyside ambassador in the community and further afield.

Berkeleyside has achieved a national reputation as a pioneering site for local journalism. Reader engagement with Berkeleyside is already extraordinarily high. We believe the membership program, as well as community engagement, can grow strongly and set the standard for many news organizations.

The strength of our community work prompted an invitation to be studied by, and work with, the Membership Puzzle Project. The project was founded by NYU Professor of Journalism Jay Rosen and pioneering Dutch news nonprofit De Correspondent.

Our innovative work with members and direct public offering (DPO) were recognized with the award of a grant by the Lenfest Institute for Journalism — a nonprofit whose mission is to “develop and support sustainable business models for great local journalism.” Other news sites are looking to follow Berkeleyside’s lead and launch their own DPOs. The Membership Manager will help us do so.

Qualifications and Skills

- **Marketing experience:** You have 3-5 years of experience providing effective sales, and/or operational coordination in a fast-paced, entrepreneurial setting, especially in a revenue-driving role. Membership and/or subscription sales experience is particularly important. Experience running databases (we use Kindful), creating email marketing campaigns (Mailchimp), and managing social media marketing and advertising.
- **Membership program experience preferable:** Working on a membership program of some form and building revenue through membership. Comfortable with subscriptions and membership models, setting revenue goals and asking for money.
- **Event planning experience preferable:** Helping to initiate event ideas; organizing venues, catering, ticketing, on-site planning, etc.
- **Passion for journalism and local news** and being part of a much-loved East Bay community resource.
- **Passion for community engagement** and community organizing
- **A self-starter** who will relish working as part of a small team in a fast-paced, entrepreneurial environment.
- **Ability to multitask** and prioritize.
- **Impact-driven:** You have experience measuring yourself against goals.

- **Methodical:** Your working style is about creating order and planning ahead. You think systematically and excel at establishing elegant processes.
- **Skilled communicator:** You're a great listener, and an effective speaker and writer. You are empathetic, confident and resourceful when reaching out to new people, and great at developing relationships with a wide range of people with different styles. You listen carefully to what is said (and what isn't said) and you bring those signals into your solutions and your collaborations.
- **Detail-oriented:** You have excellent organizational skills, and are adept at anticipating and resolving issues before they problems. You like creating structure in your work.
- **Flexibility:** You are able to manage a diverse set of team needs, and aren't phased by stepping out your comfort zone to help the team reach its goals.

Benefits

Salary will be commensurate with experience. Berkeleyside offers employees medical coverage and a 401(k) retirement savings plan. Berkeleyside's newsroom is at WeWork in downtown Berkeley with its cool work spaces, free coffee and tea.

Job Type: Full-time

Honolulu Civil Beat

Membership and Events Manager

Overview: The Membership and Events Manager functions as a member of the philanthropy team, and will be tasked with supporting the mission of Honolulu Civil Beat. Reporting to the Director of Philanthropy, the Membership and Events Manager will play an essential role in efforts to communicate the value of Civil Beat to readers and prospective donors through in-person engagement opportunities.

Responsibilities:

- Strengthen Civil Beat's overall standing in the local community by building strategic partnerships with organizations, individuals, and businesses.
 - Manage execution of public and member-exclusive events, including advance planning, logistics, and follow-up.
 - Manage event promotion and outreach campaigns.
 - Work collaboratively with an event consultant on a regular basis.
 - Serve as primary point of contact to all Civil Beat event partners.
- Work collaboratively to develop and maintain the infrastructure for an individual giving program
 - Manage donor stewardship, including but not limited to scheduling thank-you emails, member benefit fulfillment, answering phone calls and responding to emails.
 - Craft donor-centered messaging, including but not limited to email appeals for individual support, event descriptions, social media messages and engagement prompts.
 - Manage a donor database, including gift entry, reporting, and cleanup.
 - Establish strong relationships with current members through offline and online interaction.
 - Assist with developing innovative approaches to membership recruitment and retention.
- Provide assistance with other administrative, business, and fundraising needs, including but not limited to offline and online marketing, audience engagement and analytics.

