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**What:** Annual Media Consortium Member Meeting

**Where**: [The Hudson Hotel](http://www.hudsonhotel.com/" \l "/home/" \t "_blank), 356 West 58th Street, New York, NY  
**When:** February 25 from 9 a.m. to 5 p.m. and February 26 from 9 a.m. to 4:30 p.m.

(Breakfast starts at 8:30 a.m., so please be on time!)  
*EMERGENCY CONTACTS* ***TMC STAFF  
HUDSON HOTEL STAFF  
DONNYBROOK PARTY PLACE***

***UP ON WALL:***\* Journalism Landscape Grid: present and future grids (need sticky notes and markers for people to put themselves up)  
\* Bike rack (aka parking lot)  
\* Open space: conversation table (mc members self organize) have groups from survey listed out  
\* 5 strategic principles  
\* Anything else? ***FOR EACH MEMBER (and available somewhere online):  
{NEED TO BE SENT TO FED EX ON 19TH FOR PICK UP 23RD- FIND FEX OFFICE BY THE HUDSON***\* agenda  
\* bios  
\* list of attendees—include members and guests   
\* Mission, strategic principles and project updates   
\* List of current members  
\* map and directions to TMC/BTE party via train

**Meeting Goals:**

* Kick off a year of incubation, experimentation and collaboration by sharing concrete how-tos, and best practices and skills-building presentations and mini-labs
* Support ongoing networking and deepening of working relationships among TMC members
* Provide info for members on 2010 TMC initiatives and membership and receive feedback on The Media Consortium

**February 24**

**Coordinating Committee Meeting: 5:30**Agua Dulce 802 9th ave. Reservations/Van Slyke 212-262-1299

**7 p.m. New Member/Attendees Cocktails and Drinks:** Is your organization a new member of The Media Consortium? Is this your first Media Consortium meeting? Join MC staff and coordinating committee members for drinks and an introduction into The Media Consortium.   
Hudson Library Bar

**February 25**

**8:30-9 Breakfast available**   
  
**9-9:20 Welcome and Meeting Goals overview**TVS

WELCOME  
So excited to see you all here. This is actually the 5th anniversary meeting of TMC—which was started by a small group of people at pocantico, some who are still in this room, A lot has changed since then. New individuals and organizations have joined The Media Consortium. We’ve seen a complete upheaval of the media and political landscape with its own might shares of obstacles and exciting opportunities. The consortium was formed because its founding members believed that core relationships among leading progressive, independent media orgs was critical to the future of the sector and those relationships would create the basis to work together and overcome those obstacles and integrate those opportunities for maximum impact and ongoing sustainability.

The consortium and its members have accomplished much in the last few years and there’s a lot to build, strengthen and develop. And that’s the real focus of the next two days, and in fact the next year. I’m thinking of the next two days and in fact the next year around 3 c’s:

1. Collaboration: Building and deepening relationships that will share information, knowledge. Collaboration that could result in actual projects, whether organized on your own or through the consortium. And Collaboration that will lay the ground work for our next C.-creativity.
2. Creativity-Now is the time for us to open our imaginations, big picture brains to new opportunities that this media landscape is offering us. Last year was about the death of journalism, I want this year for the consortium to be about the future life of progressive media. And one major way we’re going to harness this is through the launch of one our major programs for the year, our Incubation and Innovation Lab, which you’ll be hearing more details about over the next few days. But with creativity comes our final c-challenges
3. Challenges: Yes, the challenges are all too real: budgets and bottom lines, staff time and resources, competing for attention and audiences. The consortium wants to work with you to figure out how to navigate these challenges in these hard times. That’s why we’ve set up the meeting to include conversations around the changing media landscape, but also looking internally at membership strategy for the consortium and a feedback session. But I also want to challenge you, in this room over the next couple days and throughout the year, to harness the possibilities of collaboration and creativity, to find the time to step out of the daily grind so we can work to redefining our individual and the sector as a whole for maximum impact, relevance and sustainability.

