

Life beyond print



Newspaper journalists' digital appetite

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Overview

America's journalists want a quicker transformation from print to digital delivery of the news, a study of almost 3,800 people in a cross-section of newspaper newsrooms shows.

The study, conducted earlier this year in 79 newsrooms, indicates most journalists are eager to compete in a digital world and almost half say their newsroom's transition from print to digital is moving too slowly. Only 20 percent of the workforce like things the way they are or yearn for the good old days.

Using digital appetite as a guide, the following profiles of journalists emerge:

Digitals, about 12 percent of the workforce, spend most of their time working online. They're the youngest group, with an average age of 38, and 56% believe the digital transformation is taking too long in their newsroom.

Major Shift, at 11 percent, are the most dissatisfied with their current state, more pessimistic about staying in the business long-term and want the most pronounced change. This group – roughly an equal mix of reporters, mid-level editors, copy editors, designers and videographers, most of whom have been in the business at least 15 years – would like to devote five times their current effort to online. They're deeply engaged online in their personal lives, but see a disconnect at work. They could help the newsroom adapt faster, but need a sign they should stay in newspapers.

Moderately More, the largest segment at 50 percent and encompassing many reporters and mid-level editors, want a roughly equal split between online and print work. They've tested the waters of digital journalism and leaders should encourage them to wade in.

The **Status Quo** segment, at 14 percent, may present a particularly thorny management challenge. They believe the 30 percent of effort they currently devote to online is sufficient and expect little disruption to the way they work now. In newsrooms where improving digital performance is a top strategic priority, this group will need a wake-up call.

As the name implies, the **Turn Back the Clock** segment just wishes it would all go away. They represent 6 percent of journalists.

Leaders, at 5 percent, are publishers, editors and managing editors, most of whom have been in the news business more than 20 years. Most report their roles are primarily print-focused but want to shift to online. Like Digitals, they describe themselves as open to change and optimistic about their career options.

Predictors of digital orientation: What sets apart these journalists who long to immerse themselves more deeply in online pursuits?

It's not youth.

Rather, the top two predictors of digital appetite are heavy Internet use outside work and having knowledge of online audiences and their preferences.

Previous Readership Institute research¹ has proven the importance of customer knowledge as a first step in building media use. Real customer focus also includes acting on the results and letting customer needs drive internal decision-making. This study offers a new reason why knowing the audience is important: it helps stimulate a desire to transition to online work.

Other predictors of digital appetite:

- Openness to change at work and adaptability
- Proactive pursuit of the training necessary to learn online skills
- Keeping up with companywide initiatives and industry developments

Despite industry turmoil, great optimism: The study found that 77 percent of journalists are somewhat or very satisfied with their current jobs.

More than 2 out of 3 think it somewhat or very likely they will be in the news business two years from now; and more than half (59 percent) think they'll likely be with their same newspaper. Journalists at smaller newspapers (circulation < 50,000) tend to be more optimistic than their counterparts at larger papers about the likelihood they'll stay in the news business.

The challenge for leaders: Journalists' passion for the mission is there, but they need basic tools for reinvention and more engaged leadership.

More than half of the journalists working primarily in print had no training in the previous year to equip them for a digital transition. One in four journalists reports having had no training at all. Those working in digital jobs fared somewhat better, with 54 percent reporting six hours or more of digital training.

Stressful times like these often cause leaders to withdraw when their employees need them to engage more. We see hints of this in the major gaps between how leaders think they are doing and how staff view them, in such areas as fostering collaboration, seeking out input from employees at all levels, and communicating strategy in a way that relates to employees' jobs. We also see differing expectations for leaders among

¹ http://www.readership.org/culture_management/reader_orientation/readerorientation.asp

the segments: Digitals, for instance, want leaders to be even more immersed in online trends and to sharpen the digital vision; Major Shifts want more risk-taking; Status Quos generally like what leaders are doing and advocate staying the course.

Leaders should be generous with what they know to help their employees develop. For instance, the survey clearly shows that as employees become more knowledgeable about online users, the desire to work online grows. Digitals and Leaders have the most knowledge about digital customers, but it's not being spread around the rest of the news organization. Copy editors, reporters and photographers are especially in the dark.

Leaders are already making hard decisions about resources, and this study suggests adaptability should be a key criterion in evaluation. A proven track record of adaptability should be given at least as much weight as knowledge, skills and abilities. By the same token, employees who want to stay in the news business should work to increase their adaptability just as they do other job-related skills.

Finally, leaders should encourage all employees to use downtime to edit video, tweet, upload mobile photos to Facebook pages and otherwise keep current in online trends. As the study shows, even for employees who don't have any online work responsibilities, the more engaged they are with the Internet on their own, the more eager they will be to transition to online at work.

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Journalists in 2009: Six profiles

Journalists at U.S. newspapers today remain overwhelmingly focused on print – 87 percent of the randomly-selected sample in this study say they devote at least half of their effort to print. The average journalist devotes about 70 percent effort to the print edition. About 8 percent say they devote no energy at all to online work.

But most aspire to be in a different place. When we look at what they're doing currently, relative to what they would *prefer* to do, the following segments emerge:

- Turn Back the Clock: Those who wish for more print emphasis, less online (6 percent)
- Status Quo: Those who want no change (14 percent)
- Moderately More: Those who want a roughly equivalent digital-print split (50 percent)
- Major Shift: Those who want dramatically more online focus (11 percent)

Those segments can be usefully contrasted with two other groups in the study:

- Digitals: those who already spend at least 60 percent of work effort online today (12 percent)
- Leaders: publishers, editors and managing editors (5 percent)

Digitals: Follow big-picture trends, want to quicken the pace

These journalists are most likely to be online editors or producers, but about 17 percent are reporters or writers. Overall, they're newer to journalism than any other group.

Digitals score highly on factors that relate to adaptability – such as openness to change and work and career proactivity. They're similar to leaders in this and many other respects. They're most apt to describe themselves as the first to try something new at work and as having career options.

They share nearly an identical set of strategic priorities with senior leaders and the two groups score themselves highest for being on top of new initiatives in the company and in the industry. Online employees and senior leaders also are similar in their extensive personal use of technology. In the typical newsroom, these groups likely got the most training last year.

In a key finding, digital employees label themselves markedly more knowledgeable about consumers of digital and at the same level of print reader knowledge as their print counterparts. Overall they are much more aware of customer behaviors and needs.

Other findings:

- 1 in 3 believes his or her own job is evolving too slowly from print to digital and 56 percent believe the overall newsroom is moving too slowly in that regard.
- More than half have undergraduate or graduate degrees in journalism. But 23 percent – a larger slice than any other in our six profiles – have no post-secondary journalism training.
- 42 percent have been in the news business less than 10 years but 11 percent have been journalists for more than 30 years.
- The average age – just over 38 – is the youngest for any segment.