Qualifications: Desired attributes include a Bachelor's degree, 3-5 years experience in events management and:

- Background in fundraising strategy, donor-centered communications, and some technical knowledge of digital marketing practices and techniques.
- Experience with fundraising database systems. Knowledge of Salesforce CRM a plus.
- Excellent verbal and written communications skills.
- Comfortable working in a fast-paced office environment.
- Ability to drive and possess a valid driver's license.
- Ability to work nights and weekends, 2-3 times per month.
- Understanding of news media and nonprofit organizations preferred.

Please send your cover letter and resume to Ben Nishimoto, Director of Philanthropy, at bnishimoto@civilbeat.org. Questions? Call 808-738-6609.

Honolulu Civil Beat is an equal opportunity employer that values diversity and encourages people from underrepresented communities to apply.

Membership Manager

[The Center for Investigative Reporting](#) (CIR) engages and empowers the public through investigative journalism and groundbreaking storytelling to spark action, improve lives and protect our democracy. Reveal – our website, public radio program, podcast and social media platforms – is where we publish our multiplatform work. We are recognized for our excellence, groundbreaking creativity and impact. In this position, you would provide the support and organization to our staff of 65-plus that help make this work possible.

CIR is home to Reveal, the nation's first one hour public radio show and podcast showcasing investigative journalism and its impact. Reveal airs on 450 public radio stations and is downloaded as a podcast, on average, 1.6 million times monthly making it one of the fastest-growing shows in public radio history.

You are a passionate professional who believes that supporting high-quality reporting is a powerful way for individuals to feel informed, empowered and part of a collective force for good.

Together, we are going to take our young membership program to the next level through online communications, live events, great stewardship and meaningful engagement.

Job Overview and Responsibilities

As a member of CIR's development team and a key collaborator with our editorial and audience teams, you will lead the development of our membership program. This exciting position is perfect for someone who wants to bring passion, imagination, a sense of humor and a serious commitment to unearthing the truth to an organization at the forefront of nonprofit media. It is also a significant opportunity to make a measurably large contribution to CIR's sustainability.

Working closely with our partners at the [News Revenue Hub](#) (a nonprofit that provides digital newsrooms with membership management services and strategic advice), you will:

- Write inspiring member communications.
- Design a compelling benefits program.
- Plan and produce public events.
- Enter and manage Salesforce data.
- Prepare reports and directly steward our members by being their responsive, enthusiastic contact within the organization.

You are curious and analytical, eager to use research, surveys and other tools to help us better understand and serve our audience. You love digging into data and analytics to help inform decision-making. You also are interested in being able to communicate the real-world change sparked by our reporting and able to manage our online impact tracker to document that change.

Ultimately, your success will be measured by increased membership revenue and the engagement of our community of supporters as evidenced by event attendance, online conversations, an increase in monthly and multiyear gifts and more.

You will report to CIR's director of philanthropic partnerships and interact daily with CIR's development team and award-winning journalists in a newsroom that supports innovation, collaboration, experimentation and evaluation.

In this role, you will be responsible for:

- Building and growing a membership program that consistently strives for improved acquisition, conversion and retention rates.
- Developing and executing membership campaigns, including renewals, year-end giving and other special appeals.
- Writing and editing member communications such as story alerts and requests for support and impact updates, using tools such as MailChimp to send customized versions of those communications to appropriate recipients.
- Managing membership data in Salesforce, including segmenting lists, running reports on performance, updating records and performing some back-end processes.
- Analyzing data to better understand and be responsive to audience members and supporters.
- Providing insights to ensure that our membership content, social media and other communications have a unified voice.
- Synthesizing information about the membership program into clearly written reports and recommendations.
- Managing CIR's custom "Impact Tracker" tool, which includes detailed and methodical work with reporters and editors to ensure that data is correctly documented in our custom database.
- Supporting the development team as a whole by assisting in special events and projects.

