#MeToo and the Media One Year Later
OVERVIEW

One year after #MeToo revelations about sexual harassment rocked the media industry, Power Shift Summit 2.0 brought together more than 100 newsroom leaders and experts to report their own progress and assess the hard work that remains to be done to create better workplace cultures.

At the first **Power Shift Summit**, emotions were raw. Sexual misconduct allegations had toppled industry leaders and sparked a movement toward global reckoning. Imbalances of power and corrosive behavior too long tolerated had left a trail of damage in the news industry and beyond. The path forward was urgent but out of focus.

One year later, on Jan. 15, 2019, the second summit focused on positive stories of change in newsrooms — along with a sober recognition of how much serious work must be done to create organizations free of harassment and discrimination and full of opportunity, especially for those who have historically been denied it.

"Maybe we are angry at a different level right now, but we are nonetheless committed," said Loyola University Chicago’s **Jill Geisler**, Freedom Forum Institute Fellow in Women’s Leadership, who moderated both summits.

Participants emphasized “how profound and deep these culture issues are” and how strong our commitment must be to change the status quo, said Cathy Trost, executive director of the Freedom Forum Institute, which oversees the Power Shift Project.

The **Freedom Forum Institute**, the programs and education partner of the **Newseum**, launched the **Power Shift Project** after the first summit last year as an industry-wide initiative to improve the quality and future of journalism by creating safer, more equal and diverse media organizations.

During the day’s discussions, there was acknowledgement of heightened awareness of the issues. Some media organizations are stepping up efforts to create better anti-harassment systems coupled with cultures anchored to values of respect and civility. Some have become better listeners.

“At NPR, listening is our whole business. We believe that listening changes the world, that’s why we do what we do,” said Loren Mayor, president of operations at NPR. “It turns out that inside the organization, the same thing is true as well. The more you listen to the people in your company, the more impact you can have.”

Even with progress, there was a sober recognition of how much still needs to be done to eliminate misconduct and discrimination and create stronger pathways to positions of power for women and people of color.
Sarah Glover, president of the National Association of Black Journalists, said progress hasn’t been drastic enough. “We all have to put pressure on our news organizations to say, ‘Where’s the change?’” she said, adding “It’s not enough just to have people of color or marginalized groups on your staff. Who is actually making the decisions?”

“When you start talking about sexual harassment and mistreatment in the workplace, to me it always comes back to something more profound. Do people, especially people who haven’t been part of your legacy organization, feel like they have a place here? Do they have a path?” said Carolyn Ryan, assistant managing editor of The New York Times. “That to me is the essence of why this matters. Who was the system set up to nurture and who has been left to find their way? And all of that intersects and collides with the bigger question of mistreatment and misconduct.”

This report includes the following sections:

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POWER SHIFT SUMMIT 2.0

CONVERSATION LEADERS AND PARTICIPANTS

JAN NEUHARTH, chair and chief executive officer, Freedom Forum; trustee, Newseum and Freedom Forum Institute

JILL GEISLER, Freedom Forum Institute Fellow in Women’s Leadership and Loyola University Chicago’s Bill Plante chair in leadership and media integrity

CATHY TROST, executive director and senior vice president, Freedom Forum Institute

CARRIE BUDOFF BROWN, editor, Politico

SORAYA CHEMALY, author and director, Women’s Media Center Speech Project

SHARIF DURHAMS, president, NLGJA – The Association of LGBTQ Journalists


SARAH GLOVER, president, National Association of Black Journalists

VICTORIA A. LIPNIC, acting chair, U.S. Equal Employment Opportunity Commission

AMINDA MARQUÉS GONZÁLEZ, executive editor and publisher, Miami Herald

JANE MAYER, staff writer, The New Yorker

LOREN MAYOR, president of operations, NPR

JULIE MOOS, executive director, National Press Club Journalism Institute

ELISA LEES MUÑOZ, executive director, International Women’s Media Foundation

CAROLYN RYAN, assistant managing editor, The New York Times

MIZELL STEWART III, senior director, talent, partnerships and news strategy, Gannett/USA TODAY Network

KAREN TESTA, former sexual misconduct team leader, The Associated Press

LAUREN WILLIAMS, editor-in-chief, Vox
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NEWS ORGANIZATIONS

ADVOCACY/COMMUNICATIONS GROUPS AND FOUNDATIONS

EDUCATIONAL ORGANIZATIONS
American University, Columbia University, Howard University, Loyola University Chicago, Missouri School of Journalism, Newseum, Syracuse University, University of Pennsylvania, University of Southern California, University of Wisconsin

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Summit organizers: Cathy Trost, senior vice president and executive director, Freedom Forum Institute and Jill Geisler, Freedom Forum Institute Fellow in Women’s Leadership

Executive Producers: John Maynard, senior director of programs, Freedom Forum Institute and Nicole Ianni, director of events, Freedom Forum Institute

Special thanks to Alicia Shepard and Karen Testa for significant research, audience outreach and logistical support and Roseann St. Aubin for live-blogging the summit.

This report was written by Karen Testa and edited by Cathy Trost.

Photographs by Neil Jaehnert.

Graphic design by Lauren Biagini, graphic designer, Newseum.
Focus on sexual misconduct alone is insufficient. Harassment and discrimination are inextricably linked together.

The underrepresentation of women and lack of diversity at all levels of media organizations continues; this inequity fuels the problems of sexual misconduct and discrimination.

Though there has been “a new intentionality” about creating better, safer workplace cultures, there is not yet enough real commitment to training, transparency and transformational measures that will create meaningful change.

Online harassment and attacks against journalists continue to be a serious concern, especially as targets are often women.

Safety issues for women increase when journalists work remotely, or in foreign countries and different cultures. Freelance journalists can be particularly vulnerable to harassment.

Sexual harassment and misconduct constitute just one form of illegal discrimination. Attention must be paid to all forms, including racial, ethnic, gender and age.

There are still many stories of sexual misconduct and discrimination that need to be told. Stories about systemic failures, vulnerable workers in low-wage industries and gender inequity in dangerous environments aren’t well covered.
WORK TO BE DONE

- **Culture Change** – Media organizations need to design and clearly communicate the standards of workplace culture that allow good journalism to thrive and journalists of all genders and races to feel valued. Involve and empower frontline and middle managers in this effort.

- **Leadership** – Media leaders need to set clear expectations for workplace values and behaviors and establish transparent and fair measures for those who fail to meet them.

- **Training** – Go deeper with interactive training designed to build on the input of staff and the support of top leadership to use critical thinking, courageous conversations and creative role-playing to learn ways to prevent sexual harassment and misconduct and the behaviors that can lead to it, such as incivility and bullying.