Leaders: See themselves continuing to straddle both platforms

Publishers, editors and managing editors indicate they are spending about a quarter of their work effort on online matters but believe the emphasis should shift to favor digital (53 percent) over print responsibilities.

More than 1 in 4 leaders (28 percent) think their job is changing too fast overall, which could reflect the lack of clarity around a business model to sustain digitally delivered journalism. By contrast, 18 percent of digital employees say their job is changing too fast.

The profile of leaders parallels that of digital employees in many ways but there are some other notable exceptions.

- Leaders tend to be more than a decade older (49), and 77 percent have been in the news business more than 20 years, including 42 percent for more than 30 years.
- Leaders are more confident in the overall direction of the newsroom, with nearly 70 percent saying the newsroom is on the right track, as compared to about 45 percent of Digitals.

Major Shift: Many dissatisfied journalists want to go dramatically more online

Members of this segment self-assess as the least satisfied employees in the newsroom and the group least likely to believe they'll be at their newspaper two years from now.

They tend to judge leadership more harshly than the others, but are particularly disappointed in what they believe are conventional practices. They rate leaders especially low for openness to doing new things, taking risks and promoting collaboration across departments.

Like digital employees and senior managers, this group reports somewhat greater Internet use outside work than other journalists. But they are frustrated that their digital interest does not translate to their work lives. On the job, they use the Internet as a reporting or editing tool, but likely not for much else. Given their druthers, they would post more, plan more and link more online.

- They are less likely to have received any digital training in the last year than other groups, with nearly half reporting zero hours. Nearly a third received no training at all.
- Of all the segments, this one splits most finely on the question of overall direction of the newsroom with 51 percent saying right track, 49 percent saying wrong direction. This contrasts with the overall workforce which broke 62 percent in favor of right direction.
- If put in charge of resources, they would invest to improve online content and the Web site's design, and in training in technology (even more than Digitals).

Moderately More: Half the newsroom wants to double their digital focus

The largest slice of staff – 50 percent, which encompasses many reporters and mid-level editors – believes their newsroom transition has been too slow and would be comfortable seeing their job duties shift moderately more online. But by nearly a 2-1 margin, they believe the newsroom is headed in the right direction.

- Their ideal job would be divided about 50-50 between print and online effort, requiring a doubling of their digital effort today.
- They tend to have been in the business more than 20 years.
- 43 percent are reporters and another 22 percent are mid-level editors.
- Given the corporate checkbook, they would improve online content, improve design and organization of the Web site, train in technology and hire more reporters and editors, in that order.

Status Quo: About 1 in 7 want no change

About 14 percent of journalists believe the evolution of newspapers has gone far enough. Just less than a third of their current effort centers online and they would prefer to see no change.

But they are happy. This segment reports the highest satisfaction, says they are most likely to stay with their current newspaper and most believe they will be in the news business two years from now.

They also constitute leadership's biggest fans. Of 19 leadership activities or skills rated in the survey, these journalists scored executives higher than average on 17.

Most of the Status Quos believe the pace of change to date has been “about right,” whether in respect to their own job or newsroom-wide change. They forecast more moderate or minimal changes to come than the rest of the newsroom.

- If put in command, they would first hire more reporters and editors and invest in improving print content – spending more in those two areas than any of the four previously mentioned groups. They do support online investment, but it comes in third after print improvements and increasing manpower.
- They say they are not knowledgeable about the Internet and self-score lowest for personal Web activity.
- This group assesses themselves as less open to change and indicate they are less proactive about their jobs and careers. They keep up on industry changes, online trends and company initiatives to a lesser extent than other groups mentioned so far.
- This group is slightly older than the overall population. Nearly half are age 50 or older and 1-in-10 is 60 or older.

Turn Back the Clock: The smallest segment wishes a return to the heyday of print

About 6 percent of staff would go more heavily into print if they could. They report about 30 percent of their current effort is spent online, nearly triple the amount they would prefer. This is a group that has tested the online environment and they don't like it.

This group weighs toward reporters and photographers but age is not significant. They closely mirror the newsroom average for age and years until retirement.

What particularly sets this group apart from others is their low levels of adaptability. Asked to rate themselves on openness to change, how they approach change at work, and career resilience, they rated significantly lower than other print employees and dramatically lower than digital employees or senior managers. We address adaptability – what it is and how it impacts the shift to digital – later in this report.

Individuals in this group report being less satisfied than their Status Quo colleagues. They also have the lowest opinion of leaders of all the groups and are least likely, in particular, to believe executives really understand what it takes to put out the newspaper.

- This group feels even more strongly than Status Quos that top priorities should be hiring reporters and editors and improving content of the print edition. Following behind are improving design and content of the Web site.
- Employees fitting this profile are not heavily into online activities in their off time or on the job.

What drives the digital appetite?

A central question this study sought to answer is what individual characteristics and management activities support employees' desire to move into digital journalism.

To measure this appetite we asked respondents what their ideal proportions of print and online work would be if they could design their own job. Then we tested a set of potential drivers against these levels of digital readiness.

Some of the results defy conventional wisdom. Age, journalism experience and proximity to retirement don't matter at all. We found older employees are just as likely to want to shift online as younger ones. Among both younger and older employees there are pockets of resistance but age alone doesn't indicate who would like to transition. Although current online employees are significantly younger, the data indicate significant levels of drive among older employees.

Age aside, we did identify several key drivers – those outlined below explain about 26 percent of the drive to go online.² Some are within the control of the individual; others require organizational support.

Drivers of desire for digital work^{3 4}

- Personal Internet use (.278)
- Online customer knowledge (.146)
- Personality: Openness to change at work (.140)
- Digital training (.104)
- Personality: Work and career proactivity(.058)
- Job satisfaction (-.071)
- Likelihood to remain in the news business (-.043)

² This reflects the adjusted R squared value of the regression model which was .302.

³ Numbers indicate the beta coefficient in a stepwise linear regression analysis. The larger the number, the stronger the relationship either positive or negative.

⁴ One variable, "print customer knowledge total," was excluded from the final regression analysis. It was highly correlated with other predictors and that multicollinearity caused it to appear as a negative and created other distortions in the results. Further analysis showed that print customer knowledge does not correlate with a desire to go online and its inclusion was an artifact of its relationship with other truly predictive variables. The R squared value of model decreased by .043 and the other components did not change upon its exclusion. A correlation matrix appears in the appendix for all driver variables.

Personal Internet use

We found – even for employees who don't have any online work responsibilities – the more engaged journalists are with the Internet on their own, the more eager they will be to transition to online at work.