Qualifications

- Excellent interpersonal skills – the ability to work independently, lead and participate as a member of cross-departmental teams.
- Diplomacy: the ability to work with others with patience and enthusiasm.
- Detail-oriented with the ability to synthesize extensive research and data into clear written and oral presentations.
- At least two years of experience using a database such as Salesforce or Raiser's Edge is preferred. Aptitude for, and desire to be trained in, database management, web analytics, social media analytics, Drupal 7 CMS, and various social media and digital tools.
- Demonstrated experience writing compelling communications for a wide range of audiences and platforms.
- At least one year of fundraising experience is preferred.
- Passion for social media and fact-based, nonpartisan news.

CIR offers a competitive salary and benefits package. Our development team is high functioning and fun; we work hard to support one another while achieving ambitious fundraising goals.

Please send your résumé, cover letter and salary requirements. Please note that we will consider only applicants who submit all the requested materials.

Due to the expected volume of résumés, we will contact only those applicants with whom we would like to speak further.

CIR is an equal opportunity employer and actively works to diversify our workforce.

RIVARD REPORT

Urban. Independent. All About San Antonio.

POSITION:

Membership & Development Coordinator

COMPANY:

The Rivard Report

STATUS:

Full-time, Exempt

ORGANIZATION DESCRIPTION

The Rivard Report, which first published in February 2012, is now a 501(c)(3) nonprofit and our stability and growth depends on our ability to expand and sustain our membership base, and to successfully seek funding from San Antonio businesses and philanthropists, and local and national foundations.

POSITION OVERVIEW

The Rivard Report Membership & Development Coordinator will provide support to the Chief Operating Officer and Publisher by maintaining the membership and donor database, generating perspective member and donor leads, assisting with membership and donor recruitment, and aiding the coordination of membership benefit and retention events.

THE IDEAL CANDIDATE

A successful membership and development coordinator will be organized, disciplined, and an energetic self-starter willing to work in a fast-paced and creative environment. The ideal candidate must have a strong interest in San Antonio and independent, non-profit journalism, and an interest in cultivating relationships and supporting organization members.

RESPONSIBILITIES

- Update and maintain the Rivard Report's membership database and produce weekly and monthly membership reports for the Chief Operating Officer.
- Develop and send membership appeals through email, social media, mail, etc.
- Generate member prospect leads through a variety of sources including the internet, databases, periodicals, and inbound inquires.
- Work to maintain and update membership packets, prospect research, membership benefits, and recruitment and retention collateral materials.
- Develop creative ways to recognize, support, and benefit members and donors.
- Assist with member and community engagement events including assisting with planning and coordination, invitations, registration set-up, running membership table, curating follow-up lists, and following up with newsletter subscriber and member prospects.
- Track and maintain member participation and engagement statistics by creating reports and spreadsheets and use tracking information to determine potential leads and members prime for larger asks.
- Assist Publisher and COO with managing major donor strategy, prospect records and exploring opportunities for growth.
- Provide ongoing quality customer service support for Rivard Report members and donors
- Work with the other members of the business team to identify and create opportunities for cross channel promotion events with other San Antonio based organizations.
- Assist Rivard Report leadership with general administrative tasks as needed.
- Other related duties as assigned.

QUALIFICATIONS

- A 4-year degree is required
- Possess some work experience in communications, public relations, customer service, or development
- Development and/or membership experience is preferred
- Research and data collection skills
- Experience with membership, community outreach, or community journalism organizations preferred
- Self-motivated, energetic learner
- Excellent written and verbal skills
- Comfortable with working in a collaborative team environment
- Highly organized with the ability to meet tight deadlines
- Must be proficient with Microsoft Word, Outlook, Excel and PowerPoint
- Previous database experience highly preferred
- Familiarity with Adobe Creative Suite software including, Illustrator, InDesign and Photoshop is a plus
- Willingness to experiment with new approaches and flexible in implementing others' ideas

- Able to improvise with limited resources

HOW TO APPLY

The salary range is commensurate with experience and a competitive benefits package is included. The Rivard Report is an equal opportunity employer.