- **Accountability** – Audit flaws in internal systems that can protect predators or enable harassment or incivility to flourish. Create transparency and fairness around measures to correct power imbalances and misconduct.

- **Diversity** – Commit to hiring, promotion and development of diverse staff as a business imperative. Organizations need to make stronger efforts to create pathways and pipelines for women and people of color to advance in the news business. Mandate diverse voices as part of the leadership, decision-making and hiring teams. Report your diversity data.

- **Online Safety** – Even while fostering engagement with news consumers, employers must provide better protection for reporters from threats and verbal attacks in the digital world.

- **Coverage** – Tell stories of those whose voices have traditionally been muted. Commit time and resources to journalism that holds the powerful accountable by following the money and exposing those who abuse their influence – or the systems that protect it.

- **Trauma-Informed Reporting** – Reporting on people who have experienced trauma requires new approaches, language and context. Become better journalists by learning what it means to be a victim of trauma. Training can make a difference.
WHAT’S CHANGED AND WHO’S LEADING THE WAY
FROM REACTIVE TO PROACTIVE

What have media organizations done to assess and change the health of their own cultures to ensure safe and equitable workplaces? What progress has been made and what work still must be done? And who is leading the change?

Freedom Forum Institute fellow Jill Geisler, who guided the summit discussion, opened with a challenge: had calls for action made a difference? Six media leaders who had helmed the first Power Shift Summit returned to discuss what had changed.

VALUING COLLABORATION AND CIVILITY

Carrie Budoff Brown, editor of Politico, said she has made an intentional change in her hiring practices that puts as much value on a person’s ability to work cooperatively and civilly as on their journalistic excellence. Her latest political team was built with that intention front of mind, creating “a little laboratory in the newsroom” to compare to existing teams. She sees the difference already. “Teams that have a supportive, collaborative vibe without a doubt perform better,” she said. The challenge is “how do we confront people in the newsroom who don’t live up to the values that I hold extraordinarily dear,” she asked.

To help spark the culture shift at Politico, Brown instituted open-door forums with management and staff for more open discussion — from breakfasts, to newsroom meetings, to happy hours and office hours.

Traci Schweikert, vice president of HR at Politico, agreed there has been a major conversation shift in her organization. “We focus more on the culture we want to have instead of what we’re legally required to do.” The change has led to active bystander training and deliberate discussions about a collaborative culture — and where to go if you find yourself in a tough spot — in new employee orientation.

LISTEN AND LEARN

Loren Mayor, president of operations at NPR, said sexual harassment was just one manifestation of power dynamics that can play out in many other ways, including bullying. Her organization hired an outside legal firm to review its handling of misconduct allegations against former top news executive Michael Oreskes, who was forced to resign in late 2017. NPR’s self-examination aimed to understand the difference between how those with the least power and those with the most are treated, she said.

“We all have to put pressure on our news organizations to say, ‘Where’s the change?’”

Sarah Glover,
National Association of Black Journalists
Mayor heard from staff who wanted to create “peer-to-peer” support groups – an idea met at first with concerns from legal and human resources staff. Working through the concerns, NPR created a network of trusted colleagues in the company who are a peer network for employees in need of guidance.

One of the leaders of that peer network is Sara Kehaulani Goo, managing editor of NPR. “We realized there was a huge lack of trust in HR and legal after what happened at NPR and we wanted to restore that trust,” Goo said. “We wanted to go to where people were talking, were confiding in one another.”

Part of what NPR learned was that many people did not understand company policies, where to go for help or the resources available, including an on-site therapist. There was also a sense among some employees that not everyone was being treated fairly, another issue now being addressed with deliberate conversations. NPR has also engaged in a variety of trainings including bringing in facilitators from Second City, the famous comedy troupe, which has launched workshops based on improvisational theater techniques to help companies create respectful workplaces.

Mayor sends a note to staff each Friday about ways in which they are working to improve workplace culture. “At a minimum it’s a statement every week that these things matter, and that we’re focused on them and we’re not going to forget about them,” she said.

Carolyn Ryan, assistant managing editor of The New York Times, said there is a new addition to the newsroom: HR partners working closely with department heads – a presence that sends an important message and provides helpful listening posts and explainers. “It doesn’t sound radical, but for The New York Times to have such a presence of HR among its journalists, it does feel different.”

Lauren Williams, editor-in-chief of Vox, said the organization has expanded its human resources team and developed a robust code of conduct. Vox employees receive training in how to intervene as “bystanders” to prevent harassment. Vox explicitly tells workers they want to hear about problems. “So much of change is empowering people who are seeing this stuff happen to tell someone,” she said.

Jessica Bruce, head of HR, corporate communications and security at The Associated Press, discussed the important role of transparency in culture change. She said there has been a shift away from the reflexive “No comment” or “We don’t discuss personnel matters” when the company has recently needed to address cases of misconduct. “Our position has now changed to ‘we will give as much information as we possibly can,’” Bruce said. “It’s done a lot for trust and people’s willingness to come forward.”

The New York Times, NPR and others also have adopted policies of broader disclosure.
Other Examples of Change

- The (Raleigh) News & Observer and The (Durham) Herald Sun have changed performance appraisals to include more questions that reflect how people contribute to a positive work environment, said managing editor Jane Elizabeth. Evaluation points include eagerness to learn new things, customer service and teaching and training.

- Canadian Broadcasting Corporation has seen a 30 percent increase in applications for its Diverse Emerging Leaders program (DEL). While CBC has many leadership programs, this one was created two years ago to expedite the move of employees identified as indigenous, visible minorities, or persons with disabilities into management. The program has resulted in the promotions of some and the retention of all DEL class graduates. With the 2019 class, the CBC will have 46 DEL employees in the management pipeline.

- Politico’s new employee orientation now explicitly includes conversations about collaborative, respectful, inclusive work environments and information on where to turn if employees are met with a situation that does not live up to that standard.

- Bloomberg has developed a program to link new interns with former interns to provide a broader base of support.

- Vox, Politico and others are taking proactive steps to reduce public access to personal information of their reporters to minimize online harassment.

- Syracuse University’s graduate program for broadcast and digital journalism in Washington, D.C., is seeing young journalists talking more about “allyship” and doing more research into the culture of stations where they are seeking work, showing an awareness of their rights and desire to be in a safe place, said director Lynn Adrine.

- U.S. Equal Employment Opportunity Commission web traffic from people looking for information on harassment increased five-fold in one year.

- The Women’s Media Center’s “SheSource” — a database of diverse sources — is getting an average of 300 hits a day, says president Julie Burton.

- CBS Corp. gave $20 million in grants to fight sexual harassment to 18 organizations, including to the Freedom Forum Institute’s Power Shift Project Workplace Integrity training initiative as well as Press Forward, formed by a group of women journalists to create culture change in newsrooms.

