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Pathways to Engagement:

Understanding How Newsrooms
are Working with Communities

BY ANGELICA DAS
EDITED BY JESSICA CLARK
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PREFACE

Journalists are working with their communities in a range of new ways that are reshaping how newsrooms report, publish, and pay the bills. This emerging trend has roots in past journalism industry movements but has taken on unique contours in the digital age. As Democracy Fund seeks to support new tools and practices that can expand community engagement in journalism, we wanted to understand the landscape of the field in more detail. We commissioned this paper to help us create a taxonomy of engagement practices.

In this paper, we have documented a broad spectrum of efforts that help position communities at the center of journalism. Different approaches are outlined, along with useful examples from the field. We don't seek to prioritize or rank these different models, but rather understand that each meets different newsroom goals and community needs. Together, we refer to the full spectrum of ideas presented here as "Engaged Journalism."

Engagement is an emergent practice in journalism although it has been explored and debated for years in other fields, which have invested greatly in documenting, training, and supporting innovation and best practices. But as newsrooms grapple with these ideas anew, it is to be expected that the language they use will be a bit of a contested terrain. It is in language where we hash out the core ideas that shape how we operate in the world.

We undertook this study of engagement to clarify our own thinking, not to enforce a uniformity on others. We hope our taxonomy will be of use to the field, but we also see the value in continuing to push and pull on the meanings behind the words we use. We also welcome your feedback on these ideas and look forward to hearing more stories about how engagement is understood in your newsroom and community.

PAUL WATERS | SENIOR ASSOCIATE, PUBLIC SQUARE PROGRAM

What is Engaged Journalism?

As members of the civic journalism movement did over 25 years ago, a new generation of engaged journalism practitioners is rethinking relationships with communities. Geneva Overholser, Senior Fellow and Consultant at the Democracy Fund, identified challenges in a recent report that engaged journalism faces in an environment much more fraught with disruption, change, and constant innovation.[1] And as interviewees for this report affirmed, engaged journalists are rethinking deeper questions about the fundamental role of journalism in a healthy democracy.

At a basic level, engaged journalism represents a shift and refinement regarding the ways newsrooms interact with community members. Journalist and entrepreneur Andrew Haeg describes it as journalism reframed from a broadcast (one-way) function to a community (two-way) function: news as a conversation with the community.

Democracy Fund believes that the future of journalism and a healthy democracy depends in part on how the news industry navigates this shift and embraces modes of reporting that make news more relevant, responsive, and reflective of their communities. Jake Batsell, author of *Engaged Journalism: Connecting With Digitally Empowered News Audience,* defines the term as "the degree to which a news organization actively considers and interacts with its audience in furtherance of its journalistic and financial mission."[2]

"Engaged journalism" is also a buzzword – one of several that express a newfound interest in connecting journalists and the public. Others include "community engagement," "people-powered journalism," and crowd-powered reporting. All of these are often used interchangeably. Not everyone undertaking engaged journalism practices recognizes this as the umbrella term. Michelle Ferrier, a former journalist and associate dean at Ohio University's Scripps College of Communication, points out, "What I'm seeing is a spectrum of activity that can fall under what we're calling in scholarship 'participatory journalism'."

> **"Engaged journalists are rethinking deeper questions about the fundamental role of journalism in a healthy democracy.**

What matters here is not terminology but practice – for the purposes of this inquiry we recognize the validity of these other terms, but will continue to use "engaged journalism" to describe the spectrum of practices that Democracy Fund seeks to foster.

ENGAGED JOURNALISM: CHANGING HOW JOURNALISM SERVES COMMUNITY

There are two key factors at the heart of engaged journalism: change and service. In our research, these two terms come up repeatedly in how people talk and write about the practice. To understand what this means, it is useful to examine these two factors in more depth.