Goal for the meeting:

* Kick off a year of incubation, experimentation and collaboration by sharing concrete how-tos, and best practices and skills-building presentations and mini-labs
* Support ongoing networking and deepening of working relationships among TMC members
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On the wall we have:

1. Landscape analysis=chart. Will explain that in a bit
2. Bike Rack=there are ideas we don’t want to forget/lose, but aren’t necessarily pertinent to the convo at that moment
3. Open Space SIGN UP=ERIN QUICKLY EXPLAIN (survey and self-organize)

Run through agenda:

1. Highlight major panels, how groups will work at end of day, set up/order of 2nd day including membership updates and open space at end. Balancing the two days w/lots of information and time for you to connect discuss.   
   Hope is that many of these small group discussions result in new collaborations or ideas for members and/or TMC to explore thru dif. Opportunties over the next year.

Quick intros round room: name, org + 1 fun fact (what fun fact?)

**9:20-9:40 A Progressive Media Landscape Overview-TVS AND ERIN**  
What are the next big opportunities and changes on the horizon that media producers need to know about? What is the current and future media landscape? TMC staff will lay out key areas and issues drawing on research from *The Big Thaw.*

1. *NOTE:* TVS and Erin give Big Thaw presentation that segues into landscape analysis. *Need to develop.* **TVS AND ERIN**As you know, we released The Big Thaw in late 2009. Had lots of positive response. Many concepts and theories laid out in the report. We’ve broken the report out into slideshows, blog posts, online etc.. to make it easy to access and consume. Wanted to take many of the findings and recommendations from the report and set the state for ideas and issues that we will be addressing during the meeting and implications for future TMC projects and initiatives.
2. *MEDIA LANDSCAPE ANALYSIS:* -**TVS**
   1. Seeing a dramatic shift in journalism landscape and the progressive media sector itself. Consortium was founded by a certain set of legacy players. As we’ve grown, sometimes strategically, sometimes not have brought some new kinds of players into the fold. But the landscape is continuing to change, bringing in new models of media production, revenue, impact, list building, community and action. We need to identify a membership strategy going forward that sets the consortium up for reflecting and potentially shaping the make up of this sector. We are going to get into the important details of this conversation tomorrow morning, so all members should try to be here for this convo. But right now, want to look at 50,000 foot viewpoint at the changing landscape. I’ve taken a crack at defining the current and emerging sectors.
   2. RUN THROUGH
   3. QUICK Q’S??

INSTRUCTIONS: **TVS FACILITATE**  
On the wall- two versions of the sector. One is situated in 2010. One in 2015. Throughout the day, please post where you think you are NOW in 2010 and where you think your org. should be in 2015. It could be the same place. You could have moved to a completely. We’ll use that info to kick off the meeting tomorrow am.

**9:40-10 Small groups: Priorities and Opportunities in 2010—TVS FACILIATE**  
Members will discuss with each other the priority game-changers and opportunities that they are moving on or grappling with over the next year. What will these opportunities mean for the sector? What are the implications for your organization?

DURING THIS TIME—GET MONIKA SET UP ON SKYPE  
  
SET UP: **Groups of 4/DIVIDE UP TABLE**  
Identify big opportunities or shifts in media landscape that you want your organization’s to integrate into their operations over next 12 months in one or more of the following areas…  
1) Technology (mobile, tablets, social networking, etc..)

2) Journalism models

3) Revenue Generation opportunities  
4) Understanding and building your impact

5) Audience expansion and user engagement

Why?

What is ideal goal?

What are you grappling with?  
What help do you need?

How would you like to work with others to explore this opportunity?

NEED TO PUT THIS INTO A SLIDESHOW OR ON COMPUTER FOR PROJECTOR

**10:00-10:50 Journalism models and the future**

As media makers navigate this new media environment, they are developing and implementing creative new strategies to produce high-quality and high-impact journalism. What are these cutting edge opportunities and what do TMC members need to know about them? How can these strategies be used for audience expansion and engagement? What are examples of success and lessons learned? In this session, we’ll look at two main models: editorial collaboration and interactive journalism production.