- Press Forward is developing training for newsrooms and planning an industry-wide study on the state of women in American media, said co-founder Gloria Riviera.
Throughout wide-ranging daylong discussions, the conversation repeatedly returned to diversity and its connection to improved workplace culture.

Having a numerically diverse staff is not enough. Ensuring diverse voices are heard – and valued – and that intentional pathways are paved to develop diverse workers at all levels are key factors.

The urgency to build more diverse staff and stronger journalism is being felt in many news organizations: At Politico, diversity has improved from 14 percent to 22 percent in fewer than two years. At the Canadian Broadcasting Corp., the diversity of new hires is the highest it’s been in 75 years, said Sandra Porteous, who was appointed new director of engagement and inclusion 18 months ago.

“It’s not about forming a committee, it’s about taking action,” she said.

News organizations need to publicly report their diversity data, something many are reluctant to do. Without transparency and accountability, real change will not happen.

**MAKING NEWSROOMS SMARTER**

Aminda Marqués González, executive editor and publisher of the *Miami Herald*, said she grew to this level of leadership because someone had the foresight to hire a young, bilingual reporter who knew her community right out of college 30 years ago.

“We don’t want to cover our community like a foreign correspondent just landing in an exotic locale and discovering the natives,” she said, adding that diversifying staff makes business sense. “It’s not a favor, not because you’re trying to fill a quota. It’s just smart.”

Indira Lakshmanan, executive editor of the Pulitzer Center, noted nonprofit news organizations play a crucial role in ensuring journalism represents diverse communities. The Pulitzer Center awards grants for projects and this year 37 percent of its grantees were people of color, half were women and 67 percent were freelancers.
**REFLECTING COMMUNITIES**

She issued a challenge to the summit: “Go back and say if some small nonprofit news organization can do 40 percent minority, surely each of our newsrooms can do that and can reflect this country so that we’re telling stories not just about minority America but with the perspective of people of color and women telling those stories - and also not being relegated to certain beats.”

And beware of leaving the heavy lifting and the work on diversity to diverse staff alone, she recommended. “That just becomes a second full-time job for them on top of their other duties.”

Juleyka Lantigua-Williams said that was the issue that drove her out of legacy media after 18 years at NPR, The Atlantic and Random House.

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**Fix-it fatigue**

“I decided that I had fix-it fatigue, I didn’t want to be the person of color coming in to save the benevolent but clueless white person,” she said, adding being pushed into that role detracted from her own professional development. “We are really tired of sitting in rooms helping people learn basic stuff that we have been applying our entire lives.”

Chai Feldblum, former commissioner of the EEOC, said there is real tension between saying we want to have diversity and having that new diverse hire feel like a token. “The issue is about the courageous, frank conversations,” she said.

Sarah Glover of NABJ noted there has to be a holistic approach and it needs to begin with leadership.

“We can’t just talk about the change. We can’t just have training programs. There has to be change from the top down,” she said.

“**We don’t want to cover our community like a foreign correspondent just landing in an exotic locale and discovering the natives.**”

-Aminda Marqués González, Miami Herald
LEVERAGING THE MOMENT

In June 2016, the EEOC’s Select Task Force on the Study of Harassment in the Workplace published a powerful report detailing the scope of harassment in U.S. workplaces and why there had been little progress in eradicating it.


The study of workplace harassment was conceived by then-EEOC commissioners Chai Feldblum and Victoria Lipnic, who were increasingly troubled that 30 years after the U.S. Supreme Court had ruled workplace sexual harassment was a form of discrimination, the problem remained persistent and pervasive.

At Power Shift Summit 2.0, Feldblum and Lipnic, now EEOC’s acting chair, discussed the latest EEOC data as well as lessons from the task force report. Since the Weinstein case became public, the EEOC has seen a five-fold increase in traffic on its website looking for information on harassment.

“What most of the people want who are experiencing harassment is for the behavior to stop... they don’t want to lose their jobs themselves. They don’t want to have to move on. They want the person to stop harassing them.”

Victoria A. Lipnic
U.S. Equal Employment Opportunity Commission (center)
# INCREASED CHARGES OF HARASSMENT

Even as overall charges of discrimination fell by 9 percent in the last fiscal year ending Sept. 30, 2018, charges of harassment increased 13.6 percent, Lipnic said. “Certainly, that is a willingness of people to speak up and take on the system,” she said.

Still, an estimated 70 percent of sexual harassment cases go unreported.

EEOC leaders recognize that the #MeToo movement has helped grab the attention not just of employees and employers, but government agencies, media, foundations, religious groups and others. “The question is how are we going to leverage this moment to significant and sustainable change in workplaces as well as other places,” Feldblum said.

# TONE STARTS AT THE TOP

Change begins at the top. Research shows leaders can shape workplace culture, with three key factors:

1. Leaders must be willing to acknowledge when something is wrong in the workplace. They must believe it is bad to have harassment or disrespect;

2. Leaders must articulate core values and their expectations for the workplace, starting with “This is the culture we expect...”;

3. Leaders must take action. “Leaders say a lot of things. Employees have to believe their leaders are being authentic. And the way they believe that is based on the actions that the leaders take,” Feldblum said.

Feldblum urged employers to ensure first-line supervisors are trained on issues of identifying and responding to behaviors that create a hostile work environment. All employers should think ahead of time and articulate what will happen if there is a violation of the values and behaviors expected in the workplace.

# NO ZERO TOLERANCE

EEOC cautions against a “zero tolerance” policy, because not all misconduct should merit the same response. Not all misconduct deserves termination. In fact, that level of response could even chill reporting of harassment in an organization.

“What most of the people want who are experiencing harassment is for the behavior to stop,” Lipnic said. “They don’t want to lose their jobs themselves. They don’t want to have to move on. They want the person to stop harassing them.”

# RISK FACTORS

The EEOC study found there are risk factors that may contribute to a culture that fosters misconduct or harassment. Those risk factors include:

- Lack of diversity
- Cultural and language differences
- Significant number of young people
- Significant power disparities
- De-centralized workplaces
- Some employees do not conform to “norms,” such as deviating from common dress code
- High-value employees – also known as the “super-star harasser” – whose behavior has been known and tolerated

The EEOC report makes a financial argument for addressing a workplace culture that fosters or enables harassment. The cost-benefit analysis should go beyond the question of whether to get rid of the offender or pay off or quietly dismiss the complainant. The cost/benefit analysis should consider the indirect costs such as effect on overall employee health, the impact of turnover and the reputational risks, which are major.
BEYOND THE NEWSROOM WALLS

Journalists, by the nature of their trade, need to be where news happens, many times in dangerous environments. Freelancers, female photographers and staff working in remote or foreign bureaus all face increased vulnerabilities, including sexual harassment and violence.