Change: Engaged journalism is about changing the relationship between the public and journalists as technology shifts both habits and power – about "journalism that serves the needs of communities and democracy, and does that by listening to the needs of

community at its central core," says Peggy Holman, executive director and co-founder at Journalism That Matters. In a recent report on best practices in audience and community engagement, Mónica Guzmán, a 2016 Nieman Fellow and recent freelance technology and media columnist, explains, "Now more than ever, journalists can engage their audiences as contributors, advisors, advocates, collaborators, and partners."[3]

Service: Journalist, academic, and engagement strategist Joy Mayer describes engaged journalism as "crafting journalism that is a community service and that is as focused on inviting involvement in journalism as it is informing the community." While "we can't all be public media," even for many for-profit journalism projects "it's about mission."

It's worth noting that both these factors are driven by external and internal pressures. Externally, participatory platforms and ubiquitous connectivity are challenging the longstanding relationships between newsrooms and their audiences, empowering communities as creators and collaborators. Internally, newsrooms understand that as consumption habits have changed they need to transform their relationships with communities to maintain their relevance and audience attention. These forces are repositioning journalism in our daily lives. What was once a product is now understood as a service. There's more data about how people use the journalism we produce and newsrooms increasingly need to make decisions that respond to the needs of their communities.

At the same time, it's important to remember that some outlets have always put an engagement ethos front-and-center. Public access television stations, community radio stations, alternative and ethnic newspapers, and beat outlets focused on civic issues have long practiced forms of engaged journalism. Crowdfunding is a digital platform-powered version of the pledge drives and membership models that have been around for years. The taxonomy that follows focuses on new initiatives and trends, but there are many lessons that can be brought forward from these decades-old institutions.

A TAXONOMY OF ENGAGED JOURNALISM[1]

The taxonomy of key categories of engaged journalism that follows both illuminates the overwhelming interest in and potential for engaged journalism as a field, and suggests entry points – individuals or institutions – who could spearhead future work.

Categories such as "Crowdsourcing," or "Inclusion" provide an indication of the range of practices and try to sketch some loose comparisons between models. As in any taxonomy, however, there is inevitably overlap between these various models and those intersections can be instructive.

Similarly, engaged journalism practices are adjacent to other rising news trends, such as data visualization, sensor journalism, chatbots, etc. While many of these initiatives are interactive and interesting for users, they are not included here, as they are not participatory and don't meet the criteria of better involving the public in informing and discussing stories.

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1   Full disclosure – members of the Dot Connector Studio team have worked with a number of the projects featured in this report as clients or colleagues, including Curious City/Hearken, Hidden Hunger, iSeeChange, and the The UpTake.

Solutions-Focused Collaboration: Journalism projects that include multiple journalism organizations working together on a joint initiative or story.

Examples include:

- **Dirty Little Secrets:** The Center for Investigative Reporting (CIR) is leading this large-scale collaborative investigative reporting project in New Jersey focused on "the local impacts of New Jersey's toxic legacy." Contributors include New Jersey Public Radio/WNYC, WHYY, NJTV, NJ Spotlight, Jersey Shore Hurricane News, WBGO, New Brunswick Today, and the Rutgers Department of Journalism and Media Studies. WFMU additionally commissioned comedians to create stand-up routines sourced from the stories about contamination. They performed in a Toxic Comedy tour that included discussions with reporters.

- **Education Lab:** The Solutions Journalism Network and *The Seattle Times* partnered to produce the Lab, which applies the solutions journalism approach to coverage of public education in the Pacific Northwest. The Lab has hosted several community meetings and large-scale events, and experimented with new ways to feature community voices, including live chats, reader questionnaires, and regular guest columns. http://www.seattletimes.com/education-lab-about/

- **Hidden Hunger:** Capital Public Radio (CapRadio) led community partners in a multi-platform and participatory media project to address the crisis of hunger facing agriculture-rich Sacramento County. In addition to reporting, CapRadio worked as an equal partner with community stakeholders to assess information needs, set goals, and determine content strategy, distribution, and engagement. http://www.capradio.org/hiddenhunger

- **SF Homeless Project:** *The San Francisco Chronicle* led the collaboration of over 70 local news outlets to focus a single day of reporting on homelessness in San Francisco, its causes, and solutions. Coverage extended well beyond the designated day and partners curated a list of nonprofits with volunteer and other needs addressing the issues reported on. https://sfhomelessproject.com

Crowdsourcing: Journalism projects that rely on specific contributions from users, such as individual data points, user-submitted photos, and questions for Q-and-As with experts. Combined, these user contributions inform larger projects.