Moderator: Ann Friedman, The American Prospect

* Monika Bauerlein, *Mother Jones* and Jason Barnett, The Uptake (Cop15 collaboration)
* Aron Pilhofer, Interactive Web Editor, *New York Times*

**10:50-11:10 Break**   
  
**11:10-12:10: Strategies and tools for community building**

Journalism and high-impact media is no longer just about the content that you deliver, it’s how you engage your audience and build an interactive community. Community building impacts opportunities for creating new models of journalism, revenue generation and list building. This session will dive into strategies and tools around community building and what they mean for your organization.  
Moderator: Joe Baker, Care2

* Ben Rattray and Matt Slutsky, Change.org
* Susan Mernit, Consultant & Founder, Oaklandlocal.com
* Elena Haliczer, Adaptive Semantics

**12:10-12:30 Small group breakdown**

Discuss your “aha” moments and ongoing questions from the morning sessions.

* Was there a new idea that you learned or was reinforced during these session?
* What idea, concept, tool, etc.. would you like to explore more?
* Have you found that your priorities have shifted (from this a.m.) after what you heard today?

**12:30-1:30 Lunch**

**1:30-2:30** **Moving into Mobile: Should you go there?**Should your organization be moving into mobile? This session will help guide members through the what-to-knows, best practices, and 101's as they develop a strategic plan for audience expansion, content delivery, citizen engagement and revenue generation through mobile.   
Moderator: Noel Rabinowitz, *ColorLines*   
Special Guests:

* Jed Albert: Mobile Commons
* Prabhas Pokharel: Mobile Active
* Noah Kunin and Jake Brewer Sunlight Foundation
* Kate Rados, Chelsea Green Publishing

**2:30-3:30 The right recipe for revenue generation**Business models are the most important and complex issues that media organizations are dealing with today. But there is no one business model that fits all. Instead, media organizations will have to find the right combination of revenue generation opportunities that fits their organization, audience and goals. In this session, we’ll dive into some of the most critical revenue generation areas that media organizations need to be aware of as they continue their quest for sustainability.   
Moderator: Bridget Gallagher, Center for Public Integrity/Development consultant

Special Guests:

* David Cohn, Spot.us
* Steve Outing, founder & director, Digital Media Test Kitchen at CU-Boulder
* Susan Mernit, Consultant & Founder, Oaklandlocal.com
* Bridget Gallagher, CPI

**3:30-3:50 Break**  
  
**3:50-4:30 Small group brainstorming---ERIN FACILITATE**

**NEED TO DO QUICK THANK YOU FOR JAY—TVS WILL LEAD. THANKS FOR SPEARHEADING, BRAINSTORMING, PHONE CALLS, ETC… NEED TO GET PRESENT FOR JAY….**

TMC members and special guests will organize themselves in small groups to discuss in depth next steps, questions and ideas around: revenue generation models, mobile, community building and new journalism strategies.  
NEED TO HAVE FACILITATOR [MODERATORS] FOR EACH BREAKOUT   
ASSIGN NOTETAKER AND PERSON TO REPORT OUT

MOBILE

REVENUE GENERATION

JOURNALISM MODELS

COMMUNITY BUILDING

What excited you?

What questions do you have about what you learned or heard about?

What additional information/tools/resources would be helpful for you and the rest of the members navigate this issue?

Are there potential next steps for your organization or for the consortium to explore?

**4:30-4:50 Report outs and 1st day evaluation—TVS FACILITATE**

**NEED DELTA/+ SIGN ON POSTERBOARD**  
   
**7-9 Party!**

Media Consortium member party and *Beyond The Echo Chamber* Book Launch

Location: Donnybrook

**February 26**

**8:30-9** Breakfast

**9-9:45 Media Consortium Membership Overview and Feedback--** RINKU FACILITATING

The Media Consortium will provide an overview of the journalism organizations populating the media landscape and discuss the implications for future membership strategy. Media Consortium members are encouraged to ask questions and provide feedback.