“What most shocks us is the volume – most people generally just don’t understand the level of sexual violence against journalists around the world,” said Elisa Lees Muñoz, executive director of the International Women’s Media Foundation.

She said she has heard “horrific stories” of harassment and assault from photographers and reporters in the field. IWMF gets one request every 72 hours for help from its emergency fund for women journalists, which provides grants for psychological and medical care and legal aid.

SEXUAL VIOLENCE AGAINST JOURNALISTS

During hostile environments training, IWMF asks women to raise their hands if they’ve been sexually assaulted or raped – and three-quarters of the women raise their hands. Muñoz said she knows of many women journalists who go into hazardous field assignments carrying the morning after pill.

“The notion that sexual violence is a given in this profession is really frightening and should mortify everybody,” she said.

There are also frequent complaints from journalists that media organizations don’t apply the same cultural standards they are promoting in their headquarters in their foreign bureaus.

Jessica Bruce of the Associated Press said the global news organization has “amazing challenges” in uniformly protecting newsroom culture around the world. In some countries, she said, behavior that would not be tolerated in AP newsrooms domestically is not outlawed, making it tougher to police.

SOURCES AS THREATS

The beyond-newsroom issues are not limited to beyond the United States. Outside of newsrooms, sources and other people integral to doing one’s job as a journalist can also pose a risk for unwanted or abusive behavior because of the power imbalance.

“Sources are people in massive positions of power. They have the ability to make or break your story,” said Shira Stein, a reporter with Bloomberg Law.
“THERE’S STILL THOSE NERVES, ESPECIALLY FOR THOSE OF US WHO ARE LOWER ON THE TOTEM POLE IN THE NEWSROOM WHO HAVE LESS POWER WHO ARE PASSIONATE ABOUT THESE ISSUES.”

Shira Stein, Bloomberg Law (right)
Sharif Durhams, NLGJA

“STUDENTS DON’T ALWAYS REALIZE THEY HAVE RIGHTS.”

Caroline Frassinet, University of Southern California

“THESE STUDENTS ARE ENTERING WHAT THEY CONSIDER TO BE A KIND OF DANGEROUS WORKPLACE.”

Barbara Cochran, University of Missouri
Youth can also pose vulnerability for journalists and for a workplace in general for a variety of reasons, former EEOC commissioner Feldblum explained. Young workers can feel more disempowered. Young workers often don’t know workplace expectations. Often, in places such as retail or fast food establishments, even the manager is a young person who may also not feel fully empowered.

Students and young hires can be vulnerable to more powerful people in the newsroom, Shira Stein of Bloomberg Law said. Even though her company is doing more to foster openness and sharing of concerns, “There’s still those nerves, especially for those of us who are lower on the totem pole in the newsroom who have less power who are passionate about these issues,” she said.

Katy Culver, a professor at the University of Wisconsin-Madison, said she felt “gobsmacked” when she’d learned of students she had placed in internships who then were harassed. “They felt they had no voice at all,” she said. In the past year, there’s been an increased effort in her department to make sure advisers are engaged with students on internships, so there is another layer of support if they do not feel empowered to speak at their workplace.

Caroline Frassinét, intern coordinator at the University of Southern California’s Cinematic Arts program, captured the problem simply: “Students don’t always realize they have rights.”

That education needs to start early.

“We should be getting into the high schools. We should be getting into colleges. It’s about preparing people before they walk in,” Feldblum said.

Barbara Cochran, Curtis B. Hurley chair in public affairs journalism at the University of Missouri, said the concerns of students go well beyond harassment.

“There are other kinds of harassment and fears that they’re dealing with. These students are entering what they consider to be kind of a dangerous workplace,” Cochran said, noting the mass shooting at the offices of the Annapolis Capital Gazette and the rampant nature of online trolling.
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## ONLINE ATTACKS

If a predator is working in a newsroom, he or she can be removed. But what if that predator is someone online, using the platforms set up by a media organization to encourage feedback?

The challenge of ensuring a journalist’s safety from those who would intimidate, harass or threaten online comes as media organizations are trying to find new ways to keep and engage their readers and viewers.

### SAFETY CONCERNS

“These are safety issues and they need to be treated seriously,” said Elisa Lees Muñoz, of the International Women’s Media Foundation. “I’m moving away from calling it online harassment and calling it online attacks.”

A recent IWMF study showed these kinds of attacks have the same kind of effect as physical attacks, she said, adding that victims can experience symptoms of post-traumatic stress disorder. “Young people in particular, people under 40, are leaving the profession more quickly because of these online attacks,” she added.

Carolyn Ryan of The New York Times said its social media policy discourages blocking or muting comments.

“The one hand we’re pushing people to jump in and to have a deeper conversation. And on the other hand, some of the tools that could keep that more civil aren’t really available to us in the way that we are supposed to conduct ourselves,” Ryan said.

“I think we pride ourselves on being open to social media criticism and being polite,” she added. “It is a very messy stew right now.”

### IMPROVE ONLINE SECURITY

Ryan said there is a pressing need to throw out some legacy notions of how to handle being attacked and think about security in a different way.

Some media organizations have pulled back from publishing personal information about their journalists, including how to reach them by phone or email.

Carrie Budoff Brown said Politico shut down the system of being able to contact its journalists through bio pages and has trimmed how much reporters disclose about themselves online.

“We are closing off that channel because we need to preserve the sanity and health of our reporters,” she said.

Lauren Williams of Vox said her organization distributes materials to staff on how to have their address and phone number removed from online availability. They have also had situations where they took over an employee’s Twitter account to “purge the terrible stuff.”
PROVING VALUE BY BEING TOUGH

The conflict between open engagement and protection of privacy led to discussion about a long-held tradition in newsrooms — proving your value by being tough.

For many journalists coming up in the business, part of proving one’s worth and earning top assignments meant having a thick skin, enduring verbal attacks, showing nothing could rattle you. Since #MeToo, some have questioned whether their own toughness contributed to a culture in which harassment and misconduct were allowed to flourish, said Traci Schweikert of Politico. If they had said something early on, might it have prevented some of the bad behavior?

“Instantly there was this guilt that we had been tough. Shame on us that we hadn’t brought this to the forefront before,” she said.

Soraya Chemaly, author and director of the Women’s Media Center Speech Project, said language and images used online against women are often trivialized. Complicating the issue: organizations are resistant to assessing their own climates to know the real nature of the threat.

