

## Aminda Marqués González

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Leading U.S. media executive and journalist. Trademark ability to imagine possibilities and implement solutions. Successfully led a major metro media outlet through seismic disruption in the news industry using collaboration, creativity and inspiration to save journalist roles and produce high-impact, award-winning content. Strategy for success is to build outstanding teams through talent development, strong communication, supportive leadership and practical financial discipline.

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### LEVERAGING INNOVATION TO PRESERVE JOURNALISM

- Reimagined the newsroom of the future, divorcing content production from the print cycle to create a new structure for a daily, round-the-clock digital news operation.
  - Cultivated environment of innovation and entrepreneurship in the newsroom, creating products to extend reach and increase revenue, such as sports-only subscriptions and niche newsletters.
  - Brought business savvy and metrics to newsroom endeavors to develop a stakeholder sensibility toward growing revenue at the smaller team level.
  - Transformed legacy print newspapers into digital newsrooms, driving audience growth and revenue while reducing costs and becoming the leader in all of McClatchy for subscriptions, page and video views.
  - Created the first national bilingual news organization producing four core products in two languages.
  - Expanded coverage capacity in breakthrough partnerships with other media players, most notably a shared capitol bureau with the Tampa Bay Times and co-founding the Florida Climate Reporting Network.
  - Launched community and journalism philanthropic effort, allowing readers to support and fund journalists during disruption and transition of legacy financial model.
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### PROFESSIONAL EXPERIENCE

*Miami Herald Media Company, May 2007 to Present*

**President & Publisher/Executive Editor, Miami Herald**

**March 2019 – present**

**Florida Regional Editor for McClatchy**

Drove the digital transformation of the Miami Herald and el Nuevo Herald, bringing business acumen and accountability into the newsroom. Responsible for P& L of the Miami Herald Media Company with 250 employees.

**Key accomplishments:**

- Added six journalists to the newsrooms in the past year through partnership and philanthropic efforts that totaled more than \$500K.
- Expanded the Herald's hallmark, accountability and enterprise reporting, involving all content teams in creating and developing projects and building capacity even as total newsroom count declined.
- Strengthened the investigative team by reallocating newsroom resources and launching campaign to add five more investigative journalists, doubling the team's size.
- Decreased expenses year over year by more than 13.3% with key consolidations that included contracting print operations to another vendor.

**Executive Editor,  
Miami Herald & el Nuevo Herald**

**April 2018 – March 2019**

**Florida Regional Editor for McClatchy**

Responsible for all news and editorial content produced by staff of 130 at McClatchy Florida properties: the Miami Herald, el Nuevo Herald, the Bradenton Herald, the Florida Keys News and the Miami Herald/Tampa Bay Times Tallahassee Bureau. Led transformation from print-dependent news organization to dynamic digital operation.

**Key accomplishments**

- Drove exponential growth of digital audience in Miami, State of Florida and the country, nearly doubling our monthly pageviews to a combined average of 45 million page views. The Miami Herald alone:
  - Produces 25 percent of all McClatchy traffic as one of 30 properties.
  - Has the most digital subscribers in all of McClatchy.
  - Leads McClatchy in video views, accounting for more than one-quarter of total views.
- Fostered one of the most diverse newsrooms in the country to reflect the rich cultural tapestry of South Florida through internship programs and intentional recruiting practices; in the last 18 months, 85 percent of 16 hires were candidates of diversity.

**Executive Editor, Miami Herald & el Nuevo Herald**

**July 2017 – March 2018**

Created the country's first daily bilingual newsroom by combining Miami Herald/el Nuevo Herald teams to produce targeted content for distinct audiences in two languages. Through reinvention, streamlined print production, merged back-end functions between newsrooms, eliminated duplication and created a single newsroom-wide workflow.

**Key Accomplishments**

- Responsible for all news and editorial content and more than \$10M operating budget.
- Created three new local reporting jobs in el Nuevo Herald, nearly doubling the number of local reporters by reallocating existing staff
- Created two full-time digital translator posts in ENH to translate relevant MH and McClatchyDC content in real time.
- Combined staff on a bilingual design and production desk while maintaining the distinct character of each publication.
- Combined the MH and ENH photo/video desks and sports departments to expand coverage capabilities.

**Executive Editor, Miami Herald**

**November 2010 – June 2017**

Broad oversight of newsroom operations, from daily and Sunday print editions to the online operation.