Examples include:

- **Cicada Tracker:** WNYC crowdsourced content on the emergence of cicadas across the east coast. Listeners reported cicada sightings and helped measure ground temperatures that would predict their arrival using home-built sensors. https://project.wnyc.org/cicadas/

- **Curious City:** WBEZ crowdsources questions to investigate from Chicago residents. The public is engaged in editorial decision-making by submitting questions, voting, and participating in investigations. http://curiouscity.wbez.org/

- **Free the Files:** ProPublica invited readers to help review online records of ad buys, previously only accessible in-person, from television stations in battleground states. By crowdsourcing the data, reporters were able to create a large public database about how outside interest groups were influencing presidential and congressional elections. https://projects.propublica.org/free-the-files/

- **Ghost Boat:** Medium crowdsourced the investigation into a missing ship carrying 243 migrants. The effort included many individual contributors as well as group hackathons, where teams tried to surface new evidence. https://medium.com/ghostboat

- **iSeeChange:** Independent media makers created a suite of digital tools that allows users to contribute their personal stories, data, and observations about weather and climate change. Journalism partners have developed stories on how climate change impacts daily lives based on some of the content. https://web.iseechange.org/

- **The Counted:** Building off a few existing datasets, *The Guardian* turned to readers across the U.S. to help submit tips about deaths by law enforcement. The project combines reporting with verified crowdsourced information. https://www.theguardian.com/us-news/ng-interactive/2015/jun/01/the-counted-police-killings-us-database

- **What's With Washington?** WAMU crowdsources questions specific to the Washington, D.C. metro area for investigation. Listeners and readers vote on questions and can join reporters to work on the story. http://wamu.org/whats-with-washington/

Co-production: Journalism projects that rely on users to help craft the stories themselves, helping to shape productions by providing substantial content.

Examples include:

- **CNN's iReport:** CNN asks audience members to submit stories on topics of interest or on topics relevant to news stories that the network is already covering. Video and images are used to build larger news stories. http://www.cnn.com/specials/opinions/cnnireport

- **GroundReport:** The global site allows anyone to publish articles as well as post videos vetted by volunteer editors, allowing reporters to build a portfolio that is hosted for free. Mainstream media outlets monitor the site for news and quote articles. http://www.groundreport.com/

- **Jersey Shore Hurricane News (JSHN):** Originally created to share news in the aftermath of Hurricane Irene, JSHN pioneered participatory reporting on Facebook. An evolving corps of citizen contributors help report news, traffic, weather, and general community news in New Jersey. https://www.facebook.com/JerseyShoreHurricaneNews

- **The UpTake:** An online news outlet based in St. Paul, Minnesota, The UpTake got its start during the 2008 Republican Convention using what have now become ubiquitous citizen journalism methods. It continues to rely on live-streamed news events, public meetings, crowdsourced reporting, and social media. http://theuptake.org/

- **WITNESS:** A human rights organization, WITNESS features videos documenting violations around the world, demonstrating the power of storytelling by combining the strengths of professional and nonprofessional contributors. Their site also provides resources on production, advocacy, tech tools, and more. https://witness.org/

Crowdfunding: Journalism projects that are supported by financial contributions from users via new digital platforms.

Examples include:

- *The LoDown*: A community news site and magazine focused on the Lower East Side of Manhattan, *The LoDown* launched a crowdfunding effort on the discontinued Beacon Reader platform, to fund a year-long reporting project that aims to find solutions

for small businesses in the neighborhood that are struggling to survive. http://www.thelodownny.com/

- *New Brunswick Today*: The free, bilingual newspaper *New Brunswick Today* has run multiple crowdfunding campaigns, also on Beacon Reader, to support translating more English-language content into Spanish, cover urgent immigration stories, and bolster watchdog journalism holding local politicians and institutions accountable. http://newbrunswicktoday.com/

- **Radiotopia:** PRX launched a successful campaign to support the podcast network Radiotopia on a platform called Commit Change, reaching 19,500 donors from across the globe, with 82 percent of contributors committing to recurring support. https://www.radiotopia.fm/

Inclusion: Journalism projects that focus on amplifying voices that traditionally have been left out, promoting racial justice and/or crossing cultural divides.

