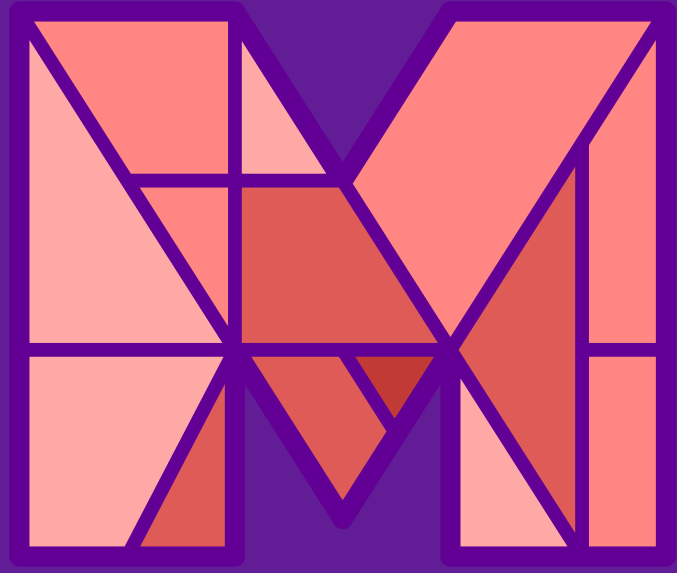


# MEMBERSHIP PUZZLE PROJECT



*The  
Membership  
Puzzle Project*

**What**

**A research project at NYU in collaboration with De Correspondent**

**Why**

**To develop new knowledge in the struggle for a sustainable public service press**

**Who**

**Jay Rosen — Director  
Emily Goligoski & research team  
in collaboration with De Correspondent**

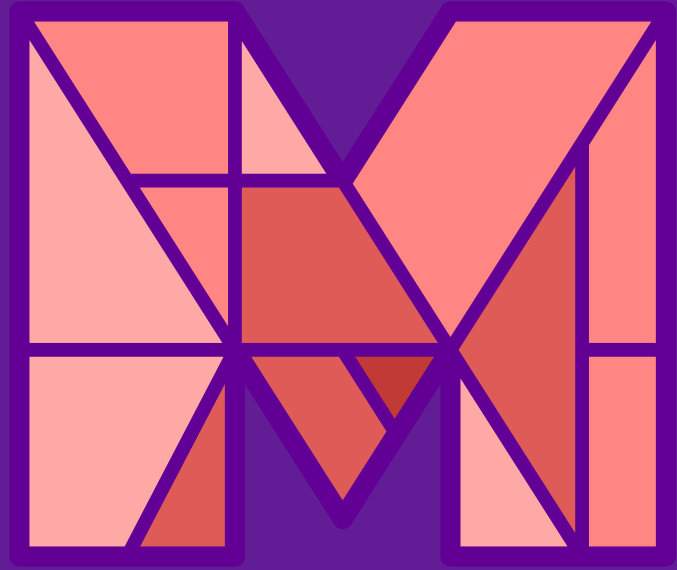
**Where**

**MembershipPuzzle.org  
@MembershipPzzle**

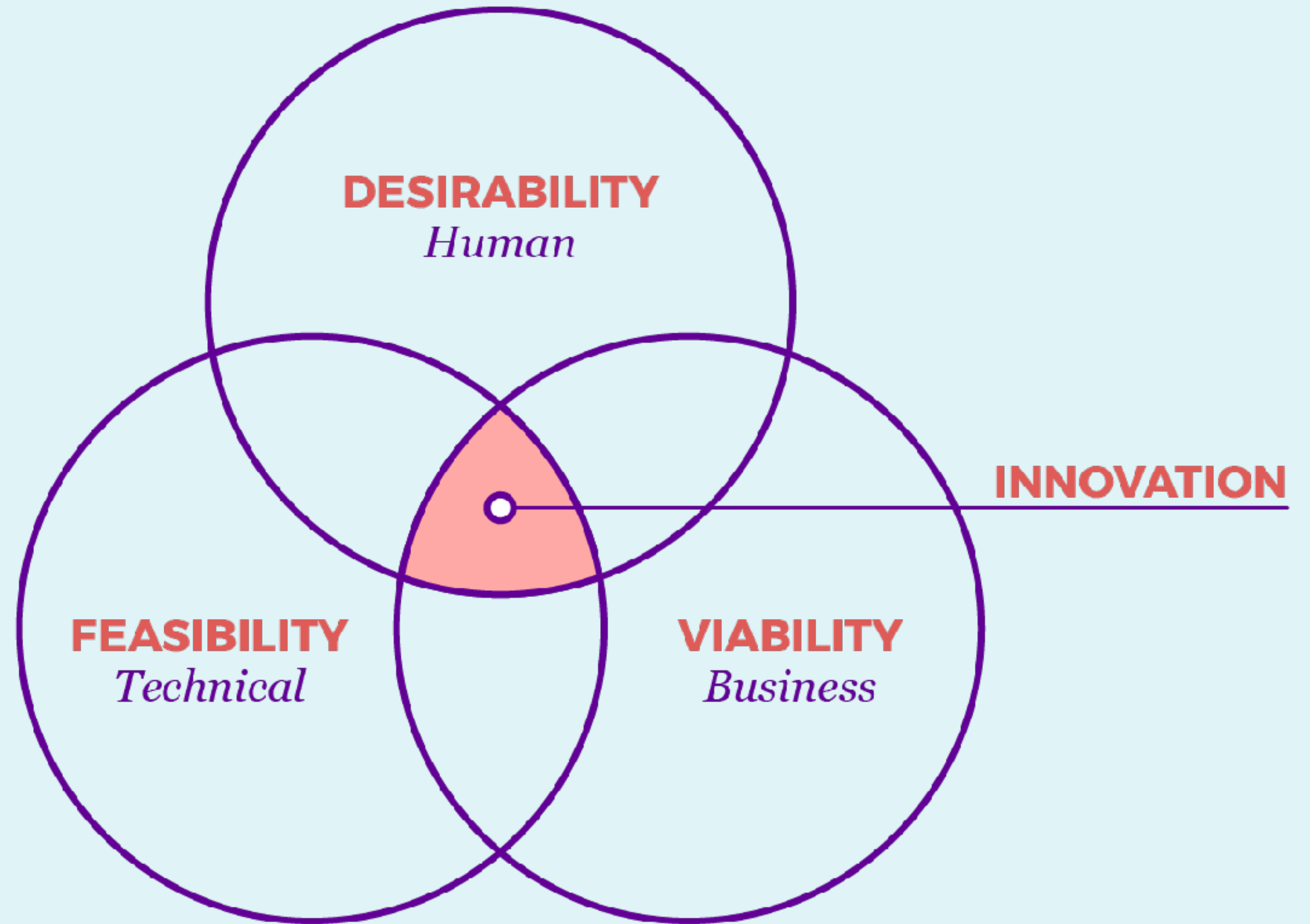
*the*  
**MEMBERSHIP  
PUZZLE  
PROJECT**