TVS REVIEW RESULTS OF TMC

* Goals and overview for this session: think together on how to predict and complications and opportunities of membership
  + Review landscape + 5 principles (TVS)
  + Flag conflict/geared toward keeping us together—how we can stay together
  + GOAL: Advancing the credibility of independent press together
  + Complexities of including of hybrids
  + Fundraising/Resources
  + How do we shape MC membership to shape landscape and stick together and advance sector as a whole (that defines how all of )
* Implications of landscape analysis
  + We want to reflect the shape of the landscape (and shaping) membership. Reflect it and shape journalism.
  + Want diversity of membership but a strategic diversity
* Short membership history
  + What we observe about the strengths and complexities of our membership make up
    - Strengths: networking, learning from each other, and working with each other that are the foundation of many of our projects.
    - Complexities: Diversity of needs;; sustainability, etc.. . “Newer” vs. “Older” orgs.
* Current membership
  + These strengths and complexities helped us shape our 5 strategic principles (Lay out) which allows us to develop projects that are flexible with changing landscape and our membership
  + PANELISTS: Ann,
  + Current shape of the landscape vs. current shape of the membership
    - WE MIGHT WANT TO QUOTE FROM OR HAVE TEXT FROM TONY’S RECOMMENDATION
* GROUP FEEDBACK: Journalistic credibility + action/impact
  + HOW DO WE WANT TO ORGANIZE?

**9:45-11 Media Consortium Mini-labs---JEANNE FACILITATE**

* Open session-remind people of dif. Breakout topics and where they’ll be in the room
* ID special guests for each sesson
* Inform that each guest will be there to talk for 10 min. each to generate convo (with q&a encouraged) but also to be there as resources for brainstorming, ideas, questions for members. Goal is for members to think about what, if anything, can help their organization and/or the sector evolve.
* NEED NOTETAKER
* NEED REPORT OUT PERSON
* HAVE 10 MINUTES AVAILABLE FOR REPORT OUT

Media Consortium members will break out into small groups and pick one of four “mini-labs” to attend. Consortium members will have the opportunity to hear from experts, ask questions and discuss ideas in these small group sessions.

* **New Journalism Tools: Data visualization, Transparency/Sourcing, Investigative Journalism and Action**   
  Hear from people working on the hottest tools and engaging in the most innovative strategies to produce and deliver high-impact journalism. Discuss how these tools and strategies could be integrated in your organization and what the potential benefits are. Special guests include: the Sunlight Foundation, DocumentCloud and more.
* **Diversifying Your Audience**  
  Shifting demographics are creating challenges and opportunities for content producers. Different groups use media in different ways and access different types of information and entertainment sources. So where do you start when you’re trying to increase your reach? This session will work with TMC members to lay the groundwork for moving on the best editorial and outreach strategies to diversify and expand your audiences. Kety, Latoya and Joe Baker
* **How Do You Know that Your Media Matters?**  
  Media makers and outlets are struggling to assess their impact as familiar print and broadcast forms fragment across screens and streams. What approaches best reveal how independent and public media producers engage the public and make change? TMC members will discuss lessons learned and best practices to track and explain media impact to your funders + community.  Hanna Riffay of American Independent News Network. Jessica Clark of the Center for Social Media will share the results of a series of impact summits conducted by CSM and The Media Consortium.
* **Creating A Volunteer Social-Networking Team**  
  This minilab will hone in on the how-to’s and benefits of organizing a social-networking volunteer team. When done right, social networking teams are a great way to help increase your audience and impact using tools like DIGG, Facebook and more. This session will include case studies on how to build your social networking team, tools to use and how to measure success. Special Guests include: Maya Schenwar of Truthout.org, Elena H., of Adaptive Semantics and Deanna Zandt, author of *Share This!*

**11:15-12:30 Break**

**11-12:15** **TMC member meeting—TVS FACILITATE**  
*Launch of Incubation and Innovation Lab*

We’ll turn our attention to the launch The Media Consortium’s 2010 launch of its Incubation and Innovation Lab. TMC staff will provide an overview of the program, its goals and benefits and member requirements.

* Generated out of many discussions with members, looking at the changing landscape, and specific recommendation from the big thaw
* II LAB- The Media Consortium to develop an Incubation and Innovation Lab that supports members in conducting rapid prototyping as a low-cost way to test new business, technology and content development models at a scale that they would not be able to achieve alone. The Media Consortium has developed a program that combines one-on-one consulting and organized and ongoing lab environments to accomplish this goal. This lab would also serve as a feedback and education system for members to build upon their experiments and experiences.
* Members will not only discover the best strategies for their organizations, but learn how to implement them—a critical component of ongoing success.