Examples include:

- *#InTheirWords*: USA TODAY's *#InTheirWords* allows users to create a self-driven documentary drawing on a set of interviews with young leaders in the civil rights movement. http://www.usatoday.com/pages/interactives/InTheirWords/

- **Embedded Mediamaker:** PBS's POV documentary series and *The New York Times* selected three multimedia storytellers to be embedded with the Race/Related team at *The New York Times* to develop interactive content exploring race. http://www.pbs.org/pov/blog/pressroom/2016/08/three-multimedia-storytellers-selected-race-related-nytimes-pov-digital/

- **New America Media:** A hub for ethnic news outlets, the New America Media association makes content of individual outlets more accessible to general audiences and provides opportunities for making connections among outlets and users across shared concerns. http://newamericamedia.org/

- **Question Bridge:** An innovative transmedia project, Question Bridge facilitates a dialogue between a critical mass of black men from diverse backgrounds and creates a platform for them to represent and redefine black male identity in America. http://questionbridge.com/

- **Unite Rochester:** *The Democrat & Chronicle* of Rochester, New York created a series to raise awareness about issues of race and racism, with the goal of inspiring inclusivity in solution to community challenges. http://www.democratandchronicle.com/blog/uniterochester/

- **We Create Here:** An initiative of *The Gazette*, We Create Here developed stories, live events, and fostered community conversations on innovation, diversity, and inclusion in an area known as Iowa's Creative Corridor. http://www.thegazette.com/we-create-here

Interactive: Journalism projects that involve users through immersive and multimedia platforms, and rising ones such as virtual reality, gaming, and transmedia storytelling.

Examples include:

- **Consumer Consequences:** American Public Media created an interactive game to challenge users to think about sustainability and the impact of their lifestyles on the

Earth. The game calculates an "ecological footprint" and gathers data for related stories. http://sustainability.publicradio.org/consumerconsequences/

- **Do Not Track:** This independently produced, personalized documentary series adapts to the person watching it. People are invited to share their data with the project, and in return it shows them "what the web knows about you." https://donottrack-doc.com/en/intro/

- *Hollow:* An independent filmmaker collaborated with residents of McDowell County, West Virginia to tell the story of population decline in the rural United States. The project began with a series of participatory storytelling workshops and a community news website that helped generate the content and framing. http://hollowdocumentary.com/

- **LandofOpportunity:** This experimental web platform, based in post-Katrina New Orleans, explores post-crisis community (re)building in America. The platform merges multimedia storytelling with curated data, research, and calls to action in one collaborative, interactive space. http://landofopportunityinteractive.com/

- *Sandy Storyline:* A participatory documentary, *Sandy Storyline* collects and shares stories about the impact of Hurricane Sandy. The site features audio, video, photography, and text stories, contributed by residents, citizen journalists, and professional producers. http://www.sandystoryline.com/

- **SPENT:** The SPENT interactive game challenges users to make the kinds of decisions faced by people surviving poverty, unemployment, and homelessness. Produced in partnership with the Urban Ministries of Durham, the game uses real market numbers about income and housing from the Durham, North Carolina area. http://playspent.org/

Mobile Chat: Journalism projects that use mobile technology such as SMS text messaging to communicate with users and inform reporting.

Examples include:

- **GroundSource:** Billed as a listening platform, GroundSource enables journalists to connect with their communities using simple text interface to share stories, find sources, and collect data. https://www.groundsource.co/

- **Listening Post New Orleans:** A community media project in partnership with Internews, GroundSource, and WWNO, Listening Post uses cell phones, public signs, and roving recording devices to capture and share voices, information, and opinions with the goal of creating and expanding conversations around local issues. http://listeningpostnola.com/

- **OneWorld:** OneWorld created a real-time election monitoring platform for "empowering civil society in some of the world's most fragile democracies," that includes a cross-media civic education tool, media training, media monitoring, long-term observation, and direct communication with elected officials. http://oneworld.org/democracy-and-governance

- **Ushahidi:** Originally built to map incidents of violence after the disputed 2008 Kenyan presidential election, Ushahidi collects and maps data using text, email, and Twitter for a range of public interests, including human rights monitoring and crisis response. https://www.ushahidi.com/

Public Convenings: Journalism projects that combine traditional reporting with face-to-face public events.