*Founding insight*

- **Subscribers** pay their money and get access to a product
- **Members** join the cause and participate because they believe in it
- At the heart of the membership puzzle is the **contract** between the site and its members. *What do you give? What do you get?*



*Human-  
centered  
design*





*News & media  
staff interviews*

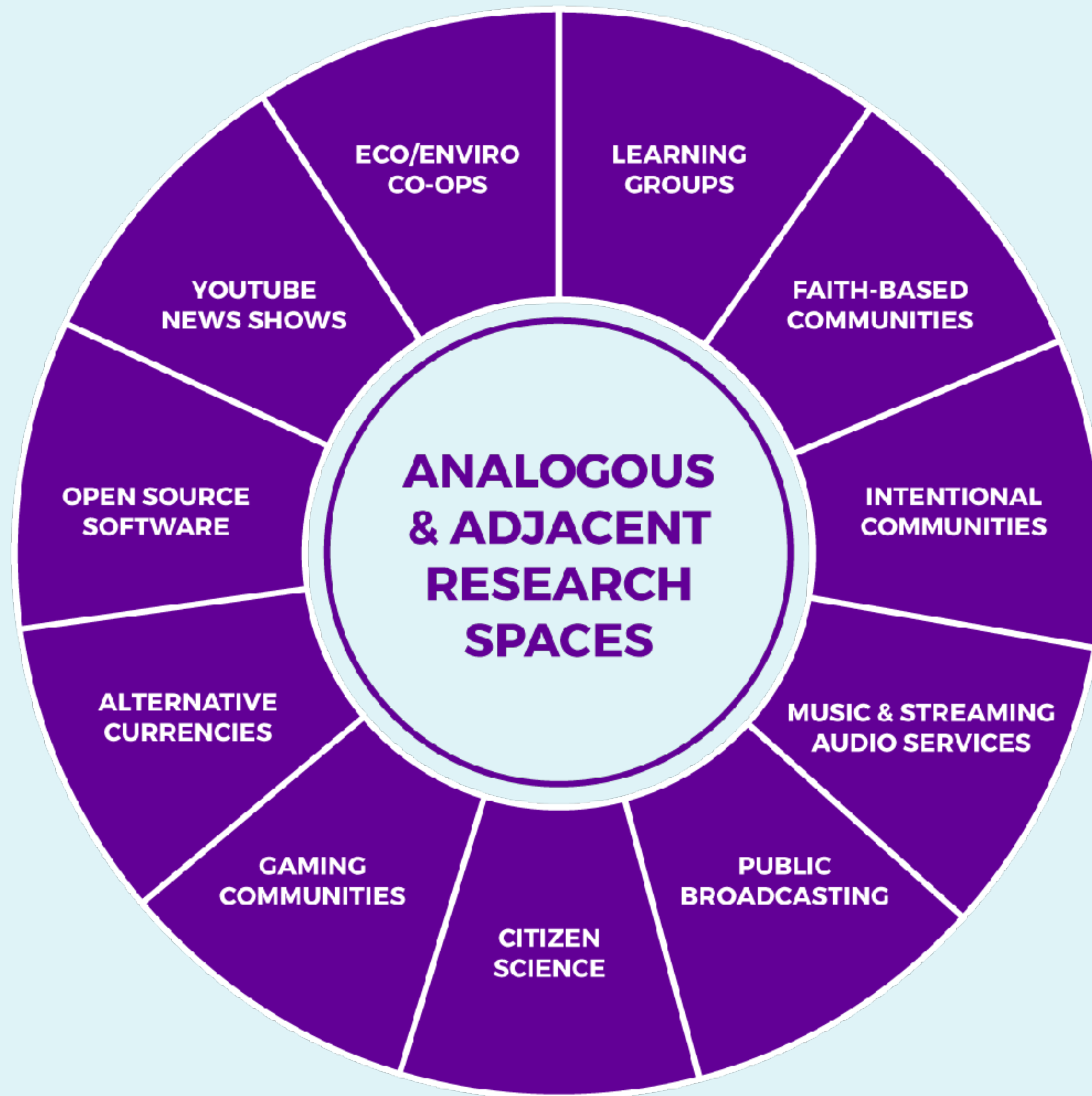
**Talk to news site staff who work closely with members and other readers, viewers, and listeners to **understand promoted practices****