Please send your resume, three professional references and cover letter, including salary requirements, outlining how your skills and experience meet the qualifications for this position and stating how you heard about this opportunity to:

The Rivard Report

Subject Line: Membership & Development Coordinator

Email: apply@rivardreport.com

June 11, 2018

RIVARD REPORT

Urban. Independent. All About San Antonio.

Membership & Events Manager / Audience Engagement Specialist

The nonprofit Rivard Report is seeking a Membership, Audience Engagement & Events Coordinator to join our business team. This position will be primarily responsible for maintaining and growing the Rivard Report's membership program, including individuals and businesses; taking a lead role in the planning and programming for public policy events, member coffees, member happy hours, and other business and audience development initiatives. Duties will include, but are not limited to: managing a Salesforce membership platform; maintaining membership benefits, retention and growth; prospecting new members, and planning and executing events throughout the year. This position will support the Editor & Publisher, COO and Advertising & Marketing Director, and reports directly to the Advertising & Marketing Director.

The ideal candidate will have experience with Salesforce, Mailchimp, Adobe Creative suite, Microsoft Office, Wordpress, and social media platforms (Facebook, Twitter, Instagram, LinkedIn, Youtube, Vimeo, Soundcloud). We are looking for candidates who have experience with analytics and audience engagement, and the ability to utilize that data for reader and membership growth.

The ideal candidate is both outgoing, a people person, and analytical and capable of demonstrating strong personal time management and organizational skills and fluency around an array of programs and software apps. The ideal candidate must be collaborative, a team builder, and share the Rivard Report's mission, vision, and values.

Finally, a strong candidate will be well-read and versed in the pressing issues of the day and will be very familiar with the Rivard Report site, our content, and the vital role we play in San Antonio, informing and connecting engaged citizens.

The *Rivard Report* is San Antonio's leading local online news source. We are nonprofit and nonpartisan and we do not have a paywall. Our content is available at no cost to everyone in the city and beyond. We publish without fear or favor, or any obligation to outside owners or interests. We cover all that is best about San Antonio: its personalities, neighborhoods, businesses, culture, cuisine, arts and entertainment. We tackle the city's problems and challenges, too, and spotlight innovative solutions, many to be found in other cities competing for the next generation of talented workers and their families.

Benefits include 20 days paid vacation, and health care benefits (medical, dental, vision). The Rivard Report pays 80% of medical benefits. The employee pays 20%. The Rivard Report currently offers a monthly stipend of \$50 for cell phone usage and a monthly parking stipend of \$50. All Rivard Report staff members are eligible for a complimentary membership at the YMCA.

The Rivard Report is an equal opportunity employer. We celebrate diversity and are committed to creating an inclusive environment for all employees. Salary is commensurate with experience.

To apply, please submit your resume to office.rivardreport@gmail.com

MEMBERSHIP

The Marshall Project seeks a **Membership Manager** to develop and engage a community of supporters that will help to sustain the mission-driven journalism of a fast-growing, nonprofit media organization.

In 2017 The Marshall Project launched its first membership program; the Manager will leverage our recent success, building on this growth to increase revenue through online channels.

Reporting to the Director of Development, the Manager will design and implement a strategy for acquiring and retaining donors through thoughtful, creative engagement via email, social media, and live events. The Manager will join a small fundraising department and as such, will be responsible for the day-to-day implementation of the membership program, as well as strategy.

The Manager will work closely with the Communications and Digital teams at The Marshall Project, as well as outside consultants, to build and grow a national revenue-generating membership program. S/he will be responsible for sharing our experiences with colleagues in the non-profit media community as we work collaboratively to develop models for the future of responsible, fact-based journalism.