Examples include:

- **Dark Side of the Strawberry:** The Center for Investigative Reporting's investigation into dangerous pesticides involved in-depth reporting, face-to-face community engagement, and even a local play written to encourage dialogue with residents. https://www.revealnews.org/article/californias-strawberry-industry-is-hooked-on-dangerous-pesticides/

- **News Voices: New Jersey:** This two-year initiative from Free Press has brought together hundreds of New Jersey residents, including journalists, activists, faith leaders, union members, and artists, in-person to discuss pressing local issues and strengthen relationships between newsrooms and communities. http://www.newsvoices.org/new-jersey

- **PlanPhilly:** A project of WHYY and NewsWorks, PlanPhilly combines news coverage on planning, design, preservation, and development with live events to encourage active involvement of the community in holding city officials accountable. http://planphilly.com/

- **The View From Here:** At Sacramento's Capital Public Radio, The View From Here explores one topic for a year, producing radio documentaries, podcasts, and community media, designing digital and photographic pieces for website and social media conversations, and sharing work through community events, public exhibits, and presentations. http://www.capradio.org/news/the-view-from-here/about-the-view-from-here/

Training: Journalism projects and institutions that put training for citizen reporters and storytellers at their core.

Examples include:

- **Bronx Documentary Center:** In addition to gallery space and events, the Center prioritizes technical and contextual training for neighborhood residents in documentary photography for social change. http://bronxdoc.org/

- **The Center for Cooperative Media:** The Center for Cooperative Media seeks to grow and strengthen local journalism in New Jersey through training, professional development seminars, and one-on-one coaching. https://www.montclair.edu/arts/school-of-communication-and-media/center-for-cooperative-media/about-us/

- **Denver Open Media:** Denver Open Media provides training, classes, and studio equipment. They also operate under an entirely user-driven philosophy: citizens create the programs, offer feedback, and vote on broadcast schedules. https://www.denveropenmedia.org/

- **Internews:** An international media development organization with a mission that combines crossing cultural divides with training underserved populations through journalism education; helping local media professionals develop original programming; providing infrastructure support; and fighting for fair and reasonable media laws and policies. http://internews.org/

- **Oakland Voices:** A community media project, Oakland Voices trains East Bay residents to become digital storytellers and produce multimedia content about their own neighborhoods. http://oaklandvoices.us/

- **PhotoVoice:** With the mission of empowering voices in marginalized communities, PhotoVoice uses participatory photography and digital storytelling to encourage self-representation. https://photovoice.org/

CHALLENGES: ADVOCACY, INCLUSION, AND ASSESSMENT

Advocacy

Journalists and newsrooms have many questions about whether and how to practice engaged journalism. They express concerns that by giving community members a greater say in how and why content is produced — and in some cases allowing them to co-produce content — they are compromising editorial integrity and independence.

However, it's important to remember that the field of engaged journalism isn't just about journalists. Instead, it involves a community of practice made up of practitioners of journalism, community advocates, urban planners, educators, and others with additional skill sets — people who care about the role of news and information in civic life, and see the value of opening up the newsroom to broaden the conversation around issues that matter. While each of these people and their ideas about engagement fall along a spectrum of engaged journalism practices, they share a focus on and a concern for informing and cultivating community dialogue with a goal of problem-solving.

Andrew Haeg of GroundSource argues that at the far end of the spectrum, for news producers engaged journalism actually means acting like a community activist — not by advocating for a cause, but by organizing people to ensure that news product reflects their experience and meets their needs.

Engagement editors in newsrooms are still editors — they act as guides, curators, fact-checkers, and moderators. They put sources in context by asking them to speak to one another instead of just speaking to a reporter. They serve and create the public square by involving a multiplicity of voices and asking audience members to recognize their own stakes and act on the issues being covered.