*Member interviews*

**Interviewing supporters of news sites around the world to understand their motivations, news needs, and what they expect of **the social contract with sites they contribute to****

*“Analogous spaces”  
research*

**Looking at **other contexts and industries** (i.e., religious congregations and environmental co-ops) that can benefit news sites**









# *Lessons from analogous spaces*

**Membership is a way to restore what's broken**

**There is deep value in learning what members value**

**Learn their limitations, habits & strongest levers**

**Scale: not expanding beyond the ability to serve members**

**Inside the Guardian**  
Membership

## Join the club: how Burning Man festival and co-ops are helping shape journalism

Emily Goligoski of New York's Membership Puzzle Project explains how art projects, alternative currencies and communes could help map a radical future for the media

*Emily Goligoski*

Sat 8 Sep 2018 04.15 EDT



172





*'de  
Correspondent*

**Outside**

**Berkeleyside**

 **THE TEXAS TRIBUNE**

**CITY**  
**BUREAU**







1

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# STOP WHAT YOU'RE DOING

*A member manifesto*

# *Supporters are dissatisfied with mainstream news*

**We hear that the people our sites serve want**

- **Coverage** they can't find elsewhere
- **A break** from others' drama, banter & sound bites
- **A user experience** that makes good use of their attention
- **Work that goes deeper** and with more integrity

# DAILY MAVERICK

## READER COVENANT

### Reader covenant

The Daily Maverick doesn't have terms of service or an acceptable use policy or a service level agreement. These are our promises to you, and what we expect from you in return.

Give us a tiny slice of your time and we'll give you the world. We'll also throw in a whole lot of fun, just to sweeten the deal.

In the background, there's a whole lot more to it, of course, but that's all just detail. The Daily Maverick exists to provide you with the news, analysis, insight and opinion that you need. Whether you're required to make big decisions or just want to hold your own over lunchtime conversation, we'll provide the tools.

Here's another promise: we won't ever waste your time. We don't let algorithms decide what is important and what is not. Our journalists and editors are humans, and some of the best and most experienced ones around at that. They've spent decades refining the craft and we think they're pretty good at it.

The result is a service that will tell you what happened yesterday, what's happening now and what's going to happen today – and what it all means. The important stuff is all here, the politics, business and economics. But we realise you may need more than that. So we'll provide you with the social currency you need to talk to the friends about that big game yesterday, or to talk to your office buddies about the latest gossip from the celebrity pack. And we're not going to let you be ignorant about the latest in arts and culture or science and technology either. Put that in your

## OPINIONISTAS



**PAUL TREWHELE**

Mpumalanga: A thin line between democracy and fascism



**MARIUS OOSTHUIZEN**

Scenario: A Populist South



Το άρθρο αυτό σας το προσφέρει ο συνδρομητής Αρελίνα Μεράκου.  
Γίνετε συνδρομητής για να μπορείτε να τα μοιραστείτε και εσείς.

Γίνε συνδρομητής >

Είσοδος



#YOURSTORY, ΕΛΛΑΔΑ, ΔΙΚΑΙΟΣΥΝΗ, ΟΙΚΟΝΟΜΙΑ, ΕΠΙΧΕΙΡΗΣΕΙΣ

## Λογοδοτεί κανείς στην Ελλάδα;

Στη χώρα μας πολλοί από τους διοικούντες σε μεγάλες εταιρείες, τράπεζες και ανεξάρτητες αρχές δεν θεωρούν πως είναι υποχρεωμένοι να δίνουν λογαριασμό για πράξεις ή παραλείψεις τους. Ο Χρήστος Ιωάννου αποκαλύπτει τρεις τρανταχτές περιπτώσεις αδιαφορίας απέναντι στην –νομικά επιβεβλημένη– ανάγκη της διαφάνειας.

Χρόνος ανάγνωσης: 15'



2

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**INVOLVE ME...  
LIKE YOU MEAN IT.**