**Key Accomplishments**

- Reorganized news operation from being print-production-driven to becoming a 24-hour digital news desk.
- Drove key pivot in digital transformation in 2016 through metrics-focused innovation, which led to record-breaking traffic: an 80 percent increase in pageviews and a 29 percent growth in local unique visitors during the same period.
- Innovated with new positions to drive digital traffic, such as Video Producer, which doubled video views and resulted in increased revenue.

**Other Miami Herald Positions**

Managing Editor, May-October 2010  
 Senior Editor/News, March 2009 – May 2010  
 Exec. Features/Sun. Editor, Aug. 2008 – Mar. 2009

**May 2007 – October 2010**

Features Editor, December 2007 – August 2008  
 Associate Editor Multimedia, May – Dec. 2007

*People Magazine, Miami, Florida, September 2002 to February 2007*

**Miami Bureau Chief**

Oversaw news operation, managed celebrity, enterprise and breaking news coverage in the southeastern United States, the Caribbean and Latin America for print and online for one of the country's largest national weekly magazines.

*Miami Herald Media Company, prior tenure, August 1986 to September 2002*

Deputy Metro Editor, Feb. 2001 – Sept. 2002  
 Assistant City Editor, Jan. 1997 – Feb. 2001

Assistant Editor/Neighbors, Sept. 1995 – Dec. 1997  
 News Reporter, Aug. 1986 – Aug. 1995

**MEDIA AND COMMUNITY LEADERSHIP**

- Co-chair, the Pulitzer Prize board.
- Dean's Advisory Board, School of Communications and Journalism at Florida International University.
- Advisory Board, Lillian Lodge Kopenhaver Center for the Advancement of Women in Communication.
- Past president, of the Florida Society of News Editors.
- Board member, of the United Way of Miami-Dade and the Orange Bowl Committee.
- Past member, advisory board for Poynter Institute, a non-profit journalism training center.

**MEDIA INDUSTRY HONORS**

- Benjamin C. Bradlee Editor of the Year award, 2019.
- National Association of Hispanic Journalists, Hall of Fame, in 2018.
- Presidential Impact, National Association of Hispanic Journalists, 2016.
- Alumni Hall of Fame, University of Florida College of Journalism and Communications, 2012

**EDUCATION**

Bachelor's Degree in Journalism, University of Florida Gainesville, Florida; Awarded Dean's Cup for Professional Promise.

**OTHER ASSETS**

A genuine, collaborative interpersonal style that encourages excellence from others. Intuitive ability to identify each individual's passion points and provide opportunities to grow professionally in pursuit of them. Move seamlessly and comfortably from the front lines to the executive suite.

## AWARDS LEGACY AT MIAMI HERALD MEDIA COMPANY

In the past 10 years, Miami Herald journalists have received numerous national awards, including journalism's highest honor, the Pulitzer Prize.

### Pulitzer Prizes

- **2017: Winner** - Explanatory reporting, [The Panama Papers](#), Miami Herald, McClatchy, ICIJ
- **2017: Winner** - Editorial Cartooning, Jim Morin

### Pulitzer Prize Finalists

- **2019:** Explanatory Reporting, [Dirty Gold/Clean Cash](#), a five-part series that examined the trail of gold mined illegally in Latin America and moved through Miami for processing and conversion into cash. *Kyra Gurney, Nicholas Nehamas, Jim Wyss, Jay Weaver*
- **2018:** Investigative Reporting, [Fight Club](#), which documented widespread abuses in Florida's juvenile justice system and spurred legislative reform Also received the 2017 Worth Bingham Prize for Investigative Reporting. *Carol Marbin Miller, Audra D.S. Burch.*
- **2016:** Local Reporting, [License to Launder](#), which exposed a corrupt police task force that turned a sting operation into a massive profit generator for the officers and their informants. *Michael Sallah, Emily Michot, Joanna Zuckerman Bernstein, Sohail Al-Jamea.*
- **2012:** Public Service, [Neglected to Death](#), for exposure of abuses and lax state oversight in Florida's assisted-living facilities for the elderly and mentally ill that resulted in the closure of dangerous homes, punishment of violators and creation of tougher laws and regulations. *Michael Sallah, Carol Marbin Miller and Rob Barry.*