Leaders who want staff to be ready to go online should not punish them for frittering away a little down time at work online. In fact, they should be encouraged to edit video, tweet, upload mobile photos to Facebook pages and otherwise keep current in online trends. There isn't one online activity that's most important to becoming engaged online. Instead it's a general interest in what's new online, learning about technologies first-hand and generally experiencing the newest things on the Internet.

| Percent who daily engage in the activity in personal time or at work | Turn back the clock | Major shift | Digital employees |
|--|---------------------|-------------|-------------------|
| Maintain a profile on a social networking site | 22% | 41% | 50% |
| Use an RSS reader | 7% | 16% | 31% |
| Access the Internet via a cell phone, Blackberry or mobile device | 16% | 28% | 41% |

As individuals, newspaper employees must invest the time to learn how the Internet is evolving. Organizations should support such activity and make it an expectation for employees.

Strong Driver: Online customer knowledge

Knowing who your readers or users are and what they want is the first step to becoming customer-focused – a proven readership driver⁵ with a long track record for building audiences. Customer focus also encompasses taking action on the results and letting customer needs drive internal decision-making, which are organizational issues beyond an individual employee's control and not the focus for this piece of research. But, first and foremost, journalists have to know their customers.

We asked respondents two series of questions, one focused on print, the other on the Web. Respondents rated their own knowledge on a scale of one to five with one meaning “don't know anything” and five being “expert.”

We asked about:

- When and where the newspaper/Web site is read or used
- Interests and background of different kinds of readers or users
- Topics or subjects of greatest interest to readers/users

⁵ http://www.readership.org/culture_management/reader_orientation/readerorientation.asp

- Kinds of stories readers/users like or dislike
- Demographics and profile of the market/online users

This study offers a new reason why knowing the audience is important: Such knowledge helps stimulate a desire to transition to online work. The data clearly show that as knowledge about online users increases, the desire to work online grows. It is also clear from the survey results that knowledge about digital customers resides primarily with Digitals and Leaders and is not being shared with other employees. Although one might hope that news gatherers, reporters and photographers, would be more in touch with the audience, when it comes to online users, they share the same poor ratings as most print journalists.

| Print customer knowledge Scale 1 (don't know anything) to 5 (expert) | Total | Digital* Staff | Print* Staff |
|--|--------------|---------------------------------|-------------------------------|
| Overall proportion of the market reading the newspaper | 3.0 | 3.0 | 3.1 |
| When and where the newspaper is read | 2.8 | 2.7 | 2.8 |
| Interests and background of different kinds of readers | 3.0 | 2.8 | 3.0 |
| Content topics of greatest interest to readers | 3.4 | 3.3 | 3.4 |
| Kinds of stories readers like or dislike | 3.4 | 3.3 | 3.4 |
| Demographics and profile of the market overall | 3.1 | 3.0 | 3.1 |

| Online customer knowledge questions Scale 1 (don't know anything) to 5 (expert) | Total | Digital* Staff | Print* Staff |
|---|--------------|---------------------------------|-------------------------------|
| When and where the Web site is used | 2.8 | 3.6 | 2.7 |
| Interests and background of different kinds of users | 2.5 | 3.1 | 2.4 |
| Subjects of greatest interest | 3.3 | 3.9 | 3.2 |
| Kinds of stories users like or dislike | 3.3 | 3.9 | 3.2 |
| Demographics and profile of online users | 2.5 | 3.2 | 2.4 |

*Excludes senior managers

The recommendation here is simple: Educate staff about who users are and what they want online. In doing so, you will develop employees who desire to do more online more and will meaningfully bridge the gap between your print and digital staff. And for the large number of print employees who rank themselves low on even basic knowledge,

educating them in some fundamentals has real value.

Adaptable personality characteristics, including openness to change and work and career proactivity

Today's journalists must constantly remake themselves, adapting to new technology in order to relate to new audiences. They must be able to see and seize career opportunities within and outside their current organization. The ability to adapt may well be the measure of long-term success going forward.

In this study we explored how adaptability can be recognized, what traits matter most in the workplace, and whether, in fact, it matters in the shift to online.

From the management literature on adaptability, we used well-tested measures developed by Mel Fugate of Southern Methodist University.⁶ Fugate has developed measures of employability intended to be particularly useful in times when there is turbulence within the career landscape. The conventional idea of employability focused on identifying the knowledge, skills and abilities needed for a particular job – as if those were immutable. In a world where job requirements are constantly in flux, a more helpful definition would take into account the characteristics within the individual that help people proactively adapt.

It has been accepted for years that certain individuals seem in almost a “perpetual readiness for change,” Fugate notes. They prepare in advance of a specific threat to their livelihood. His recent emphasis has been to find a way to measure individual differences that combine and cause an individual to stand out in this regard.

Fugate and his colleagues developed 25 individual measures, which coalesce into five dimensions critical to discerning an active orientation to adaptability at work and in one's career. His approach has been validated over several studies. For our study, we selected 13 of his measures.⁷ This workforce study again demonstrated the value of Fugate's approach. Not only were we able to replicate his dimensions the study also found they relate strongly to real digital transition outcomes.

Adaptable personality traits proved a significant differentiator between those who are moving online and those who aren't. Two aspects of adaptability were particularly robust in identifying journalists who are ready for change.

Openness to change

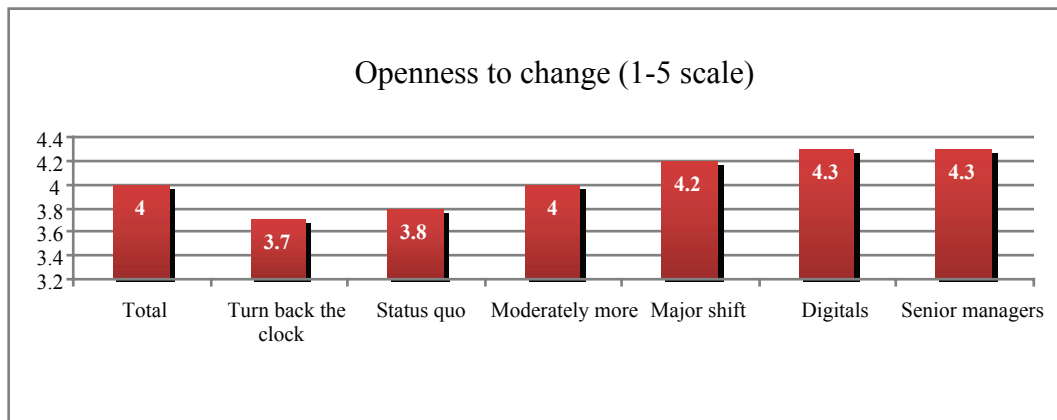
Fugate's dimension titled “openness to change” is the strongest predictor of a willingness

⁶ A Dispositional Approach to Employability: Development of a Measure and Test of Implications for Employee Reactions to Organisational Change, M. Fugate and A. Kinicki, *Journal of Occupational and Organizational Psychology*. September 2008. Download at <http://mfugate.cox.smu.edu/>.