NEED FOR DATA

Companies need to better understand the scope and depth of online harassment, said Elisa Lees Muñoz, of the International Women’s Media Foundation (IWMF). But the IWMF was rebuffed by every outlet they asked to participate in a survey about the issue.

“If media organizations really want to contribute to improving the situation, participating in this research would be a good first step,” she said.

Getting accurate data on many issues related to workplace harassment is difficult because of reluctance to participate in research.

Chai Feldblum, former commissioner at the U.S. Equal Employment Opportunity Commission, said a huge difference can be made if employers feel comfortable enough to allow in researchers to get a true cultural assessment. But many fear repercussions of gathering the data.

“What they’re afraid of is it being discoverable in litigation,” Feldblum said. “It’s the cost-benefit analysis: Do you want to know, or do you not want to know?”

“THESE ARE SAFETY ISSUES AND THEY NEED TO BE TREATED SERIOUSLY.”

“I AM MOVING AWAY FROM CALLING IT ONLINE HARASSMENT AND CALLING IT ONLINE ATTACKS.”

Elisa Lees Muñoz, International Women’s Media Foundation
The Assignment Desk
Reporting on Sexual Misconduct

In late 2017, the Harvey Weinstein story broke, leading to a cascade of important reporting on sexual misconduct in news organizations. The #MeToo movement opened the door to revelations about high-profile abusers in almost every industry.

As the reckoning continued, it became clear that the story is about more than individual powerful men behaving badly. It’s about systems and cultures that for years have shielded wrongdoing and silenced accusers. It’s about the most vulnerable workers – from low-paid women in service industry jobs to freelancers without protection – who face pervasive problems that often go unreported.

At the Power Shift Summit, the Assignment Desk took a look at some of the biggest stories of 2018 through the lens of journalists who broke them – and drew on the reporters and experts in the room for ideas and resources about what stories still need to be covered.

Aminda Marqués González, executive editor and publisher of the Miami Herald, and reporter Julie K. Brown shared the experience of working on their 2018 series about serial child abuser Jeffrey Epstein. Though Epstein – with high-profile attorneys and influence – had avoided prison in the case a decade earlier, Brown and the Herald finally told the story through the voices of dozens of young girls who he had exploited and the legal system that allowed it to happen.

“You have to gain their trust. You don’t do it overnight.”
Julie K. Brown, Miami Herald (right)
GAINING TRUST

Brown struggled with the challenge of taking on a story that had already been told – but doing it in a different and deeper way, with victims who felt betrayed. “It took me a long time to convince them that I wanted to write the story about how prosecutors didn’t do their job,” she said.

Brown was able to compile the names of dozens of victims. Many didn’t trust the reporter because the legal system and earlier stories had portrayed them “essentially as child prostitutes.” With patient effort, she was able to convince six women to go on the record and tell their stories.

“You have to gain their trust. You don’t do it overnight. That’s why this project took so long,” she said. In the end, “they finally realized she’s going to tell my story.”

PROTECTING SOURCES

The New Yorker’s Jane Mayer and Ronan Farrow broke news on some of the most explosive sexual misconduct allegations of the past year, including against New York Attorney General Eric Schneiderman and Supreme Court nominee Brett Kavanaugh.

Mayer said it is critical to understand how much is at stake for “people who have almost no power” to “confront some of the most powerful people in our country.”

“These are terrifying targets for these victims to speak out about,” she said. “One thing you face from the very start is the need to convince people to step up and tell their stories – and in doing that, you also have to take extraordinary care to protect them and make sure you are not walking them off the plank, because they can be in tremendous trouble if things go wrong for them.”

Helping victims tell their story requires reporters to give them the support and confidence they need to come forward and then following through to make sure the story is accurate, fair and responsible.

“I have to hand it to Ronan, my partner in crime on this,” Mayer said. “Ronan Farrow is really good at hand holding, much better than I am. I’m better at sticking it to the guys in power.”

FINDING PATTERNS OF BEHAVIOR

Since credibility is the key to stories about sexual misconduct, which are often “he said, she said” accounts without witnesses, it’s important for reporters to find out if there are patterns of behavior associated with the person who is accused.

Reporting the Eric Schneiderman story required a search for women with similar experiences. “We heard one woman who was willing to speak up about what was basically in her mind sexual assault at his hands,” Mayer said. “My initial thought, having covered the Anita Hill hearings, was we need a pattern. If it’s one person, it’s their word against someone else’s word. Credibility is the thing that all these stories depend on.

“We started a search to see if there were other women who had the same experiences and lo and behold, it only took a matter of weeks before we had a handful of women with the same experiences,” she said.

TRAUMA INFORMED REPORTING

Reporting on sexual harassment and violence requires special attention and sensitivity from reporters. Survivors can experience severe distress sharing their deeply personal stories. Many participants at the summit urged journalists to take training focused on trauma-informed reporting from organizations like the Dart Center for Journalism and Trauma. According to the Dart Center, reporting on sexual violence “requires specialized interviewing skills, understanding of the law and basic awareness about the psychological impact of trauma.”

Lara Bergthold, who leads an issues advocacy and communications firm and who has worked
“These are terrifying targets for these victims to speak out about...

...one thing you face from the very start is the need to convince people to step up and tell their stories – and in doing that, you also have to take extraordinary care to protect them and make sure you are not walking them off the plank, because they can be in tremendous trouble if things go wrong for them.”

Jane Mayer, The New Yorker (center)
with survivors of sexual assault, said she observes “just a different approach to the conversation” from reporters who’d had training to help them understand the impact of trauma.

“When you are thinking about trauma-informed reporting, you’re thinking about a completely different way of going about the reporting,” added Katy Culver, director of the Center for Journalism Ethics at the University of Wisconsin School of Journalism and Mass Communication.

Kate McCarthy, director of programs for the Women’s Media Center, pointed reporters toward a list of 10 do’s and don’ts on how to interview sexual violence survivors, which includes advice on not crowding or rushing survivors to talk, being respectful and getting factual, cultural and legal context about the case.

Soraya Chemaly, director of the Women’s Media Center Speech Project, also stressed that newsrooms need more people on staff who have studied sexual violence and understand the difference between sexual and gender harassment to ensure accuracy in coverage.

**SUPPORTING ROLE FOR EDITORS**

Also critical to good reporting is the support of newsroom editors. Reporter Marisa Kwiatkowski and colleagues at The Indianapolis Star investigated USA Gymnastics and found top officials failed to report many allegations of sexual abuse by coaches. Nearly 500 women have since come forward with allegations of abuse against former team doctor Larry Nassar, who is now in prison.

“We had bosses who were incredibly supportive of the work we were doing and believed in the importance of giving survivors a voice — and looking at the system that enabled this person for 20 years,” Kwiatkowski said.