**Digital Refresh Workshop**  
The Digital Refresh Workshop is a three-month turbo charge for Media Consortium members’ digital operations. This workshop will provide intensive hands-on support and training to help our members analyze, understand, and innovate around key digital strategies, including list/community building, revenue generation and how to harness new journalism production strategies. By the end of the workshop, participating organizations will have completed an in-depth analysis of their current digital profiles, determined future goals to revamp their digital strategies, and will take the first step towards launching an experiment to reach those goals.  
  
The Digital Refresh workshop will provide members with cutting edge tools and smart guidance to achieve ongoing innovation for long-term sustainability and impact.

* Before the workshop begins, Media Consortium workshop leaders will engage in a deep dive analysis of your organization’s current digital profile and pinpoint potential growth areas.
* Once the analysis is completed, key members of your organization will attend a two-day strategic retreat lead by the Digital Refresh team (see below). The goal of the retreat will be to craft a plan to launch a key experiment/innovation that your organization will undertake over the next few months. The two-day retreat will include: an overview of the current media landscape and how your organization fits, an in depth review of your current digital profile and strategy, and pinpointing the area your organization wants to maximize growth, and last, but not least, developing an experiment and strategy to reach that goal.
* Following the strategic retreat, the Digital Refresh Workshop team will provide guidance, support and feedback on the experiment for three months.
* After three months, The Media Consortium will work with an organization to create a report on the results of the experiment to help set its next stage (support includes identifying next steps, fundraising, publicity, etc…). This report will be available as an open-source learning tool for other Media Consortium members.

In order to qualify for this workshop, your organization must be a dues-paying member of The Media Consortium and commit to the following:

* Provide Media Consortium workshop leaders with your organization’s digital profile. All information will be kept confidential. We can provide a non-disclosure agreement upon request.
* Work with TMC to plan strategic retreat logistics (location, food, lodging).
* Have open minds and be ready to experiment and innovate within your organization.
* Provide short monthly progress reports and/or participate in calls once a month after the strategic retreat for three months.
* Complete evaluation of experiment progress at end of workshop.
* Ensure participation and support from key senior staff on both editorial/business side of organization during major points of workshop (i.e. strategic retreat).
* Be able to pay DR Workshop fee

STARTING WITH 3 GROUPS THAT WE WILL WORK WITH THROUGHOUT SPRING AND EARLY FALL

APPLICATION and THIS INFO WENT OUT ON LIST SERV. DEADLINE FOR APPLICATION IS MARCH 10.

WORKSHOP LEADERS INCLUDE ANDREW GOLIS, MYSELF AND ERIN POLGREEN. ERIN AND MYSELF WILL PROVIDE 5 HOURS OF HELP/CONSULTING FOR GROUP AFTER. ANDREW AND MYSELF WILL LEAD A STRATEGIC WORKSHOP WEEKEND THAT WILL WALK THROUGH CURRENT AND POTENTIAL DIGITAL STRATGIES AND OPPORTUNITIES AND ID A PROJECT/EXPERIMENT THAT WE WILL PROVIDE FEEDBACK ON FOR 3 MONTHS.

STRATEGIC WORKSHOP AND CONVENE A MONTHLY CHECK-IN CALL W/ANDREW AND GROUP ONCE A MONTH.

**Small Group Labs**  
Throughout 2010/2011, The Media Consortium will organize a small group of TMC members to work with each other and outside experts to generate one or more experiments in mobile, revenue-generation, journalism and community building models. The Small Group Labs will also allow members to trade experiences, share information, and find answers to ongoing questions. Members will not only discover the best strategies for their organizations, but how to implement them—a critical component of ongoing success.  
At the end of the lab cycle, participating members will share experiences and lessons learned with MC members and allies, creating a ripple effect in which education, deployment of practices and evolution of experiments moves outward to benefit the whole independent media sector. Experimentation will create strategies and  space for media outlets to identify and implement a long-term formula for ongoing sustainability and impact that will support their critical journalism.