⁷ Some of those excluded were passed over because they seemed out of touch with the current climate in most media workplaces, including “I am a believer that ‘every cloud has a silver lining’ at work.” Others were eliminated to minimize the length of the survey.

to go online. To measure this characteristic, respondents were asked to rate themselves on a scale of one to five on the following questions:

- I consider myself an adaptable person
- I cope well with changes in my day-to-day work
- I'm among the first to agree to try something new at work



The chart above, which averages responses to the three questions, illustrates that people who are already in digital jobs in the newsroom and senior leaders rate themselves high on these traits. Those who want less digital responsibility also rate themselves as less open to change.

Work and career proactivity

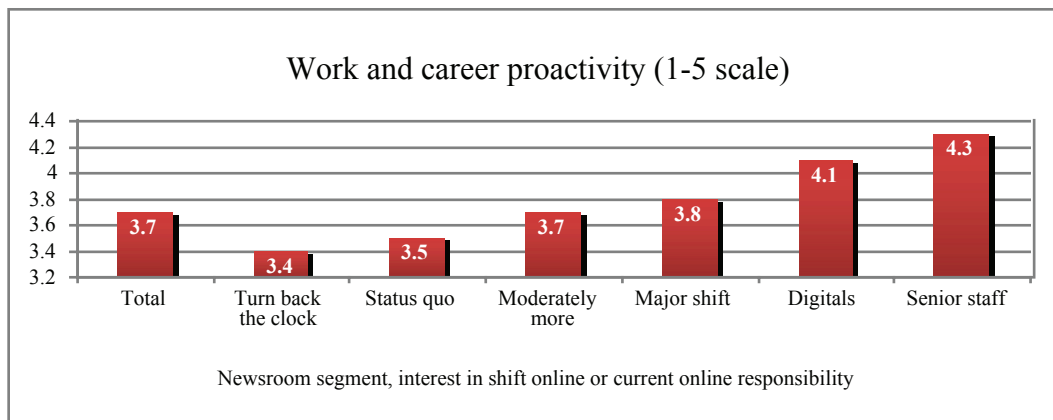
A second dimension of adaptability relates to how proactively employees prepare themselves for the future.

Fugate looked for a way to get delineate those individuals who “actively engage the situation learning and asserting whatever influence is possible to change the situation to fit their own needs and desires, at the same time, they alter their own cognitions and behaviors to optimize the situation.”

Following his lead, we measured proactivity by asking people to rate themselves on the following questions:

- I keep current on changes in the industry
- I make it a point to know about new initiatives at my company
- I keep current on online trends

Again, we see how clearly how self-ratings for such initiative relate to interest and commitment in online activities.



Unlike customer knowledge, adaptable personalities are inherent to individuals, whether they are born with such tendencies or have developed them through experience. A workforce filled with temperamentally adaptable employees is a workforce ready to move online. We see clearly that journalists already in online jobs score highly in several traits associated with adaptability, as do those ready to make that transition from print. Those who wish for no further changes at work or a return to a greater focus on print self-report lower levels.

Employees should work to increase their adaptability just as they do other job-related skills.

Organizations should come to recognize the traits associated with individuals who manage well through change and seek them out in potential employees and for promotions.

Adaptability should be a key criterion during hiring, evaluation and promotion. Questions such as “tell me about a time when you took the initiative to do something new on your own” or “what do you think are the most important trends impacting the industry?” should become part of a standard interview process. A proven track record for being an early adapter should be given as much weight – and arguably more – than knowledge, skills and abilities.

It should also be noted that newspapers have a poor track record for openness in communication that would enable proactive employees to keep abreast of companywide initiatives and challenges. Management styles have tended to be strongly hierarchical, Readership Institute research⁸ has shown, with decision-making concentrated in a few top leaders who ensure information is tightly held.

To a separate question that asked journalists to assess their knowledge of how their print and online operations were performing as businesses, 44 percent overall rated themselves at or near the bottom of the scale for knowledge about the Web site, and

⁸ http://www.readership.org/culture_management/culture/insideculture.asp

16 percent did likewise for the print product. These findings and those noted earlier reporting low levels of online audience knowledge **make a strong case for new levels of transparency and an increased focus on ensuring journalists have a basic level of business literacy about their consumers and the performance of their products.**

Digital training

The study shows that digital training specifically stimulates a desire and capacity for change to digital. It documents the meager amount of training that newsroom employees receive: 35 percent of all employees and 22 percent of digital employees received no digital training in the past year.

Among print employees, 24 percent say they received more than five hours of digital training. Digital employees fared better, with a majority reporting having received at least five hours of training in the past year and 18 percent saying they received more than 25 hours.

Senior leaders reported receiving about as much digital training as did primarily digital employees. Overall, senior staff received more hours of training than any other group, respondents said, averaging 21 hours per year in digital and non-digital training. This is slightly higher than digital employees who received 20 hours and significantly more than print staffers who received 11.

Satisfaction and intention to stay in the news business

These two drivers indicate job satisfaction and intention to stay in the news business have a negative relationship with the desire to go online. How could that be?

Low satisfaction appears to reflect restlessness and dissatisfaction that seeks out change, as in the case of the Major Shift segment of staff discussed earlier. Its opposite, high satisfaction, may also speak to a contentment with the current state and a hope that everything will stay the same, as we see with the Status Quo segment. Either way, this research suggests that in the move online, lower satisfaction may be an inevitable and even necessary element.

The table below illustrates that the Major Shift segment of the newsroom and the Digitals have generally lower satisfaction levels and intention to stay in the newsroom than do the Status Quo group.

| | Percent saying they are very satisfied in their current job | Percent saying they are very likely to be in the news business in two years |
|-------------|---|---|
| Digitals | 33% | 38% |
| Major Shift | 21% | 28% |
| Status Quo | 43% | 46% |

How journalists view senior leaders' performance

Journalists assessed senior leaders on a long list of practices and attributes, including a number of traits commonly associated with successfully leading a transformation. While leaders are modest in their self-ratings, staff are even more critical.

The gap is largest in the following areas:

- Communicate strategy in a way that relates to your job
- Foster collaboration among departments
- Seek input from all employees
- Have a clear vision for the future
- Attract and retain the best employees

It should be noted that some areas may be beyond leaders' control in the current economic climate – rewarding innovation, attracting the best employees and providing adequate amounts of training. Having a clear vision for the future is difficult for leaders in any company today, let alone in a legacy media organization.