The Miami Herald’s Mindy Marqués had to reassure sources, who did not believe the newspaper would ever run the story, that it would “indeed publish this story.” That helped reporter Julie Brown “get two very reluctant but absolutely critical law enforcement sources to talk to her.”

**WHOSE STORY GETS TOLD?**

Sometimes support for reporting is hard to find, especially when the story doesn’t have a “superstar” at the center of it.

Are we telling stories of those whose voices have traditionally been muted?

Are we looking beyond the rich and powerful to communities of the disenfranchised or vulnerable?

Who tells the stories of pervasive sexual violence against women who work in low-wage jobs as janitors, agricultural workers and hotel housekeepers?

These aren’t well-covered stories, but they affect millions of women.

Maya Raghu, director of workplace equality and senior counsel at the National Women’s Law Center, which oversees the Time’s Up Legal Defense Fund, said pursuing stories when the accused harasser is not a superstar can open a door to stories that help demonstrate systemic problems.
“We hear from people who are willing to tell their story, but the problem is that their harasser, the person who assaulted them, isn’t famous or a superstar so it is not deemed worthy of attention,” she said.

Linda Seabrook, general counsel of Futures Without Violence, urged reporters to cover coalitions of janitors and agricultural workers who are transforming their industries, such as the Ya Basta Coalition in California and the Coalition of Immokalee Workers in Florida. “If you really want to show others what has worked with people that did not have power, and how they really turned their vulnerability into power and propelled change in their industry, go do the story,” she said.

A union-organized campaign in Chicago called Hands Off, Pants On successfully advocated for panic buttons on hotel housekeepers’ carts to protect them from harassers. A city law was passed last year protecting more than 5,000 workers, and as the movement spread, the hotel industry promised panic buttons will be rolled out nationally by Marriott, Hilton, Hyatt, Wyndham and other industry hotel operators.

Reporters shouldn’t move on after a shift in the culture starts to happen. Ask follow-up questions to make sure progress is made and what kind. “These questions sometimes get lost in the conversation around ‘Look at the shiny new thing we’ve got!’” said Jill Geisler.

A panic button doesn’t really work if there’s no one in the hotel to answer the alert, or if the company doesn’t back up the employee legally. “It’s a good thing to get ahead of for a company, but what you have to do is dig down deeper and continue to do the follow up reporting,” said Lara Berthold.

The New Yorker’s Jane Mayer added that reporters should be looking at the corporate structures where harassers work, even if they aren’t famous. “Look at who is on the board of the company, look at the stockholders, who owns the company,” she said. “There’s a lot of ways to follow the money and follow the power in these stories that are not just what happened ‘he said she said.’

Maya Raghu, National Women’s Law Center
"#MeToo doesn’t just equal white women... we really have to break out of that thinking immediately."

Sarah Glover, president of the National Association of Black Journalists, said stories about victims who are women of color are not being told. “We haven’t even scratched the surface,” she said. “Women of color are afraid to talk about it and there are not pathways for their stories to be told.”

“One thing I would like to see is that as mainstream media, we do a better job of hearing emerging media and voices that are trying to ‘speak truth to power.’” She cited the impact of the recent documentary “Surviving R. Kelly” about allegations of physical and sexual abuse against the singer.

“That was a really good learning moment about how there are many stories in our communities and society at large that we probably are not spending enough time on,” she said. “It’s a good takeaway to go back to your newsroom and say, ‘What is the R. Kelly moment in our community that we are not paying attention to?’

“A lot of things have changed since #MeToo went viral, but there’s still kind of a hierarchy in terms of which stories are getting out there,” said Shanon Lee, a contributor to Forbes and The Lily at The Washington Post. “It’s still going to be white cis women, that’s always going to be at the top and then it kind of goes down from there.”

She noted that coverage of victims who also are addicts in the recovery community can be stifled because the subjects can be seen as lacking credibility. Another group which doesn’t get enough coverage is sex workers, said Sharif Durhams, president of NLGJA - The Association of LGBTQ Journalists. “They may not be the most sympathetic people, but that’s part of the reason why we should be going out and covering these communities,” he said.
Expert Voices

“You can have the best policies and procedures in the world and if you don’t have the right workplace culture it’s not going to matter.”
Chai Feldblum, former commissioner, U.S, Equal Employment Opportunity Commission

“We empower our mid-level with our journalism, but have not set the same expectations on workplace culture. We have not done enough to empower them with the tools, the training and the decision-making on not only how to handle a situation, but also how to prevent them.”
Alfredo Carbajal, American Society of News Editors, Al Día, The Dallas Morning News

“The reality is there are so many things that are happening in newsrooms and in society at large that is not illegal, but it’s wrong.”
Sarah Glover, National Association of Black Journalists

“The sheer volume and the level of danger that female journalists face on a regular basis is a story that needs to be told.”
Elisa Lees Muñoz, IWMF

“In the last 10 years, harassment of women, particularly marginalized women with multiple identities — trans women, black women, sex workers — hasn’t been taken seriously.”
Soraya Chemaly, Women’s Media Center

“Why is there not that possibility open in politics for people to tell the truth about what they’ve done wrong and some space in the public dialogue for someone to survive that situation politically.”
Jane Mayer, The New Yorker

“Someone described journalism as just like mining — it’s an extractive industry, you take what you need from me and you leave me with nothing. I found that a stunning insight. It changed the way I thought about how we should be approaching what we do.”
Katy Culver, University of Wisconsin

“Examine systems. It could be a system in your symphony orchestra, in your youth sports program, a system on your city council, any number of places where there is power, wherever there is a lack of diversity, where it’s just a good idea to take a look.”
Karen Testa, former exsal misconduct team leader, Associated Press

“Good newsrooms find the systemic roadblock and report on it.”
Jill Geisler, Freedom Forum Institute fellow and Loyola University Chicago
The Power Shift Summit 2.0

STORY IDEAS

There are still many stories of sexual misconduct and discrimination – both personal and systemic – which deserve coverage. How do we improve the quality and quantity of reporting on these issues? Here are some topics that participants at the Power Shift Summit 2.0 raised as worthy of fresh or deeper journalistic examination.

- **2018 Legislation on Sexual Harassment in the Legislature**: An unprecedented amount of state legislation was passed on sexual harassment and sexual harassment policies in 2018. Some 32 states have introduced new laws. Check your local legislatures.

- Sexual harassment and violence against low-income workers in industries such as janitorial, hotels, and farming.

- Models of successful innovation including businesses that are taking deliberate steps to create safer workplaces including Homeroom, a restaurant in Oakland, Calif., the union-led “Hands Off, Pants On” campaign for hotel workers, and Ya Basta Coalition for janitorial workers.