Inclusion

For many of the engaged journalism practitioners and observers that we interviewed, diversity and representation isn't just an important piece of the work of engaged journalism, it IS the work. The crisis of diversity and representation in media at large speaks to the cultural shift engaged journalism inherently addresses.

Haeg suggests that a move towards that engaged journalism stems from the realization that overall, the profession and work of reporting is not doing a great job of reaching increasingly diverse communities.

Michelle Ferrier argues that there is still a great deal of foundation to be laid, "We're still in the mindset that journalists can and should do this work, I'm not there yet. I don't know that journalists can do this work, especially in communities of color where there have been issues of distrust and continue to be … engagement is five steps down the road. They can't get to engagement if there's no trust."

This deep-seated issue of trust is at the heart of why engaged journalism is necessary. It's also an argument for not shying away from comparisons or relationships with advocacy.

For Andrew DeVigal, Chair of Journalism Innovation and Civic Engagement at the Agora Journalism Center, it's not about advocating for one side over another. Instead the goal is to empower a community to be able to solve their own problems or tell their own stories. "A lot of people come into journalism because they want to give voice to the voiceless," he says," but the fact is they aren't voiceless, it's just that no one listens, they just don't have the platform."

Haeg says that "often [the term] 'diversity' is a stand-in for 'low income,' or people who don't have resources." Therefore, these community members are not prioritized if the goal of an outlet is audience growth and not true engagement. According to Holman, "The structural impediments to the people of color innovating in media is shameful."

Ferrier concurred, "I've noticed a distinct decline in money going to projects by and for communities of color or underrepresented communities. These programs were key for developing new leaders." At the same time, Holman argues that a shift in practice is most likely to happen in communities of color because that's where the needs are the greatest, which means there's a critical dearth of funding in the places where innovation may be most rich.

"It's not about advocating for one side over another. Instead the goal is to empower a community to be able to solve their own problems or tell their own stories."

She continues, "We need to find a way to talk about the fact that our media serves one percent of our population and the rest get crap. Until we are willing to seed funding to other vehicles that serve the other 99 percent, then we are doomed to shovel money into an enterprise that has never really served the democratic purposes of our country."

Tackling this gap means working with national and local organizations which have dedicated themselves to the issue of media inclusion.

Assessment[2]

Understanding engaged journalism in this moment of transformation and experimentation requires ongoing evaluation, iteration, and rejiggering. Fortunately, a number of new tools, guides, and resources have been developed to help reporters, outlets, and publishers track not just audience numbers, but online and offline engagement metrics:

- **Impact Tracker:** The Center for Investigative Reporting has released an open-source Impact Tracker, a "custom-built platform that is being used by more than 20 organizations around the world." https://www.revealnews.org/press/cirs-open-source-impact-tracker-is-live/

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2   The Dot Connector Studio team also works regularly to curate resources related to media impact and build related tools for the field – see the Assessing Media Impact section of the Media Impact Funders site, http://mediaimpactfunders.org/assessing-impact-of-media, which Jessica Clark edits, with additional tools available at http://dotconnectorstudio.com/strategy-tools.

- **Media Impact Project:** Based at the Norman Lear Center at the University of Southern California's Annenberg School for Communication and Journalism, The Media Impact Project is a "hub for collecting, developing, and sharing approaches for measuring the impact of media." http://www.mediaimpactproject.org/about.html

- **MetricShift:** MediaShift launched MetricShift to create a hub for those interested in media metrics, analytics, and measuring deeper impact "through original reporting, aggregation, audience engagement, and community." http://mediashift.org/metrics/

- **Metrics for News:** The American Press Institute developed "content analysis software, new journalism metrics, and innovative audience surveys to help publishers build smarter, more data-driven content strategies." https://www.metricsfornews.com/

LESSONS FOR UNDERSTANDING AND SUPPORTING ENGAGED JOURNALISM

The field of engaged journalism is primed for new investments that could help develop and expand both the practices and support the people involved. Early experiments and innovators have learned a lot about how to weave engagement into the reporting process, but there is still a long way to go to ensure these practices are widespread. Investing in supporting engagement in newsrooms right now could help move it from the edges of the industry to a core part of what journalism does in our democracy today. However, here are some things to consider:

Engaged journalism is not just about journalists.