But employees offer lower ratings in a number of areas that are almost entirely in a leader's control in any environment. Included in these are fostering collaboration among departments, making decisions in a timely manner, and holding people accountable for performance.

Digital employees' ratings of senior leaders tracked with other employees with a few noteworthy exceptions. They gave senior leaders good marks for the item "really understand what it takes to put out the newspaper" But they rated them particularly low on "stay current on trends in news and information online."

Print employees scored leaders lower for communicating the company's current business performance and providing adequate training than did digital employees. As noted elsewhere, digital staff and senior leaders have tended to be the beneficiaries of more training in the last year than print staff.

Journalists who want the most change – the Major Shift and Turn Back the Clock segments – also tend to be more critical of leaders' performance and skills than other staff. These two groups – which together make up about 17 percent of staff – also are the least satisfied with their current jobs.

Ratings on a scale of 1 (poor) to 4 (excellent)

| Rating Senior Leadership | Total Staff | Senior Managers |
|---|--------------------|------------------------|
| Really understand what it takes to put out paper | 3.0 | 3.3 |
| Stay current on trends in news/information online | 2.9 | 3.2 |
| Are accessible to front line employees | 2.8 | 3.2 |
| Are open to new ways of doing things | 2.8 | 3.1 |
| Behave in a manner that's consistent with the stated overall strategy | 2.7 | 3.0 |
| Not afraid to take some risks | 2.7 | 3.0 |
| Communicate the company's current business performance | 2.7 | 3.0 |
| Do not require excessive amounts of sign-off | 2.6 | 2.8 |
| Take steps to make the newsroom work well across platforms | 2.6 | 2.9 |
| Hold people accountable for performance | 2.5 | 2.7 |
| Make decisions in a timely manner | 2.5 | 2.8 |
| Foster and reward innovation | 2.4 | 2.7 |
| Really understand what it takes to run the Web site | 2.3 | 2.6 |
| Communicate strategy in a way that relates to your job | 2.3 | 2.8 |
| Foster collaboration among departments | 2.3 | 2.9 |
| Have a clear vision for the future | 2.3 | 2.7 |
| Seek out input from all employees | 2.3 | 2.8 |
| Attract and retain the best employees | 2.2 | 2.7 |
| Provide adequate amounts of training | 2.1 | 2.3 |

Clearly, there are things leaders can do that will resonate with all employees and are of great value in any circumstance, such as ensuring employees know and understand how

the company is performing, holding people accountable for performance and making decisions in a timely manner.

Practices that would benefit the organization particularly during times of transition include ensuring their behavior aligns with strategy, being open to new ways of doing things, decreasing fear of risk-taking and not requiring excessive amounts of sign-off.

Leaders will need to avoid two traps: Equating happy employees with those ready to change; and devoting inordinate amounts of time to print loyalists. The study shows the happiest employees in newsrooms are the 14 percent who constitute the Status Quo group. They pose a management challenge because of their inertia.

In contrast to the Status Quos, where smiling people are in fact quietly resisting the change around them, individuals in the Turn Back the Clock group are more likely to voice their objections. They rate senior leaders slightly lower than the newsroom average in every regard, but more so on “really understand what it takes to put out the paper.” Leaders will do well to keep in mind that these findings indicate this group comprises only 6 percent of employees.

Newsroom leaders will have to make it clear to these groups how their jobs will be impacted by the transformation and provide training, but they will have to decide how much energy to expend winning over groups that may not help the newsroom move forward.

Leadership and strategic priorities

The survey also gave journalists a taste of the difficult choices leaders face in running a news operation with one foot in print, the other in digital. All respondents were asked to look at a range of potential strategic priorities and assign the percent of effort that should be devoted to each.

Print staff, digital staff and senior managers are in general agreement that online-focused activities – improving online content, new technology, Web site improvements and digital training – warrant the majority of effort. As might be expected, online staff are most bullish in this area.

Similarly, research into print readers and improving the design and organization of the newspaper are low priorities for all.

Senior managers would devote more training to journalism skills than either print or digital journalists would. Overall, perhaps reflecting the business reality that while the future may be digital the revenue model is still print-based, they tend to spread their priorities more evenly than do the other groups.

One finding is disturbing. As earlier noted, the study shows that knowledge of online customers drives journalists' appetite for doing more digital work. But senior managers

rate research about what online users want low on the list. This suggests that editors are at risk of repeating the errors of the past by not ensuring that everyone in the newsroom develops a deep knowledge of who their audience is and what they want.

| Strategic priorities* | Senior managers | Digital staff | Print staff |
|--|------------------------|----------------------|--------------------|
| Improve the online content | 15 | 17 | 14 |
| New technology | 14 | 13 | 10 |
| Improve the design and organization of the Web site | 12 | 16 | 14 |
| Train in technology and online skills | 12 | 14 | 13 |
| Hire more reporters and editors | 11 | 10 | 12 |
| Improve print content | 10 | 6 | 10 |
| Train to improve journalism skills | 10 | 7 | 9 |
| Research about what online users want | 8 | 9 | 8 |
| Research about what print readers want | 4 | 4 | 5 |
| Improve the design and organization of the printed newspaper | 4 | 4 | 5 |

* Ratings represent average of recommended percent of effort.

Appendix 1: Participating newspapers

Journalists in the following newsrooms took part in this study:

Omaha World-Herald, Omaha, NE
The News-Press, Fort Myers, FL
Florida Today, Melbourne, FL
The Spokesman-Review, Spokane, WA
Bakersfield Californian, Bakersfield, CA
Niagara Gazette, Niagara, NY
The News Journal, New Castle, DE
The Washington Post, Washington, DC
Washington Post Digital
The Free Lance-Star, Fredericksburg, VA
Today's News-Herald, Lake Havasu, AZ
Detroit News, Detroit, MI
Sacramento Bee, Sacramento, CA
Walla Walla Union-Bulletin, Walla Walla, WA
Star Tribune, Minneapolis, MN
The Times-Tribune, Scranton, PA
Post-Tribune, Merrillville, IN
The Courier, Houma, LA
Sentinel-Tribune, Bowling Green, OH
Rochester Democrat and Chronicle, Rochester, NY
The Herald-Times, Bloomington, IN
Pittsburgh Tribune-Review, Pittsburgh, PA
The Charleston Gazette, Charleston, WV
The Forum, Fargo, ND
The Register-Guard, Eugene, OR
The Palm Beach Post, Palm Beach, FL
Argus Leader, Sioux Falls, SD
The Gleaner, Henderson, KY
The Advocate, Baton Rouge, LA
The Enterprise, Brockton, MA
The Beaufort Gazette, Beaufort, SC
The Evening News, Jeffersonville, IN
The Frederick News-Post, Frederick, MD
The Roanoke Times, Roanoke, VA
Indiana Gazette, Indiana, PA
Ventura County Star, Ventura, CA
Victoria Advocate, Victoria, TX