Responsibilities include:

- Develop and execute online fundraising campaigns, including renewals, monthly giving, year-end giving, and other special appeals
- Grow and segment lists, cultivating donors and prospects for fundraising success
- Write and edit copy for email communications, online advertising, social media, website content, other marketing/fundraising materials aimed at increasing donations
- Sustain and grow online giving and monthly giving programs with particular focus on converting newsletter subscribers
- Manage vendors, as needed, for online marketing and outreach efforts
- Use Salesforce to streamline integration of communications systems with the database and maintain data integrity
- Collaborate with development staff to develop reports to analyze and track performance of the online giving program
- Implement email set-up, production, and delivery
- Other projects, as assigned

Qualifications:

- Strong project management skills
- Fundraising and/or marketing experience preferred
- Experience with MailChimp and Salesforce or comparable CRM database a plus, but not required

- Familiarity with sales/direct marketing a plus
- Outstanding interpersonal and communication skills, both oral and written
- Ability to work independently and in collaborative team environment across
- Proven experience with using technology to advance the goals of donor programs like donor tracking systems, prospect researching tools, and wealth screening tools.
- Detail-oriented with strong follow-through and the ability to meet deadlines
- A high level of expertise combined with a can-do attitude; willingness and ability to formulate a plan and personally implement down to smallest details

The Marshall Project is a nonprofit news organization covering the U.S. criminal justice system. Our team draws together seasoned investigative journalists, veteran crime reporters, innovative digital producers, experienced news editors, and leading non profit executives.

The Marshall Project is an equal opportunity employer, which welcomes qualified applicants of all races, ethnicities, physical abilities, genders, and sexual orientations, including people who have been previously incarcerated.

Send cover letter and resume to awilson@themarshallproject.org



Underwriting and Advertising Sales

VTDigger.org

Title: Underwriting Sales Associate

VTDigger.org, Vermont's go-to news source, seeks an Underwriting Sales Associate.

The Associate will research, identify, prioritize, pursue, close and manage underwriting and advertising sales with new and existing customers statewide and regionally. With a nine year history of success, VTDigger.org's customer base is solid and we are poised for continued growth.

We are seeking a proven sales professional who is charismatic, organized, an excellent speaker and writer, and passionate about our mission to provide Vermonters with excellent investigative and public policy news. We offer a competitive base salary to start plus commission and benefits. The successful candidate must have the ability to travel around Vermont and occasionally out-of-state.

Position is open until filled. Please submit a cover letter, resume and three references via the Indeed application portal. VTDigger.org is a nonprofit 501c3 organization and an EOE.

Job Description:

Title: Underwriting Sales Associate
Reports to: Chief Operating Officer

The Underwriting Sales Associate primarily identifies, prioritizes, pursues and closes new and continuing underwriting deals with customers. The Associate will work in close partnership with the Director of Underwriting to ensure that opportunities are maximized to reach current and long-term sales goals to maintain the financial health of VTDigger.org.

The associate is responsible for managing a full docket of prospects and existing customers for underwriting and advertising sales as well as researching and opening a continuous pipeline of new opportunities. The Associate will have a keen understanding of the market opportunities, industry, and audience for the assigned accounts, growing and managing those accounts, establishing strategic partnerships, and closely working with customers and prospects in an effort to develop unique and valuable advertising programs.

Objectives and Responsibilities of the Underwriting Sales Associate

Knowledge and Opportunity: The Associate is tasked with identifying, prioritizing, and closing new customers in order to meet the VTDigger's ad sales revenue and profit targets. The Associate manages a pipeline of customers and expands these groups' understanding of the VTDigger's digital platforms.

They also represent VTDigger at events, conferences, workshops, and meetings in an effort to promote VTDigger further. The Associate gathers and maintains knowledge that keeps VTDigger at par with the latest advertising trends and industry best practices.

Strategy: The Underwriting sales associate also plays a role working with colleagues in the VTDigger Business Office to develop and implement a broad fundraising strategy for the long-term sustained success of the organization.

The Associate works with the Director of Underwriting to create and continuously improve advertising sales materials, documentation, and presentations.

Research and Analytics: The Associate researches new advertising approaches that will lead to new business. In the same capacity, the Associate will work with the team to analyze and evaluate the existing advertising sales approaches.