### Other National Awards:

- **2019:** George Polk Award for Justice Reporting; Hillman Prize; Anthony Shadid Award for Journalism Ethics;
  - [Perversion of Justice](#), which documented how Jeffrey Epstein, a wealthy New York hedge fund manager who molested and trafficked underage girls, was able to manipulate federal and state prosecutors into giving him and others involved in his crimes immunity from federal prosecution. *Julie K. Brown, Emily Michot.*
- **2018:** Maria Moors Cabot Prize, *Jacqueline Charles*, international reporting on Haiti and the Caribbean.
- **2017:** Maria Moor Cabot Prize, *Maureen Whitefield*, international reporting on Latin America and the Caribbean
- **2015:** Goldsmith Prize for Investigative Reporting, 2014 Worth Bingham Prize for Investigative Reporting;
  - [Innocents Lost](#), an investigation that chronicled the deaths of nearly 500 children in Florida who had a history with the Department of Children & Families. *Carol Marbin Miller, Audra D.S. Burch.*
- **2014:** Robert F. Kennedy Award;
  - [Cruel and Unusual Punishment](#), which detailed deaths and questionable use of force in Florida's prison system. *Julie K. Brown.*

Dear Dean Reid and Esteemed Members of the Search Committee:

During the 30-year arc of my career as a reporter, editor and publisher, I have lived and led through the most profound changes to journalism and communication since the introduction of the commercial printing press.

Amid the technological disruptions that led to severe downsizing in the news industry, I built on the Miami Herald's legacy of journalistic excellence, doubled down on mission-driven and high-impact journalism, created a bi-lingual daily news operation and cultivated one of the most ethnically and racially diverse news organizations in the country.

I led the transformation of a storied print newspaper to an audience-focused multimedia news organization that is producing award-winning journalism - in two languages - using every medium from text-based content to graphics, videos, documentaries and podcasts.

Now it would be a privilege to help lead my alma mater through these historic times by building on the legacy of academic excellence at the College of Journalism and Communications to educate the next generation of leaders and continue to shape the future of communication in this country.

Although I am proud of the many accomplishments in my career thus far, especially the work that has given voice to the stories of children, women, and people of color who have been abused and mistreated, I also recognize the restraints of my current position to implement the broader systemic change that is desperately needed to ensure equity and social justice in journalism and communications. My passion to lead this type of transformation is what inspired me to apply for this position.

Under the inspired leadership of Dean McFarlin, the academic and professional excellence of the faculty and staff, and the commitment of the students, the College of Journalism and Communications has led nationally through deep research, strong academic programs, immersive training opportunities and innovative initiatives. There is a strong foundation upon which to build out this work. The timing could not be more urgent.

As president, publisher and executive editor of the Miami Herald Media Company, I bring a unique interdisciplinary and cross-sectoral skill set in journalism, public relations, telecommunications, and advertising that will be crucial to the success of this work.

It is not hyperbole to say that the future of journalism is facing an existential crisis with serious implications for our democracy. One key reason is the erosion of the public's faith in the media.

As a pioneering Hispanic woman in this field, I know the difficulties of building trust in the media. I am inspired by the work that The Consortium on Trust in Media and Technology is undertaking and their support of the Narrative Justice Project. This type of research and outreach to underrepresented communities is essential.

These are the types of bridges we must build to ensure we are surfacing the issues that affect diverse communities. To build deep relationships with our audience, the communities we serve must see themselves in our coverage. In South Florida, where more than 50 percent of the population is foreign-born, we are committed to hiring journalists who reflect the population we serve, who bring cultural context and nuance to their reporting, and who can communicate with our readers in their primary language.

While there is still work to be done, just under 50 percent of our newsroom staff is ethnically and racially diverse. This figure does not include the reporters and editors who primarily work for our Spanish-language news organization, el Nuevo Herald.

Likewise, our students also need to see themselves equitably represented in the faculty, staff and student population, as outlined in the CJC's Mission Statement. As we continue to strive for more systemic, long-term changes in equity, there are actions we can take in the short-term to increase diversity and inclusion. Honoring and respecting non-formal, traditional knowledge and including these leaders as educators is high among them, a step the college has already taken.

Metrics-driven goals, many detailed in the College's strategic plan, are key to accountability. At the Miami Herald and el Nuevo Herald, we committed to better connect with our communities by ensuring that 50 percent of hiring, promotions and training opportunities serve to diversify our newsroom staff. In the past 18 months alone, nearly 90 percent of our new hires were ethnically, racially and sexually diverse.

At the CJC, significant strides already have been made in achieving increased diversity among students, faculty and staff. I see The Inclusion, Diversity & Equity Committee as the foundation to frame and lead these difficult conversations, explore options and identify other innovative ways to reach this shared goal.