The Eagle, Bryan, TX
The Herald, Everett, WA
Batavia Daily News, Batavia, NY
Rockford Register Star, Rockford, IL
Midland Daily News, Midland, MI
The Oakland Press, Pontiac, MI
The Oklahoman, Oklahoma City, OK
The Berkshire Eagle, Pittsfield, MA
The Aberdeen American News, Aberdeen, SD
Bluefield Daily Telegraph, Bluefield, WV
The Florida Times-Union, Jacksonville, FL
Valley News Dispatch, Tarentum, PA
The Herald-Sun, Durham, NC
Chicago Tribune, Chicago, IL
The Spectrum, Saint George, UT
Anderson Independent-Mail, Anderson, SC
The Arizona Republic, Phoenix, AZ
Telegraph Herald, Dubuque, IA
The Daily Journal, Kankakee, IL
Austin American-Statesman, Austin, TX
Milwaukee Journal Sentinel, Milwaukee, WI
Santa Cruz Sentinel, Scotts Valley, CA
The Courier-Journal, Louisville, KY
The Journal Times, Racine, WI
The Times Leader, Wilkes-Barre, PA
The Gainesville Sun, Gainesville, FL
Richmond Times-Dispatch, Richmond, VA
Houston Chronicle, Houston, TX
Daily American, Somerset, PA
The Idaho Statesman, Boise, ID
Morning Sun, Mount Pleasant, MI
Appeal-Democrat, Marysville, CA
The News & Observer, Raleigh, NC
The Knoxville News Sentinel, Knoxville, TN
Sarasota Herald-Tribune, Sarasota, FL
Log Cabin Democrat, Conway, AR
Corvallis Gazette-Times, Corvallis, OR
Port Arthur News, Port Arthur, TX
The Seattle Times, Seattle, WA
The Herald-Mail, Hagerstown, MD
The North Platte Telegraph, North Platte, NE
Lancaster New Era, Lancaster, PA

Appendix 2: Methodology

The goal of the study, by the Media Management Center at Northwestern University and the Readership Institute, was to capture opinions of a broad cross-section of U.S. newspaper newsroom employees at all levels about the shift from print-only to multimedia responsibilities.

The target news organizations were English-language dailies publishing at least five days a week, with average circulation of more than 10,000.

The overall sampling approach mirrored that of the design of the original Readership Institute Impact Study. Invitations went to all 100 Impact newsrooms, which are a representative sample of U.S. newspapers across seven variables including circulation size and market size. To ensure a robust response, we added another 44 newsrooms chosen at random from all target U.S. newspapers.

In early January, an invitation was sent via email and Postal Service mail to the senior-most editor at these 144 newspapers. In the end, employees in print, online or in hybrid jobs in 78 news organizations completed surveys. At one large metro, staff in print and online divisions took separate surveys.

| Number of papers by circulation size | Less than 25,000 | 25,000-49,999 | 50,000-99,999 | 100,000-199,999 | 200,000+ |
|---|-------------------------|----------------------|----------------------|------------------------|-----------------|
| Number of organizations included | 23 | 20 | 14 | 14 | 7 |
| Number of surveys | 268 | 497 | 669 | 1083 | 1245 |

From Jan. 19, 2009, through March 11, 2009, respondents took part in an online survey of 134 questions. After excluding incomplete and straight-line surveys, 3,762 surveys were included in the analyses.

Participation within each newsroom ranged from 27.8 percent to 88.9 percent of staff. The overall response rate was 49.98 percent.

The protocol for fielding the survey at each newspaper:

- Once enrolled, editors were asked to designate a survey coordinator, who explained the process to staff, helped encourage high participation and communicated with the Center. This coordinator provided baseline information such as size of staff and breakdowns of full-time and part-time employees.

This information was used to calculate response rates and monitor surveys for sample bias.

- Each newsroom had five business days to complete the survey.
- All newsroom staff members were eligible to participate, including full-time and part-time employees in all functional areas. Neither the coordinator nor the newspaper editor could view responses as they were collected. Center staff monitored participation rates and did spot checks for sample bias.
- One or more “reminder” e-mails were sent out to staff to encourage participation.

The survey was administered online. The survey allowed only one survey per computer to avoid duplication.

Each organization received a link to a unique Web address within SurveyMonkey. The questionnaire was tested in five newsrooms for clarity of wording and additional workforce census data was collected in order to assess sample bias.

Respondents were not compensated for participation. Editors were told they would receive a breakout report of findings for their organization if at least 40 percent of staff took part, or at least 10 employees responded, whichever was greater.

About the Media Management Center

The Center advances the success of media companies and the professional growth of media executives through its seminars, research and ongoing work with media companies worldwide. It is affiliated with the Medill School of Journalism and the Kellogg School of Management at Northwestern University. It conducts consumer, content and organizational research with an emphasis on practical application.

About the Project Team

Vickey Williams, Project director: From April 2007 to April 2009, Vickey directed a digital workforce initiative at the Media Management Center. For the last 10 years she has worked to find ways to ensure journalists in traditional media adapt and thrive in the digital age. Before coming to the center, she directed the Learning Newsroom culture-change research for the American Society of Newspaper Editors and the American Press Institute. Earlier she was corporate editorial director for a large newspaper ownership group. Vickey began her career in newsrooms, spending nearly two decades as a reporter or editor at papers ranging from less than 10,000 to more than 300,000 circulation. You can reach her at vickeywilliams@gmail.com.

Stacy Lynch, Research director: Stacy currently works on online product development in financial services. At the time of this study, she was a freelance researcher and consultant for print and Web audience projects. She began her career at the Media

Management Center at Northwestern University and then worked as director of innovations at the Atlanta Journal-Constitution developing new products. You can reach her at stacy.l.lynch@gmail.com.

Bob LeBailly, Research associate: Bob LeBailly is a member of the adjunct faculty for the Medill School of Journalism and the market research faculty member for the Magazine Publishing Project. He has worked part- or full-time at Medill since 1987. You can reach him at lebailly@northwestern.edu.

Mary Nesbitt edited this report. Mary is managing director of the Readership Institute and associate dean for curriculum and professional excellence at the Medill School of Journalism. You can reach her at m-nesbitt@northwestern.edu.