*A member manifesto*





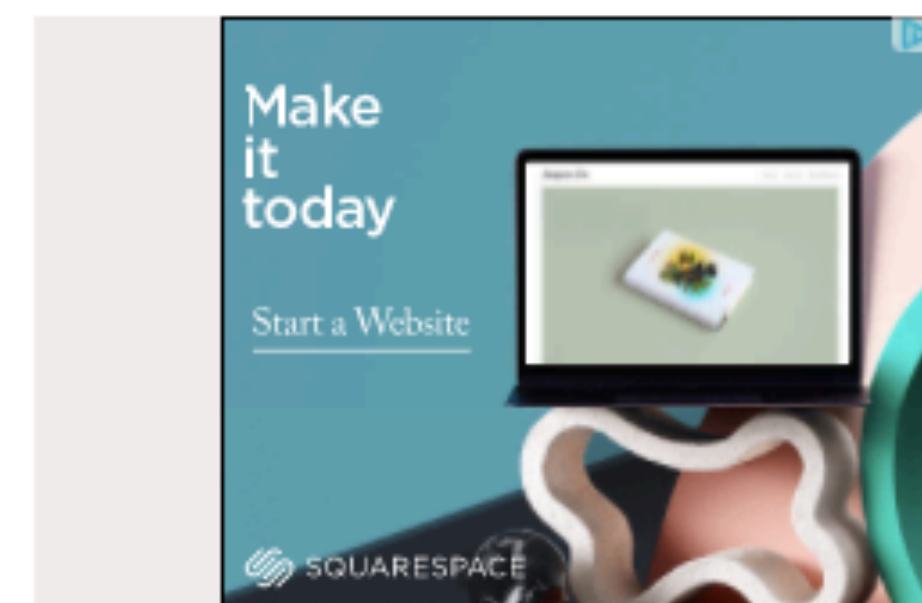
LOST MOTHERS



# What We've Learned So Far About Maternal Mortality From You, Our Readers

Our first maternal health story started with unusual sources, an ask and lots of collaboration. We're just getting started.

by **Adriana Gallardo**, May 18, 2017, 11:41 a.m. EDT







# SNP claim of 2500% increase in child food bank use is Mostly True

Ferret Journalists on July 23, 2017



3

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# BE REAL WITH ME

*A member manifesto*



### Bookworm

Anyone who has walked past media editor Luke Whelan’s office has seen his war against hundreds of new books threatening to take over his space. “If I’m not diligent about going through all the review copies that publishers send us, I might get trapped underneath them,” he says. This month’s stack of 78 books almost matched Whelan’s height of six foot two. Want to hear about some of them? Join our book club at [facebook.com/groups/OutsideBeyondBooks](https://facebook.com/groups/OutsideBeyondBooks).



### What We’re Watching

←  
Tune in to *Hearts and Hands* on **Outside TV** on Mondays at 10 P.M. Eastern for the inside scoop on some of the world’s most unique and dangerous jobs, including coast guard rescue swimmers, helicopter cowboys, storm chasers, and more.

“As a millennial with a college degree, no debt or dependents, more or less unlimited professional autonomy, and a passport, I am a case study in what it means to be free.”

—ALICE GREGORY, PAGE 48

### The Woodshed

In “This Man Flies His Own Flag” (January/February), Bears Ears National Monument was misidentified as being in Rob Bishop’s First Congressional District. It is located in John Curtis’s Third Congressional District. In the same issue, we failed to credit our cover photo, which was shot by Chloe Crespi. *Outside* regrets the errors.

### By the Numbers: On the Clock

Our full-time staff spent an estimated 1,653 hours—or 207 work days—creating this issue, a figure that does not include the time put in by our freelance writers, photographers, and illustrators. Here, we break it down by stage.

216

HOURS BRAINSTORMING AND PLANNING

six hundred and sixty-five

HOURS WRITING AND EDITING

774

HOURS ART DIRECTING AND DESIGNING EDITORIAL PAGES

### From Our Editors’ Inboxes

We love our writers and photographers, and we like to think our correspondence with them is more fun than most. Here are four excerpts from a few recent e-mails.

“Cool if I spend \$100–\$150 on some cricket pasta? Seems like times are really tight in the bug industry, no one seems to be letting free product out their door!”  
—A.C. Shilton, writer

“I’ll definitely be able to get you those photos today. I got a little buzzed last night, what can I say?”  
—Rob O’Neal, photographer

“I broke my leg in a canyoneering accident on Saturday. The good news is that I did not get a bone infection from the river water, and I got to be hoisted out in a Black Hawk helicopter.”  
—Peter Frick-Wright, contributing editor

“Happy Birthday! How about some schadenfreude as a present? Like a typo in the print edition of *The New Yorker*?”  
—Martin Fritz Huber, writer

### Litmus Test

With more than 40 percent of our web traffic coming from social media, no one at *Outside* is under more daily pressure than our audience development team, Jennifer Earnest and Svati Narula. But while crafting tweets and dealing with online trolls is more art than science, there are some hard and fast rules. Want to know if a story will go viral? If it scores more than ten points on the quiz below, you may have a winner.

#### Instructions:

Award or subtract points for each true statement about your story.

- Headline mentions Patagonia: **+8**
- Story involves science: **-2**
- Story involves dogs: **+7**
- Pivots to video: **-1**
- Has more than 3,000 words: **+5**
- Features pictures of overland vehicles: **+10**
- Mentions Laird Hamilton: **x2**

FROM TOP: HANNAH MCCAUGHEY; OUTSIDE TV

*Supporters want staff and freelancers to show*

- **Who they are**, including what they're currently working on
- How people can **contribute** to it
- Where they're **coming from**

15 juni 2017 om 13:00 • Reading time 2 minutes

# How do you replace a sick organ? Four innovations from Venice

*Tamar* **STELLING**

*Correspondent Non-human*



[+ Follow Tamar](#)