The Underwriting sales associate also conducts weekly/monthly/quarterly/annual sales pipeline management and forecasting for their own pipeline of prospects and current accounts.

Relationships: The Associate is also in charge of developing and maintaining excellent relationships with costumers, other external partners, and internal staff in order to meet personal and organizational goals.

The Associate helps to develop and maintain a positive reputation for VTDigger in Vermont and New England, establishing it as a leader and a reliable organization.

Other Duties: The Associate performs other related duties as assigned or as the Associate deems necessary.

Required Qualifications of the Underwriting sales associate

Education: The Associate should have a bachelor's degree in business, marketing, or any other related field. An equivalent of the same in working experience is also acceptable for this position.

Experience: A candidate for this position should have at least 2 years of working experience in advertising sales experience.

The candidate will also demonstrate experience working with CRM systems, preferably Salesforce, as well as experience working in digital/website advertising programs and campaigns or a comparable experience.

A suitable candidate will also have a proven and successful track record of influencing, meeting, and exceeding advertising sales targets.

Communication Skills: The Associate must have exceptional communication skills and even stronger negotiation skills in order to grow of the underwriting sales volume for VTDigger.

Technological Savvy/Analytical Skills: In a world that has widely accepted technology and technological communication channels in their day to day lives, it is imperative that the Associate be technologically adept.

Interpersonal Skills: A candidate for the position must be an excellent team player, be persuasive with an ability to overcome objections, be self-motivated, and have an ability to thrive in a fast-paced, environment. They must also have an ability to work effectively within a group setting, be highly creative, be target driven being able to work with minimal supervision, be customer-oriented with a have a good sense of humor, and demonstrate composure in times of uncertainty.

Wanted: Advertising Sales Associate, Berkeleyside

Berkeleyside

Berkeleyside, the award-winning news site delivering thousands of news and feature stories a year to a large, devoted readership in Berkeley, CA, is seeking to hire an Advertising Sales Executive.

Launched in 2009 by three veteran journalists, Berkeleyside is widely regarded as being one of the best, most dynamic independent local news sites in the country

Berkeleyside LLC publishes the Berkeley news site Berkeleyside; East Bay food site NOSH; as well as two e-newsletters: the Berkeleyside Daily Briefing and NOSH Weekly.

Berkeleyside also organizes events, most significantly Uncharted: The Berkeley Festival of Ideas, an annual festival that aspires to one day become the SXSW of the Bay Area.

With a small, talented and tightknit, team, Berkeleyside aims to grow and thrive over the next few years with new launches and an enhanced and diverse revenue base, cementing itself even more firmly as a key media player in the Bay Area.

Job Description and Qualifications:

Berkeleyside is looking for a full-time Advertising Sales Associate to join our team and help take the company to the next level in revenues.

The Advertising Sales Associate will develop relationships with existing and new Berkeleyside partners, close advertising and sponsorship deals and, in keeping with Berkeleyside's spirit of innovation, identify and create exciting new marketing collaborations.

Duties are varied and include cold calling and follow up; meeting and corresponding with existing and prospective clients; crafting creative proposals; making presentations; maintaining databases and call lists; uploading ads; attending community events; all the while maintaining close relationships with clients and working closely with Berkeleyside's Advertising Director and its editorial and publishing team.

Qualifications/Requirements:

- Several years of sales experience, ideally in the field of local advertising.
- Experience with online advertising.
- Outstanding communication and inter-personal skills, both verbal and written.
- Ability to work independently and be a team player.
- Ability to travel within the East Bay and to enjoy meeting people and forging fruitful business relationships.
- Organization skills, professional demeanor, positive attitude and a sense of humor.
- Interest in becoming part of a young, pioneering company, an openness to new ideas and a willingness to be flexible.

Details of the position:

The Advertising Sales Associate will be based at Berkeleyside's downtown Berkeley offices.

Salary is commensurate with experience and there is ample opportunity to earn significant bonuses and commission.