Appendix 3: Questionnaire

Media Management Center 2009 Workforce Survey

Thank you for agreeing to participate in this study of newsroom workforce trends and attitudes. It is being conducted by the Media Management Center at Northwestern University as part of its ongoing work to understand issues and offer guidance to newspapers and the rest of the media industry. For nearly two decades, the center's research has helped inform media leaders and journalists in the United States and around the world. Many of its reports are available at www.readership.org and www.mediamanagementcenter.org.

Results of this survey will help us understand how newsrooms across America are changing. Your individual responses will be kept confidential and results reported in the aggregate. We sincerely appreciate your time and candor.

If you have any questions or comments about the study, please feel free to contact me.

Vickey Williams
Vickey-williams@northwestern.edu

We'd like to start by getting a sense of how much information you personally have been provided about your readers and online users. We'll ask you about a series of specific things you may or may not know.

Please rate how knowledgeable you are about readers of the PRINTED newspaper. Please rate the following on a scale of 1-5 where 5 means that you are expert in the subject, 1 means that you don't know anything. [RANDOMIZE]

- a. Overall proportion of the market reading the newspaper
- b. When and where the newspaper is read
- c. Interests and background of different kinds of readers
- d. Content topics of greatest interest to readers
- e. Kinds of stories readers like or dislike
- f. Demographics and profile of the market overall
- g. How the newspaper is performing as a business

Please rate how knowledgeable you are about the newspaper's WEB SITE OR WEB SITES. Please rate the following on a scale of 1-5 where 5 means that you are expert in the subject, 1 means that you don't know anything. [RANDOMIZE]

- a. When and where the website is used
- b. Interests and background of different kinds of users
- c. Subjects of greatest interest
- d. Kinds of stories users like or dislike
- e. Demographics and profile of online users
- f. How the Web site is performing as a business
- g. New technologies that are emerging

Now we'd like to ask you a little about your online media preferences and experience.

How often do you do the following kinds of things online either for work or in your personal time? [RANDOMIZE]

- a. Watch videos, movies or TV online
- b. Maintain a profile on a social networking site
- c. Post my comments or opinions
- d. Post photos online
- e. Post videos online
- f. Tweet or instant message
- g. Use an RSS reader
- h. Access the Internet via a cellphone, Blackberry or mobile device
 - 1. Daily
 - 2. Several times a week
 - 3. Once a week
 - 4. Several times a month
 - 5. Less than once a month
 - 6. Never
 - 7. Don't know/not sure

How often do you do the following things as part of your job? [RANDOMIZE]

- a. Writing or edit online breaking news updates
- b. Write or manage a blog
- c. Post stories or photos online
- d. Monitor or respond to users comments
- e. Plan online coverage
- f. Use the Internet as a reporting or editing tool
- g. Shoot or edit videos
- h. Edit audio files
- i. Create online-only stories or content
- j. Rewrite headlines to make them more "Web friendly"
- k. Add links to stories

- l. Create photo galleries or slide shows
- m. Develop or program software
 - 1. Daily
 - 2. Several times a week
 - 3. Once a week
 - 4. Several times a month
 - 5. Less than once a month
 - 6. Never
 - 7. Don't know/not sure

How interested are you in doing the following kinds of activities as part of your job?
[RANDOMIZE]

- a. Writing or edit online breaking news updates
- b. Write or manage a blog
- c. Post stories or photos online
- d. Monitor or respond to users comments
- e. Plan online coverage
- f. Use the Internet as a reporting or editing tool
- g. Shoot or edit videos
- h. Edit audio files
- i. Create online-only stories or content
- j. Rewrite headlines to make them more "Web friendly"
- k. Add links to stories
- l. Create photo galleries or slide shows
- m. Develop or program software
 - 1. Not interested at all
 - 2.
 - 3.
 - 4.
 - 5.
 - 6.
 - 7. Very interested



What percentage of your work effort is devoted to print and online work?

- No print, 100% online
- 10% print, 90% online
- 20% print, 80% online
- 30% print, 70% online
- 40% print, 60% online
- 50% print, 50% online
- 60% print, 40% online

- 70% print, 30% online
- 80% print, 20% online
- 90% print, 10% online
- 100% print, no online

If you were redesigning your job for the future, what percentage of your work effort would you PREFER to spend on printed products and work for digital products?

- No print, 100% online
- 10% print, 90% online
- 20% print, 80% online
- 30% print, 70% online
- 40% print, 60% online
- 50% print, 50% online
- 60% print, 40% online
- 70% print, 30% online
- 80% print, 20% online
- 90% print, 10% online
- 100% print, no online


Now we'd like to ask you a little about your journalism career and work preferences.

How fast is your job changing?

1. Too fast
2. About right,
3. Too slow
4. Not sure

How fast is your job changing, specifically to transition from print-only to digital media?

1. Too fast
2. About right
3. Too slow
4. Not sure

How much do you expect your job responsibilities to change in the coming two years?

1. Totally different
2. Mostly different
3. Somewhat different
4. Slight changes
5. Not different at all

Overall, how satisfied are you with your current job?

1. Very Satisfied
2. Somewhat satisfied
3. Somewhat unsatisfied
4. Very unsatisfied

How likely is it that you will be at your current newspaper two years from now?

1. Very likely
2. Somewhat likely
3. Somewhat unlikely
4. Very unlikely
5. Not sure

How likely is it that you will be working in the news profession two years from now?

1. Very likely
2. Somewhat likely
3. Somewhat unlikely
4. Very unlikely
5. Not sure

For classification purposes only, in what year were you born?

[SPACE PROVIDED FOR RESPONSE]



How many hours of on-the-job training did you receive in the past calendar year?

[SPACE PROVIDED FOR RESPONSE]

Of that training, how many hours of on-the-job training did you receive related specifically to the Internet or digital media?

[SPACE PROVIDED FOR RESPONSE]



Please rate how much you agree or disagree with the following statements. Use a scale of 1-5 where 1 means you strongly disagree and 5 means you strongly agree.

[RANDOMIZE]

- a. Overall, changes at work are usually for the better
- b. I cope well with changes in my day-to-day work
- c. I consider myself an adaptable person
- d. I'm among the first to agree to try something new at work
- e. I keep current on online trends

- f. I keep current on changes in the industry
- g. I make it a point to know about new initiatives at my company
- h. I seek out training to help me reach my career goals
- i. I have a clear picture of what success for me is
- j. I think I have a say where my career goes
- k. I have career options in the news business
- l. I am optimistic about my journalism career
- m. I feel I am a valuable employee
- n. I generally feel positive about work
- o. I care that others think my job is important
- p. The type of work I do matters to me
- q. I want to be acknowledged as a success on the job



Now we'd like to ask you some questions about the newspaper overall.

Overall, would you say your newspaper is going in the right direction or on the wrong track?