- The increasing number of women journalists who face danger and sexual violence around the world and organizations which offer hostile environment training for them.

- Harassment in the photojournalism community. Gender inequity and dangerous environments are a toxic mix.

- Sex workers and harassment. Laws passed by Congress shut down some online sites with the consequence of making sex trafficking less safe.

- How are diversity councils and anti-harassment task forces created in organizations, what is it like to be a member and what toll does it take?

- Life after rape: how do we uplift and empower survivors?

- Gay people cannot get a restraining order against an abusive partner in North Carolina. **There is an effort to change that.**

- Childhood abuse survivors. Systemic issue of how child protective services responds, long-term effects and impact on adulthood and behaviors.

- The challenge of calling men on their behavior without backlash.

- Trial by Internet: Is there space for ownership of one’s mistakes and redemption? Can there be survival after admitting wrongdoing?

- Spanish language media, #MeToo and the collision of “machismo” culture.

- **Sexual harassment in academia**: While conversations about the #MeToo movement’s impact on Hollywood have proliferated in the media, less attention has been paid to how the movement has affected other spaces, like academia.

- Stories about sexual abuse within the recovery community, where stories are often discredited because of stereotyping and challenges to credibility.
RESOURCES

NATIONAL WOMEN’S LAW CENTER
- Sexual Harassment in the Workplace: Overview of Resources
- FAQ’s About Sexual Harassment in the Workplace / Preguntas Frecuentes Sobre El Acoso Sexual En El Lugar De Trabajo
- We Can’t Stop Sexual Harassment Without Addressing Retaliation
- Times Up Legal Defense Fund
- Sexual Harassment Prevention Strategies for Employers
- 10 Ways Your Company Can Prevent Sexual Harassment in the Workplace
- Sample Quarterly Anti-Harassment Check-in: Employers can use the check-in, or a variation, as a means of reminding employees – including senior leadership – that they should review and understand the company’s anti-harassment policies, to prompt questions about policies and reporting of inappropriate behavior, to encourage reporting by victims and bystanders and to flag issues for follow up by HR or leadership.
- Recommended Practices for Employers when a High-Profile Individual is Accused of Sexual Harassment.
- That’s Harassment!: Six short films based on real-life cases. Includes a discussion guide for the films.

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
- 2016 Select Task Force Report on Harassment in the Workplace
- Chart of Risk Factors and Strategies for Responding.
- Harassment Prevention and Respectful Workplaces Training

INTERNATIONAL WOMEN’S MEDIA FOUNDATION
- IWMF Emergency Fund to provide women journalists with support in times of crisis.
- Hostile Environment and First Aid Training (HEFAT) courses
- The IWMF/Trollbusters report on attacks and harassment of female journalists
- Fund for Women Journalists: Funding rounds will open for applications in January and June of each year; applications take six to eight weeks to process. Applicants may apply concurrently for Reporting Grants for Women’s Stories and the Howard G. Buffett Fund for Women Journalists.
RESOURCES

WOMEN’S MEDIA CENTER
- **WMC SheSource**: An online database of media-experienced, diverse women experts that WMC connects to journalists, bookers and producers.
- **Online Abuse 101**: Explains what it is, tactics used and definitions.
- An analysis of online harassment on Twitter conducted in 2014, revealed that women journalists and writers are among the **most targeted** for online abuse.
- **10 Do’s and Don’ts When Interviewing Sexual Violence Survivors**
- **Media and #MeToo**: How a movement affected press coverage of sexual assault
- **WMC Speech Project** is dedicated to expanding women’s freedom of expression and curbing online harassment and abuse.
- **Writing Rape**: Media coverage of U.S. campus rape and sexualized violence is significantly skewed toward the bylines and voices of men, according to a Women’s Media Center report.
- **Apply** for the WMC free Progressive Women’s Voices media training for women who want to write and speak out on issues.

COMMITTEE TO PROTECT JOURNALISTS
- **CPJ Journalist Safety Guide**
- **For local female journalists in US, rape threats, stalkers, harassment can come with the beat**

FUTURES WITHOUT VIOLENCE
- **Workplaces Respond to Domestic and Sexual Violence” Resource Center**

DART CENTER FOR JOURNALISM & TRAUMA
- **Trauma-informed Victim Interviewing tips**
- **Conducting interviews with survivors of sexual and gender-based violence**
- **Victim Interview and Preparation**
- **Maintaining Boundaries with Sources, Colleagues and Supervisors**. This tip sheet, drawing on interviews with nine leading women in journalism and other sources, offers strategies for recognizing, mitigating and addressing sexual harassment and other predatory behavior while reporting.
- **Five Ways to Protect Yourself Against Cyberhate and Trolls**
RESOURCES

PRESS FORWARD
- If You Are Being Harassed, tips on what to do, including a 12-step program on how to document and deal with sexual harassment adapted from the book, “Be Fierce: Stop Harassment and Take Your Power Back,” by Gretchen Carlson.
- Guidance for a Newsroom Leader:
  - Female Leaders Ideas on Stopping Harassment
  - Harvard’s Suggestions on Stopping Harassment
  - Creating Trust in High Performance Teams -Harvard
  - The “No Asshole Rule”

SOCIETY FOR HUMAN RESOURCE MANAGEMENT

SOCIETY FOR ADVANCING BUSINESS EDITING AND WRITING
- 10 Ethics Lessons from the #metoo Movement in Media — and Beyond

CANADIAN BROADCASTING CORPORATION
- 2018-2021 Diversity and Inclusion Plan
- Diversity and Inclusion at CBC/Radio-Canada, more information

COLUMBIA JOURNALISM REVIEW
- CJR report on the cost of reporting while female

THE ASPEN FORUM ON WOMEN AND GIRLS
- Report on sexual harassment that emerged from its October 2018 roundtable, “Sustaining the Movement: Changing the Culture”
PUBLISHED AND BROADCAST STORIES

A selection of stories on sexual harassment and misconduct discussed at Power Shift Summit 2.0

- Julie K. Brown, *The Miami Herald*
  - **Perversion of Justice**: A decade before #MeToo, a multimillionaire sex offender from Florida got the ultimate break. Nov. 28, 2018

- Jane Mayer and Ronan Farrow, *The New Yorker*
  - **Four Women Accuse New York’s Attorney General of Physical Abuse** May 7, 2018
  - **Senate Democrats Investigate a New Allegation of Sexual Misconduct, from Brett Kavanaugh’s College Years** Sept. 23, 2018

- Marisa Kwiatkowsi, Mark Alesia, Tim Evans, Robert Scheer, Steve Berta, *The Indianapolis Star*
  - **Out of Balance: an Indy Star Investigation into USA Gymnastics**