Dick Wittenberg and Greta Riemersma

*de*  
*Correspondent*



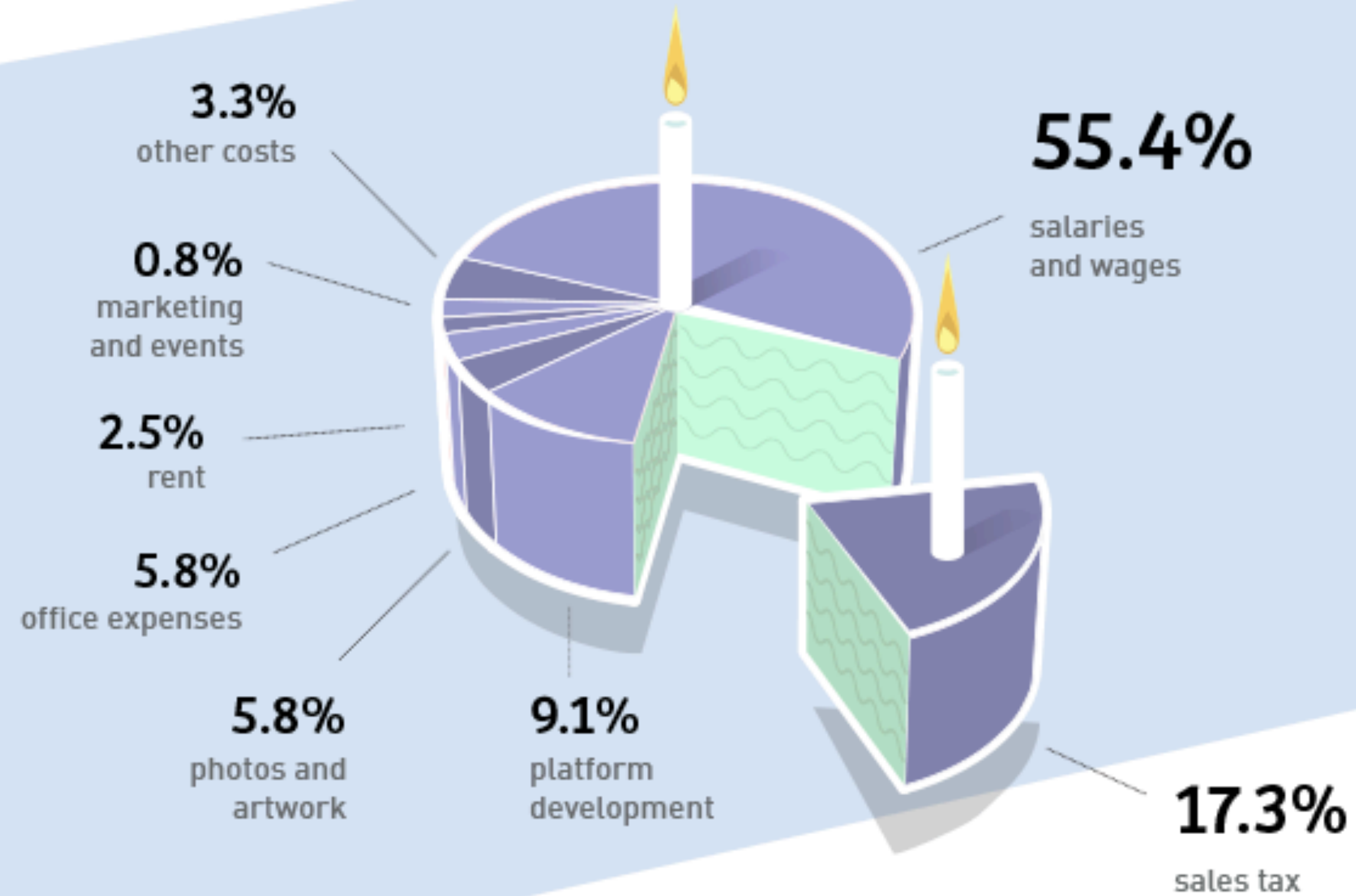
*Illustration: Esther de Korte (for De Correspondent)*

**T**he Correspondent launched New in the Netherlands in early October, an initiative that brings together Correspondent members and newcomers. Each couple of one member and one newcomer completes a questionnaire every month.

What we know about the participants in New in the Netherlands:



## Here's how we'll invest your membership fee



This article is your gift done by correspondent **Jelmer Mommers**



**Jelmer Mommers**

**Jelmer Mommers** wants to show the impact of climate change with his stories and, together with members of De Correspondent, accelerate the transition to sustainability.

Do you want to read all his stories?

**Become a member!** >

Already a member?

Log in



*de*  
*Correspondent*

Story of the day

5 april 2018 • Reading time 13 - 18 minutes • *Remember me later*

Shell has been aware of the risks of global warming for over thirty years. What did the company do with that knowledge? Together with the American website Climate Files, I publish almost forty documents from Shell that give a good answer together.



4

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# BE HUMBLE

*A member manifesto*

## *People behind the organization*

- Are quick to **correct themselves** when they're wrong
- Recognize that **they don't have all the answers**
- **Ask for help from others** who might be able to offer it

What'd I miss today?