It represents one of the many ways in which the CJC is positioned to illuminate, lead and solve real-world problems. Another is to fill the power vacuum created by the continued contraction of news organizations across the state and the country. The need for factual, timely information has never been more critical than during this pandemic.

Even as Florida touts one of the strongest public records laws in the nation, we have witnessed the erosion of these legal protections in the past decade as hundreds of exemptions have been passed by the state legislature. In addition, state and local elected officials are increasingly reluctant to provide information that, by law, should be public.

In the midst of the Coronavirus pandemic, the Miami Herald has had to file a lawsuit to require the state to release the names of eldercare facilities across the state, along with the number of cases and deaths at each facility. The Herald partnered with other statewide news organizations after an aide to the governor pressured our long-time legal counsel to drop the case.

These legal battles are costly and many newsrooms simply lack the necessary legal resources. The same is true for members of the public.

The Brechner Center for Freedom of Information is filling this void as a nationally recognized advocate for transparency, access and First Amendment rights. The detailed legal guides, resource lists and research projects are a lifeline for both journalists and the public alike.

After the George Floyd killing sparked a national social justice movement, The Center for Public Interest Communication - the first of its kind in the country - helped to advance the conversation on systemic racism and racial equity and police reforms.

The rapidly changing technological landscape continues to inform how we influence and connect with our audiences across disciplines. The projected growth in AI, synthetic media, virtual and augmented reality, and increasingly sophisticated algorithms will bring great possibilities as well as ethical considerations. As we have already seen, companies and organizations can tell their own stories without the need for traditional gatekeepers. However, increasingly sophisticated algorithms have become the dominant influence on consumer behavior, driving the way brands communicate with their customers.

Just as the large distribution models have had an impact on brands, they have had an outsized impact on the financial model of local news organizations.

There are ground-level innovations taking place in news organizations across the country, even at for-profit companies such as the Miami Herald. As companies like Facebook and Google take the lion's share of advertising revenue, organizations are experimenting with new financial models that lean on audience revenue, community philanthropic support and foundation funding.

This has shifted fiscal responsibility to the newsroom, which is driving online traffic, video views and digital audience growth fueled by the appetite for local news. Most recently, we have ventured into fundraising in order to hire additional journalists.

In the past year, we have raised nearly three-quarters of a million dollars in pledges. This has allowed us to fund six new reporting positions, including an early-career Investigative Reporting Fellow. That position, funded by a local family, is geared toward training an early-career investigative reporter of color. Our first fellow is a Haitian-American woman who grew up in South Florida.

The combination of newsroom-driven audience revenue, along with community and reader support, is showing promise as a sustainable business model. This effort has required a different set of skills that include salesmanship and, perhaps more importantly, carefully crafted public messaging.

The CJC has the in-house expertise across the disciplines to create a track focused on business literacy. As the nature of work is projected to evolve, this would equip graduates with the acumen to become innovators in their respective fields and stand up their own enterprises, from one-person operations in news deserts to a crisis management public relations firm or an independent film venture. Grant writing, the art of a perfect sales pitch, and public messaging would be vital skills as emerging models increasingly rely on public funding. Also critically, this business acumen prepares students for a more seamless transition into management positions across disciplines.

This would augment one of the hallmark achievements that has earned the UF CJC a top national ranking by College Magazine, among others. The college has created opportunities for hands-on experience through its radio, television and digital properties, as well as real-life advertising and public relations experience at The Agency.

The expansion of the teaching-hospital model, with the launch of Fresh Take Florida, provides students with an essential experience in accountability reporting while filling a growing gap in statehouse reporting. The stories produced by the students have been ambitious and well-executed and picked up by news organizations statewide. There are exciting possibilities to expand on the success of this project to help train a diverse class of investigative reporters, perhaps through a Florida-focused summer institute modeled after Arizona State University's News21 project.

Such hands-on learning opportunities, coupled with excellent academic programs taught by leaders in the field, lay the fundamental groundwork for the success of CJC graduates. I am a testament to that. By the time I graduated from UF, I had written for The Independent Florida Alligator, interned at a college news bureau and completed three summer internships that included the Lakeland Ledger, the New York Times and the Miami Herald.

I am indebted to the UF College of Journalism for preparing me to accomplish more than I could have possibly imagined when I embarked on my career. It would be an honor to be able to do the same for the next generation of students

Regards,

A handwritten signature in black ink that reads "Aminda M. Gonzalez". The signature is written in a cursive, flowing style.

Aminda Marques Gonzalez