- Dream Hampton, Lifetime
  - **Surviving R. Kelly** documentary series January 2019

- WGBH/Frontline and Univision, in association with the Investigative Reporting Program at the University of California, Berkeley Graduate School of Journalism, Reveal from the Center for Investigative Reporting and KQED
  - **Rape on the Night Shift** - A joint investigation into the sexual abuse of immigrant women who clean the malls where you shop, the banks where you do business and the offices where you work. Jan. 16, 2018

- Bernice Yeung, Slate
  - **What Hollywood Can Learn from Farmworkers** Sept. 9, 2018

- Bernice Yeung
  - **In A Day’s Work: The Fight to End Sexual Violence Against America’s Most Vulnerable Workers**
  - [www.thenewpress.com](http://www.thenewpress.com)

- Sasha Khokha, USA TODAY
  - **Before #MeToo, women janitors rallied to fight workplace harassment** Jan. 30, 2018

- Sarah Henry, Edible
  - **Stamping out Sex Harassment in the Kitchen** Oct. 28, 2018

  - **#MeToo Brought Down 201 Powerful Men. Nearly Half of Their Replacements Are Women.**
  - Oct. 29, 2018

  - **Spurred by #MeToo, a Harassment Task Force Reconvenes** June 12, 2018

- NPR story on sexual assault against people with disabilities
  - **The Sexual Assault Epidemic No One Talks About** January 2018
ABOUT THE POWER SHIFT PROJECT

The Freedom Forum Institute’s Power Shift Project is an industry wide initiative designed to enhance the quality and future of journalism by improving the diversity, equality and culture of news organizations. The principle goal of the Power Shift Project is to create and promote workplaces free of harassment, discrimination and incivility, and full of opportunity, especially for those who have traditionally been underrepresented in media’s most powerful roles.

The Power Shift Project was launched in January 2018 as a response to concerns about sexual misconduct in media organizations and as a catalyst for change to create safer, more equal and diverse newsrooms.

The first Power Shift Summit, held Jan. 9, 2018, gave voice to more than 130 diverse media leaders, journalists, educators, survivors and advocates, which resulted in the Power Shift Summit report. This report included recommendations and a call for action for meaningful and sustainable culture change. The second Power Shift Summit, held on Jan. 15, 2019, convened more than 100 media leaders to focus on #MeToo and the media one year later.

The Power Shift Project’s unique Workplace Integrity training is designed to change cultures in newsrooms by eliminating harassment and discrimination. A generous grant from CBS Corp. underwrites tuition and travel support for qualified media organizations to attend Workplace Integrity: Train the Trainers workshops, which prepare individuals in the news industry and journalism education groups to deliver this one-of-a-kind training curriculum in their own organizations. The schedule of upcoming training workshops can be found here.

The curriculum, tailored for media organizations, was designed by Loyola University Chicago’s Jill Geisler, a world-class leadership trainer and coach who is the Freedom Forum Institute Fellow in Women’s Leadership.

Find out more about the Power Shift Project. Follow us on Facebook and on Twitter.
ABOUT WORKPLACE INTEGRITY TRAINING

The Power Shift Project’s unique Workplace Integrity training is designed to advance the goal of workplaces free of harassment, discrimination and incivility and full of opportunity, especially for those who have traditionally been denied it.

The workshops are led by world-class leadership trainer and coach Jill Geisler, who designed the curriculum. Geisler, who conducts training and coaching in newsrooms around the world, is the Freedom Forum Institute Fellow in Women’s Leadership and Loyola University Chicago’s Bill Plante Chair in Leadership and Media Integrity.

During two-day workshops held at the Newseum in Washington, D.C., and regional sites, participants use critical thinking, creative role playing and group exercises to learn ways to teach colleagues how to prevent sexual harassment and misconduct and the behaviors that can lead to it, such as incivility and bullying.

The Workplace Integrity interactive curriculum includes:

CRITICAL THINKING
How to analyze common workplace exchanges related to harassment, discrimination and incivility — checking facts, providing context, identifying bias, surfacing assumptions and challenging logic.

COURAGEOUS CONVERSATIONS
How to better understand conflict and responses to it. How to speak proactively (introducing subjects) and reactively (responding to the words and actions of others) to ensure workplace integrity.

CULTURE OF RESPECT AND TRUST
How to assess and improve workplace culture, with ideas and responsibility from the ground up.

THOUGHT-PROVOKING CASE STUDIES
The workshop features nuanced, real-world case studies intentionally framed in second-person voice. “You” are facing various proactive and reactive scenarios, such as stepping in when a person is being harassed and coaching a coworker who brings a concern to you.

Participants experience the training, see it deconstructed and practice delivering it in small groups under the guidance of a skilled facilitator.

In addition, the Power Shift Project’s “go team” of certified trainers is available to deliver the Workplace Integrity curriculum to management and staff in the newsroom and beyond. Get more information about this high-quality training here.
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The Freedom Forum – dedicated to free press, free speech and free spirit for all people – is a nonpartisan foundation that champions the five freedoms of the First Amendment. Established July 4, 1991 by founder Al Neuharth, the Freedom Forum is the principal funder of the Newseum and the Freedom Forum Institute and sponsors work to educate the public about the importance of the First Amendment. It also supports newsroom diversity and excellence in journalism with programs including the Power Shift Project, the annual Al Neuharth Free Spirit and Journalism Conference, the Chips Quinn Scholars and the Al Neuharth Award for Excellence in the Media.

The mission of the Newseum, located in Washington, D.C., is to increase public understanding of the importance of a free press and the First Amendment. Visitors experience the story of news, the role of a free press in major events in history, and how the core freedoms of the First Amendment – religion, speech, press, assembly and petition – apply to their lives. Considered one of the most interactive museums in the world, the Newseum has seven levels with 15 galleries and 15 theaters. The Newseum also reaches millions of students through its robust offering of on-site classes and workshops. The Newseum is a 501(c)(3) public charity funded by generous individuals, corporations and foundations, including its principal funder, the Freedom Forum. For more information, visit newseum.org and follow us on Facebook, Twitter and Instagram.

The Freedom Forum Institute is the education and outreach partner of the Freedom Forum and the Newseum. The Institute includes the First Amendment Center, the Religious Freedom Center, the Newseum’s education department and diversity and inclusion programs including the Power Shift Project. The Freedom Forum Institute’s affiliate organizations include the Al Neuharth Media Center at the University of South Dakota, the Overby Center for Southern Journalism and Politics at the University of Mississippi, and the John Seigenthaler Center at Vanderbilt University. The Freedom Forum Institute is a 501(c)(3) public charity funded by generous individuals, corporations and foundations, including its principal funder, the Freedom Forum.