-**Matt**, current mood: 😁😂

*Sorry for the typos in yesterday's email! I guess I sent a draft instead of the final email? I don't know what happened. I'm still confused by it all. Special thanks to the **WTF Grammar Police Mafia**, however, for pointing out every. single. typo. yesterday. Your attention to detail is astounding.*

🔥 **Catch Up:** [Today's update](#) | [Yesterday's](#)

📌 Share today's update on [Facebook](#) and [Twitter](#)

🎧 **Audio WTF.** Listen to the Daily Update via [Apple](#), [Google](#), [RSS](#), or [Alexa](#).

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**1/ Trump's personal attorney received leaked witness testimony from within the House Intelligence Committee.** The lawyer representing Michael Cohen contacted the lawyer of a former John McCain staffer after someone from the House Committee told Cohen's lawyer that the former staffer had information about the

Special Counsel's investigation into Cohen. The staffer, who was not named, had





## **This Is What's Missing From Journalism Right Now**

*And a slightly scary experiment to try and fix it.*

**MONIKA BAUERLEIN AND CLARA JEFFERY**   **AUGUST 17, 2016 6:30 PM**



transferring federal land to them would be rather poor idea.

● Some responses were edited for length and clarity

### While we have you... help us beat our goal



**\$83,872**  
pledged so far


\$0 \$50K goal \$100K

America's public lands are under threat. The Guardian is seeking contributions to support [This Land Is Your Land](#), our series on the government's giveaway of America's public lands. More than 640m acres of land - including national monuments and parks used for hiking, camping, fishing and hunting - are threatened by proposals that could give private developers and oil, gas and mining interests unprecedented control of our shared resources. Thanks to your generosity, we hit our original \$50,000 goal in just 31 hours. Additional funds raised between now and July 31 will be used to support the Guardian's extended coverage of public lands and other critical environmental issues facing America.

[Contribute now →](#)

Topics

[Environment](#) / [This Land is Your Land](#)

 Unlike many others, we haven't put up a paywall - we want to keep our journalism as open as we can.

Support us with a one-off contribution    

[Make a Contribution →](#)

5

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# MAKE GOOD USE OF MY ATTENTION

*A member manifesto*

*Listening to or reading your work is like listening to a good friend who really cares about the issues, has taken the time to understand the issue on a personal level, and wants to sit down and talk about why it matters.*

**Preethi, Reveal member**



6

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# WORK ALWAYS AND ONLY IN THE PUBLIC INTEREST

*A member manifesto*

## *Working in the public interest*

- Audience members have frequent feelings that **something is broken**. Membership is one path towards restoration.
- Keeping our processes closed mystifies people and frustrates them. **We can do better.**

**Opportunities for  
physical branded  
goods**

**Brand design/  
visual appeal**

**Organizational  
authenticity**

**A sense of  
exclusivity**

**Offering the world  
something that I  
think should exist**

**Advocacy  
on my behalf**

**A sense of  
uniqueness:  
something I can't  
get anywhere else**

**Appropriate  
price/financial  
ask**

**Being connected  
with other members  
or other like-minded  
people**

**Events/  
opportunities  
to connect in  
person**

**Feeling that my  
concerns and needs  
are heard by the  
organization**

**Staff  
diversity**

**Partnerships with  
like-minded  
organizations**



1 = not important  
3 = very important

## WHAT DO YOU VALUE IN YOUR MEMBERSHIP?

Please assign a 1 - 3 value according to how important these factors are in choosing the organizations and causes that you give your time, money, and/or ideas to:

①    ②    ③

A sense of affiliation or belonging

①    ②    ③

Ability to interact with reporters

①    ②    ③

Feeling that my concerns are heard by the organization

①    ②    ③

Offering the world something that I think should exist

①    ②    ③

Makes things easier and reduces effort  
(i.e., not having to work around paywall to view articles)