* THREE SMALL GROUPS STARTING AT STAGGERED TIMES IN NEXT FEW MONTHS
  + REVENUE GENERATION
  + JOURNALISM/COMMUNITY BUILDING MODELS
  + MOBILE
* THERE WILL BE AN APPLICATION PROCESS
* TMC WILL FACILITATE AND WORK WITH MEMBERS ON SMALL GROUPS: ORGANIZING, RESOURCES, EXPERTS AND BRAINSTORMING OF EXPERIMENTS.
* TMC WILL PROVIDE SEED MONEY FOR EXPERIMENTS FOR EACH LAB. MEMBERS OF EACH GROUP CAN DECIDE W/TMC WHERE MONEY SHOULD GO. SERIES OF SMALL EXPERIMENTS. ONE LARGE COLLABORATIVE, ETC..

*TMC Coordinating Committee Elections and overall feedback—*LINDA JUE FACILITATING

* Election of new coordinating committee members
  + NEED TO THANK PAST MEMBERS
    - LARK, KIM, ROBERTO, DON??, ANDREW, JAY.
      * SO MANY MOVED OFF DUE TO:
        + LEFT MC ORGS (JAY, ANDREW)
        + HAD SERVED ON CC SINCE INCEPTION AND WAS TIME FOR NEW BLOOD
    - INTRODUCE NEW CC MEMBERS THAT CURRENT CC IS RECOMMENDING: JASON, AND JOHANNA
    - GO OVER REQUIREMENTS FOR CC AND WHAT WE’RE LOOKING FOR
    - ASK PEOPLE TO OFFER ANY OTHER RECOMMENDATIONS FOR CC TO CONSIDER. (have index cards)
    - CC WILL TAKE IT BACK AND OFFER ADDITIONAL SLATE TO MEMBERS OVER LIST SERV

*Consortium feedback*-STEVE KATZ FACILITATING  
Members will provide feedback on the work and strategy of The Media Consortium in facilitated, small-group sessions.

SET UP: 5 years of the consortium. Started first few years experimenting with different opportunities/strategies. Over the last few years, we have refined our mission and strategic principles, which are:

MISSION: amplify independent media’s voice, increase our collective clout, leverage our current audience and reach new ones.  We believe it is possible and necessary to seize the current moment and change the debate in this country.  We will accomplish this mission by fulfilling our five strategic principles.

* Foster Collaboration and Coordination—i.e. member meetings and list serv
* Build and Diversify Media Leadership—i.e. independent media internships program
* Focus on Audience Development—i.e. MediaWire program and list analysis and work w/Catalist in 2009
* Bring Money and Attention into the Sector—i.e. The Big Thaw
* Support Innovation in Journalism and Business Models—Incubation and Innovation Labs

Want to take this moment to do an important check-in about TMC’s strategy and initiatives. Break people into small groups and answer:  
What were your expectations of The MC?

* How is TMC working/supporting your organization and the sector?
* What does your organization/sector continue to need from The Consortium?

EACH GROUP SHOULD HAVE:

HAVE A NOTETAKER

GROUP SHOULD DECIDE TO REPORT OUT WITH TOP 2 WHAT’S WORKING AND TOP 2 NEEDS. NOTES SHOULD BE DELIVERED TO MC STAFF TO REVIEW.

STEVE---Facilitate report outs of small groups. Note that the coordinating committee and staff will take input back as work to strengthen TMC in the future.

IF THERE ARE QUESTIONS, TVS WILL WORK WITH STEVE TO ANSWER.

**12:15-1:30 Lunch**  
  
**1:30-2:15 TMC Member updates—ERIN FACILITATING**

Members and allies will give updates on their 2010 plans, including new projects, tools, experiments and collaborative opportunities. Members will have the opportunity to dive into these ideas and propositions in the TMC Member Open Space.  
  
**2:15-3:15 TMC Member Open Space-ERIN FACILITATING**  
Members will have the opportunity to self-organize and propose conversation topics to dive deeper into ideas or tools discussed at the meeting, follow-up on member updates and more. You can use these conversations to a) network one-on-one, b) organize small group convos around collaborations, projects, wish list, etc..

**3:15-3:30 Report outs-TVS FACILITATING  
  
3:30-3:45 Close Out and Evaluation-TVS FACILITATING**