Health benefits included.

To apply:

To apply, please send a covering letter highlighting why you are interested in the position and what you have to offer, as well as a copy of your resume, to: Wendy Cohen, Advertising Director, Berkeleyside -- Wendy@Berkeleyside.com

RIVARD REPORT

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Advertising & Marketing Manager Job Description

The nonprofit, nonpartisan *Rivard Report* is searching for a new manager of advertising and marketing. The person who joins our team will find a thriving advertising and marketing operation. Our reading and advertising audience is growing robustly, and candidates for the position should come prepared with ideas for taking that business to the next level.

We work hard to connect our highly educated, civically engaged readers with local businesses. We find creative ways beyond simple banner ads to help make those connections, using every available digital tool and event marketing to produce positive outcomes for our advertisers and sponsors and meaningful experiences for our readers.

The advertising and marketing manager will work closely with our director of development and our membership associate to grow our nonprofit business and support our growing team of talented journalists. We have ambitious plans to grow our small but dedicated news staff and increase our coverage area and the depth of our stories, videos, and a new podcast initiative on the drawing board.

We are looking for an individual who knows San Antonio, has a passion for the city and its people, and who can succeed in a small business environment where work is more than just a job. Every member of our team is committed to building a city that is a better place to live, work and play for all citizens. If you share that commitment, we want to hear from you.

Candidates with a knowledge base of the city who read the *Rivard Report* and are familiar with our work and place in the city will have an advantage. We want to partner with quality businesses and enterprises and provide them with advertising and marketing solutions that grow their business, not only ours. We do not publish clickbait content or engage in other common ploys to artificially generate web traffic, methods that are so prevalent on other local media websites.

The position includes salary, health care coverage, generous vacation, gym membership, a parking and cell phone allowance, and other benefits. We are a nonprofit

and do not pay commission on sales, although we do incentivize our business associates to achieve revenue targets.

Primary responsibilities include:

- Carrying out the execution of initial drafts of marketing materials, media kits and rate cards.
- Meet quarterly and yearly revenue goals.
- Negotiate sales contracts.
- Identify, build, and foster long-term client relationships.
- Have fun growing a business.
- Adept at social media.

Qualifications:

- A minimum of 2-3 years advertising sales or marketing experience, and a record of success in your current work and employment.
- Bachelor's degree from an accredited four-year university.
- An understanding of digital media.
- The ability to work independently and take the initiative.

The *Rivard Report* is an equal opportunity employer.

Interested candidates must be a San Antonio resident with a driver's license, access to a vehicle, and be able to pass a background check. Please send your resume and letter of interest to apply@rivardreport.com.



Audience Development



Chalkbeat

Digital Marketing Manager Job Description

[Chalkbeat](#), the nonprofit news organization telling the story of education in America, seeks a digital marketing manager to help Chalkbeat grow into one of the largest nonprofit news sites in the country.

Chalkbeat's digital marketing manager will drive key outcomes for both our revenue and editorial teams — increasing digital revenue, growing email subscribers, and piloting new audience growth initiatives. This is a highly interdisciplinary role, working in tandem with almost every team at Chalkbeat, from editorial, revenue, tech, analytics, etc. This position will report to the Head of Growth.

Who are you?

You are mission-driven, and you understand that the success of Chalkbeat means combining excellent journalism with a strong business model. You're a self-starter who can both see the big picture and jump in to help execute important work. You're comfortable wearing many hats and are highly collaborative, able to earn trust and drive outcomes along the way.

What background and skills do you have?

- 3+ years of work experience related to marketing or audience growth
- An entrepreneurial spirit, with stories to tell
- Proven track record of email-based conversion (either donations or e-commerce sales), and experience utilizing the capabilities of an email service provider
- Comfort with segmentation and data
- Strong writing and editing skills
- Organized, detail-oriented, and able to take initiative without heavy oversight

We know that many strong candidates will not have all the skills we list. That's OK. What else do you bring to the table? Please tell us!