①    ②    ③

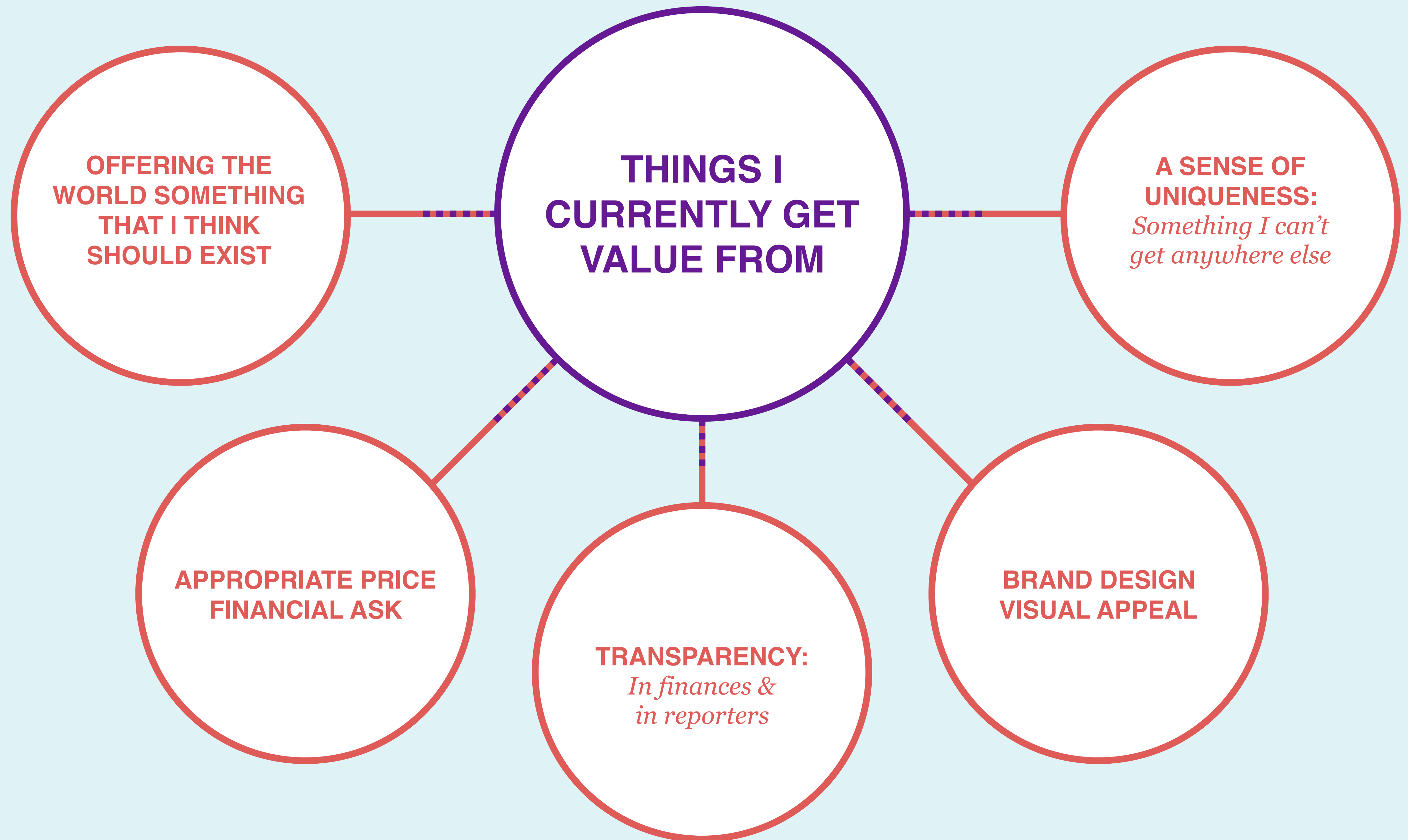
Exclusive or VIP access  
(i.e., members-only content and access to staff)