Engaged journalism involves not only thinking like a community advocate, but working directly with community advocates who better understand the needs of a community that is not represented adequately in the news or by traditional news organizations. Any development of communities of practice in engaged journalism should include practitioners in community organizing and other fields. These practitioners should have strong skill sets in engagement, working alongside journalists as collaborators, gatekeepers, and ambassadors. "The skills of engagement are not skills that journalists have been trained with, but there are other disciplines who can bring that expertise," says Peggy Holman.

It pays to rethink traditional funding models.

Traditional, project-based funding has helped the field of engaged journalism to emerge, but experts interviewed for this article suggested newer models that could encourage innovation and address challenges.

To allow for experimentation, engaged journalism initiatives need access to planning grants that can be tied to an important question rather than a specific project, leaving room to fail and collecting lessons learned. Additionally, funding is needed across institutions, not within them. Engaged journalism has the potential to cross disciplines and build wide coalitions that might not happen in traditional or more limited structures.

The structure of these broad coalitions is also an area needing further investigation. Public-private partnerships and other collaborations based on accountability and civic responsibility may provide alternatives to traditional business logic. Long-term support may be diversified among foundations, investors, crowdfunding, or other new revenue sources.

On the issue of inclusion, engagement projects in underserved or underrepresented communities need to have at their core support for rebuilding trust in sources of news and

information, in addition to strategies for engagement. In places where there has been a complete lack of access to news and information, there is a blank slate with the opportunity to experiment in accelerating a media ecosystem that serves the community, with direct community involvement from the start.

Remember to ask new questions.

The goals for and impact measurement of engaged journalism projects need to be understood in terms of community. Some of those qualitative impact questions may be:

- Does this project have an impact on a community's sense of trust in media or a specific news organization?
- Are people more engaged in their community?
- Are people able to connect and get involved in the issues that matter to them?
- Is this work of value to the community?
- Is this work helping the community to understand itself better?
- Are community members changing their behavior because of engagement?

Case studies are key.

People who come from nonprofit backgrounds recognize the social value of engaged journalism, but case studies can speak to people whose priority is funding or budgets. Editors, managers, and senior leadership also need to know that work is being done successfully in other places with demonstrable results. Case studies also help to inform the field, strengthening the community of practice and building the public case for engaged journalism.

Technology is the delivery tool, not the outcome.

Digital tools and platforms alone don't address the deeper core of re-making journalism's relationships with community. Don't skip over relationships to get to the tools and technology; first, build trust in communities where engagement is needed.

We hope that these lessons and examples, drawn from leaders and practitioners in this emerging field, will challenge and inspire both journalists and those who fund them. This paper is designed to share with your colleagues, newsroom leaders, and even community members seeking to forge a new relationship with outlets. We look forward to seeing how emerging community of practice around engaged journalism evolves next.

ABOUT THE AUTHORS

Jessica Clark and Angelica Das of Dot Connector Studio are consultants at Democracy Fund, a bipartisan foundation working to ensure that our political system is able to withstand new challenges and deliver on its promise to the American people. Bringing extensive expertise in journalism, public engagement, media impact, and analysis, Clark and Das advise and conduct research for the Public Square Program and Democracy Fund at large.

For more information about Democracy Fund, please visit www.democracyfund.org.

- Michelle Ferrier, Associate Dean of Innovation, Research/Creative Activity and Graduate Studies, Ohio University

- Andrew Haeg, Founder & CEO, GroundSource

- Peggy Holman, Co-founder and Executive Director, Journalism that Matters

- Joy Mayer, Audience Engagement Strategist, Mayer Media Strategy

- Andrew DeVigal, Chair in Journalism Innovation and Civic Engagement, University of Oregon

ENDNOTES

1   Geneva Overholser, "Civic Journalism, Engaged Journalism: Tracing the Connections." Briefing paper, Democracy Fund. August 3, 2016, Accessed December 27, 2016. Available at: http://www.democracyfund.org/blog/entry/civic-journalism-engaged-journalism-tracing-the-connections.

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