What will you be responsible for?

- Membership: Driving growth in reader revenue, specifically the evolution and expansion of our brand new membership program.
- Email marketing: Creating a sustainable and scalable email experience across teams, especially as our reach continues to expand into new locales and topics within the education space.
- New initiatives and market research: Identifying, evaluating, and piloting promising initiatives that support Chalkbeat's growth, from re-investing in existing products to incubating new high-potential opportunities.



Chalkbeat

Ideally, you'd be based in one of the cities where Chalkbeat already has a presence: Chicago, Denver, Detroit, Indianapolis, Memphis, New York City, or Washington, D.C. However, working remotely is a possibility for the right candidate.

This is a full-time position with benefits. Chalkbeat offers a competitive salary, commensurate with experience, and a generous benefits package, including a paid winter recess from December 26-31.

About Chalkbeat

Chalkbeat is the nonprofit news organization committed to covering one of America's most important stories: the effort to improve schools for all children, especially those who have historically lacked access to a quality education. We are mission-driven journalists who believe that an independent local press is vital to ensuring that education improves. Currently in seven locations and growing, we seek to provide deep local coverage of education policy and practice that informs decisions and actions, leading to better schools. Read more about our [mission and values](#).

How to Apply

Please send a PDF of your resume and a cover letter explaining your interest in the position and where you heard about it to careers@chalkbeat.org. Include "Digital Marketing Manager" in the subject line. Chalkbeat is dedicated to equal employment opportunities for all applicants and employees. Chalkbeat encourages people of all races, colors, national origins, ancestries, creeds, religions, genders, ages, disabilities, veteran statuses, sexual orientations, and marital statuses to apply.

RIVARD REPORT

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Events & Audience Engagement Coordinator Job Description

POSITION OVERVIEW

This position will be primarily responsible for taking a lead role in the planning and programming for the Rivard Report's growing events portfolio. The duties include, but are not limited to: planning and programming for public policy and community engagement events, pitching new event ideas, fostering existing and developing new partnerships with area organizations, prospecting and engaging new event sponsors, assisting the membership coordinator with member events and helping to grow the event portfolio and revenue for the Rivard Report. This role is also integral to furthering our audience development and engagement efforts through events as well as assisting with other business and fundraising initiatives. We are very collaborative and work together on a variety of projects and initiatives to further our mission.

This position will support the Editor & Publisher, Chief Operating Officer (COO) and Advertising & Marketing Director, and reports directly to the COO.

RESPONSIBILITIES

- Spearhead civic and community engagement events including taking a lead on with planning and coordination, invitations, registration set-up, helping with membership table, sponsorship sales and management, vendor management, curating follow-up lists, and following up with newsletter subscriber and member prospects.
- Develop and maintain Rivard Report's online events calendar and newsletter
- Promote and market the Rivard Report's events to drive attendance and engagement

- Work with the other members of the business team to identify and create opportunities for cross channel promotion events with other San Antonio based organizations.
- Seek creative opportunities to use Rivard Report events to drive audience growth and engagement before, during and after event
- Look for creative opportunities to include and engage the Rivard Report's existing readers, members and donors in various events
- Generate a sponsor prospect leads through a variety of sources including the internet, databases, periodicals, and inbound inquiries.
- Assist in the development and management of individual event budgets
- Assist in the creation and development of event marketing materials and sponsorship guides
- Collaborate with Membership Coordinator to plan and execute membership events
- Develop creative ways to recognize, support, and benefit sponsors
- Provide quality customer service support for event attendees and sponsors
- Update and maintain the Rivard Report's sponsorship database and produce weekly and monthly reports for the Chief Operating Officer, Publisher & Editor and Marketing & Advertising Director.
- Assist in the management of social media channels as they pertain to events and audience engagement
- Assist Rivard Report leadership with general administrative tasks as needed.
- Other related duties as assigned.

STATUS:

Full-time, Exempt



Many thanks to our partners:

iMPACT ARCHITECTS



theajp.org