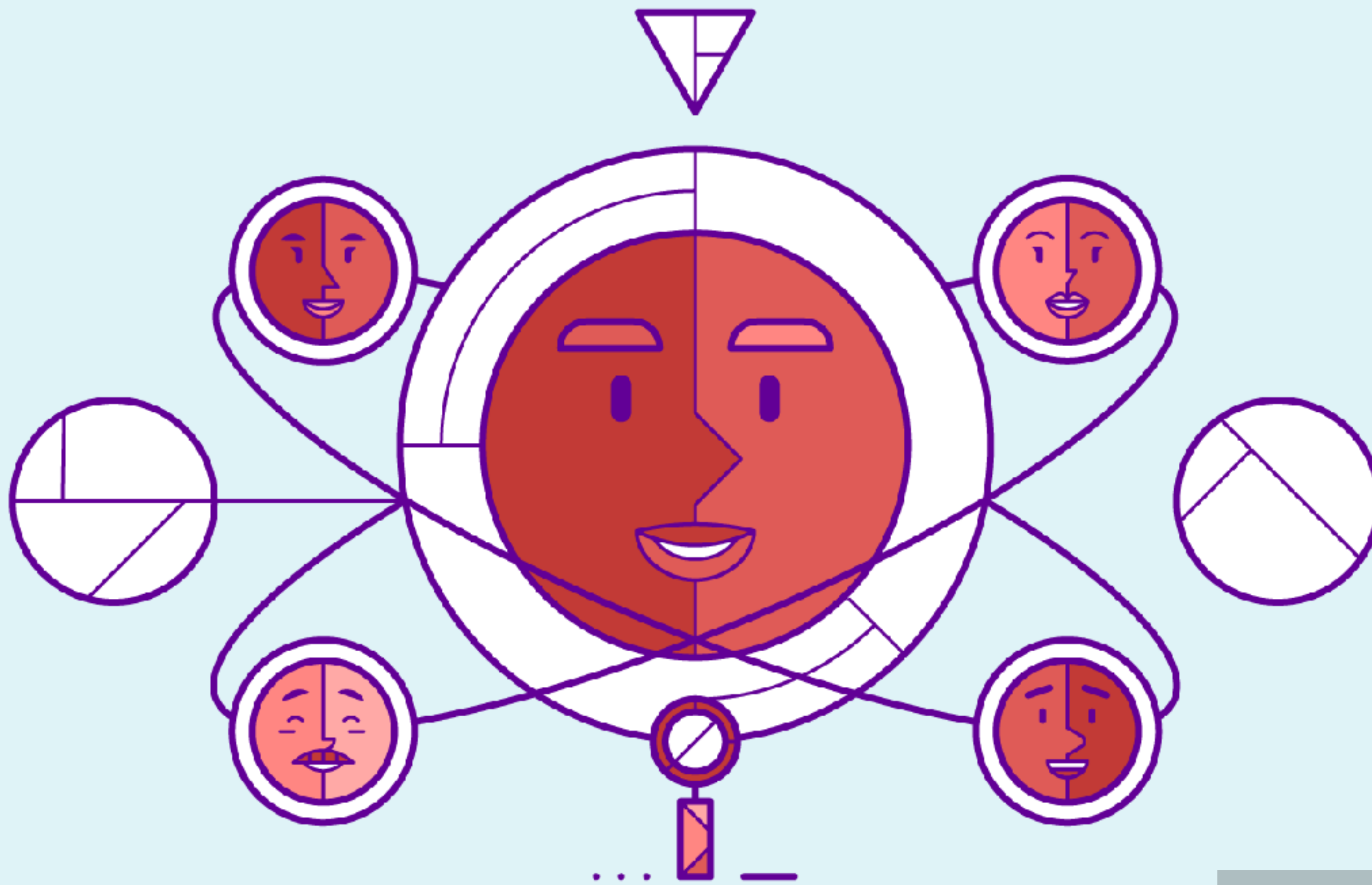
①    ②    ③

Advocacy on my behalf

①    ②    ③

Staff diversity





**Things  
I don't get  
value from**

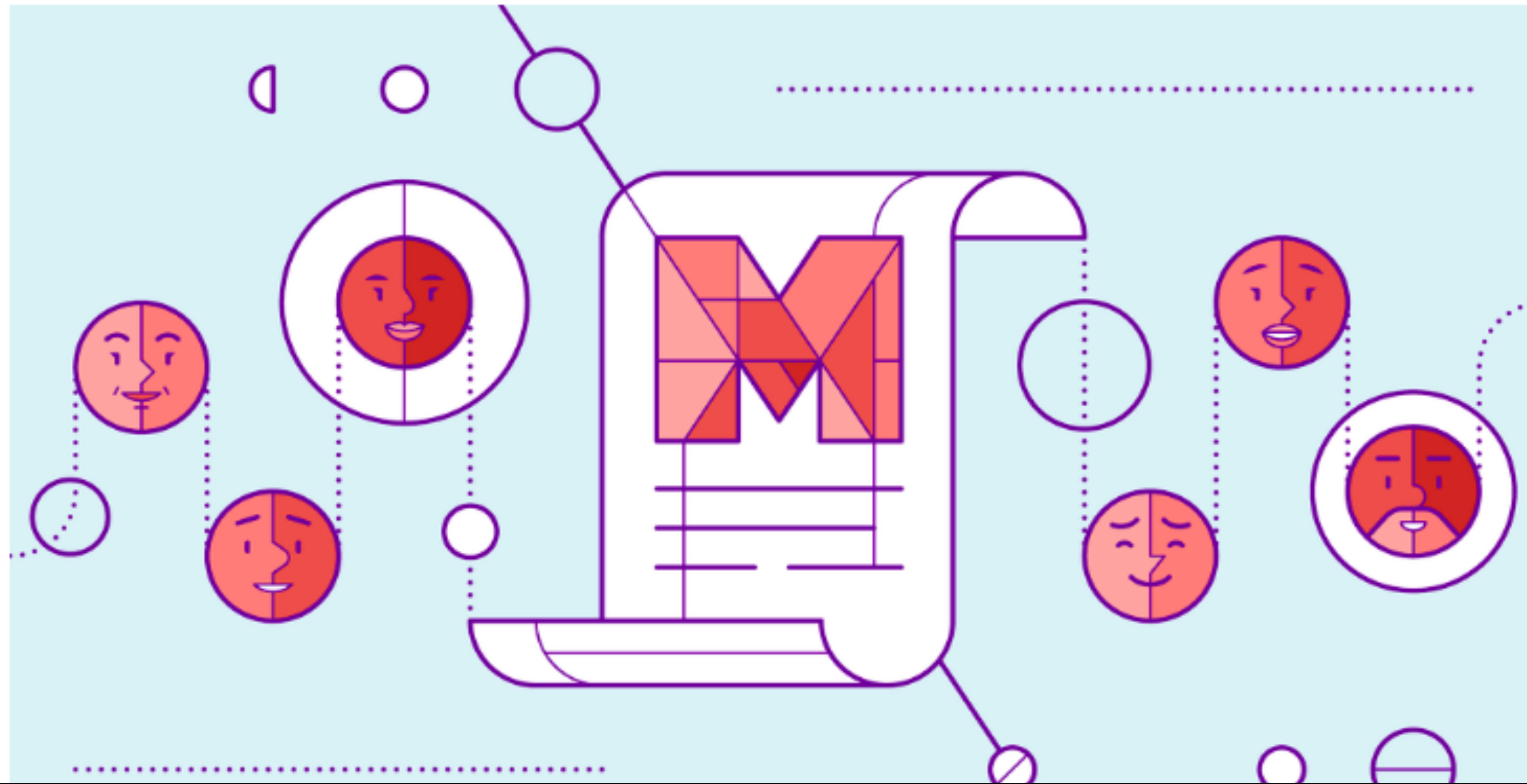
**Opportunities for  
physical branded  
goods**

**A sense of  
exclusivity**  
*(i.e., gated access)*



# **We spoke to hundreds of independent news supporters over the last year. This is their member manifesto**

*May 23, 2018 / Emily Goligoski*



# *Insights from Membership Puzzle Project*

**There are real differences between communities & paid clubs**

**Increased transparency helps earn trust**

**Contributors can offer their knowledge, not just their cash**

**Conduct audience research to know which perks matter**



@MembershipPzzle  
@Emgollie