- 1. Right direction
- 2. Wrong track
- 3. Not sure

Overall, would you say your NEWSROOM is going in the right direction or on the wrong track?

- 1. Right direction
- 2. Wrong track
- 3. Not sure

How is your newsroom changing overall?

- 1. Too fast
- 2. About right
- 3. Too slow
- 4. Not sure

How is your newsroom changing specifically to transition from print-only to digital?

- 1. Too fast
- 2. About right
- 3. Too slow
- 4. Not sure

How would you rate the overall quality of the printed newspaper for readers?

- 1. Poor

2. Fair
3. Good
4. Excellent
5. Not sure

How would you rate the overall quality of your newspaper's Web offerings for users?

1. Poor
2. Fair
3. Good
4. Excellent
5. Not sure

Imagine that you are in charge of investing in the future of your newsroom. What percentage of effort would you put toward each of the following things? Your answers must add up to 100. [RANDOMIZE, FORCED TOTALING]

1. Improve print content
2. Improve the design and organization of the printed newspaper
3. Improve the online content
4. Improve the design and organization of the Web site
5. New technology
6. Hire more reporters and editors
7. Train in technology and online skills
8. Train to improve journalism skills
9. Research about what print readers want
10. Research about what online users want

[OPEN-ENDED QUESTION] How is this strategy different from what's currently in place?

[SPACE PROVIDED FOR RESPONSE]

Please rate senior leaders at your newspaper (publisher, editor and managing editor level) on the following: [RANDOMIZE]

- a. Have a clear vision for the future
- b. Behave in a manner that's consistent with the stated overall strategy
- c. Stay current on trends in news and information online
- d. Take steps to make the newsroom work well across platforms
- e. Really understand what it takes to run the Web site
- f. Really understand what it takes to put out the newspaper
- g. Communicate strategy in a way that relates it to your job

- h. Communicate the company's current business performance
 - i. Are open to new ways of doing things
 - j. Not afraid to take some risks
 - k. Foster and reward innovation
 - l. Seek out input from all employees
 - m. Are accessible to front line employees
 - n. Hold people accountable for performance
 - o. Provide adequate amounts of training
 - p. Attract and retain the best employees
 - q. Make decisions in a timely manner
 - r. Do not require excessive amounts of sign-off
 - s. Foster collaboration among departments
- 1. Poor
 - 2. Fair
 - 3. Good
 - 4. Excellent
 - 5. Not sure

[OPEN-ENDED QUESTION] If you were hired as a consultant by your newspaper, what advice would you give senior leadership?

[SPACE PROVIDED FOR RESPONSE]

[OPEN-ENDED QUESTION] Please cite an area of coverage or service you believe SHOULD be stopped in order to put resources where they are most needed.

[SPACE PROVIDED FOR RESPONSE]



Finally, we'd like to ask you a few questions about your job and personal background. This information will be used to help interpret responses and will not be shared publicly.

Which category best describes your current job responsibility? [RANDOMIZE]

- 1. reporter
- 2. editor
- 3. copy editor
- 4. photographer
- 5. online producer
- 6. designer/artist
- 7. administration
- 8. other [please specify]

Which category best describes your level of responsibility?

1. Front line employee
2. Manager
3. Senior manager

Is your current position part-time or full-time?

1. Part-time position
2. Full-time position

How many years have you worked:

At your current newspaper?

1. Less than 1 year
2. 1-2 years
3. 3-4 years
4. 5-9 years
5. 10-14 years
6. 15-19 years
7. 20-24 years
8. 25-29 years
9. 30-34 years
10. 35-39 years
11. 40 years or more
12. I prefer not to answer

As a journalist?

1. Less than 1 year
2. 1-2 years
3. 3-4 years
4. 5-9 years
5. 10-14 years
6. 15-19 years
7. 20-24 years
8. 25-29 years
9. 30-34 years
10. 35-39 years
11. 40 years or more
12. I prefer not to answer

At what age do you expect to retire?

1. 54 or younger
2. 55-59
3. 60-64
4. 65-66

5. 67-69
6. 70-74
7. 75-79
8. 80 or older
9. Don't know

Which best describes the highest level of education that you completed?

1. Did not graduate from high school
2. High school graduate, including G.E.D.
3. Some college or technical training, including 2 or 3 year degree
4. Graduate of 4-year college (bachelor's degree)
5. Working on or completed post-graduate study
6. Prefer not to say

Please describe any formal educational training you have in journalism. Please check all that apply

1. No post-secondary journalism education
2. University or technical school classes, no degree
3. Undergraduate journalism degree
4. Graduate journalism degree
5. Other journalism training (please specify)
[SPACE PROVIDED FOR RESPONSE]

In which age group do you fall?

1. Under 18
2. 18-24
3. 25-29
4. 30-34
5. 35-39
6. 40-44
7. 45-49
8. 50-54
9. 55-59
10. 60-64
11. 65 or over
12. I prefer not to say

What is your gender?

1. Male
2. Female
3. I prefer not to say

Are you of Hispanic origin or descent, that is Mexican, Puerto Rican, Cuban, Central

American, South American or some other Spanish background? (Optional)

1. Yes
2. No
3. I prefer not to say

What describes your racial background? (Optional)

1. White
2. African American or Black
3. Asian or Pacific Islander
4. American Indian, Eskimo or Alaska native
5. Multiple races
6. Some other race
7. I prefer not to say

Appendix 4: Results by circulation group

Number of respondents

| | Percent responding from all newsrooms by Circulation Category | | | | | |
|-----------------------|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Number of respondents | 3762 | 268 | 497 | 669 | 1083 | 1245 |

A given question may have fewer respondents than the number reported above if some people skipped that question. The sum of the percents may not add to 100% due to rounding error.

Rate of change

| How fast is your job changing? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--------------------------------|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Too fast [Q8_1] | 21.3% | 23.1% | 20.7% | 17.2% | 24.5% | 20.7% |
| About right [Q8_2] | 52.3% | 60.4% | 58.6% | 54.1% | 46.3% | 52.4% |
| Too slow [Q8_3] | 19.5% | 10.8% | 14.9% | 20.9% | 22.2% | 20.1% |
| Not sure [Q8_4] | 6.8% | 5.6% | 5.8% | 7.8% | 6.9% | 6.8% |

| How fast is your job changing, specifically to transition from print-only to digital media? | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Too fast [Q9_1] | 15.2% | 17.2% | 16.3% | 14.1% | 18.5% | 12.1% |
| About right [Q9_2] | 42.5% | 45.5% | 49.8% | 42.7% | 38.8% | 42.1% |
| Too slow [Q9_3] | 35.7% | 31.3% | 29.0% | 36.5% | 36.0% | 38.7% |
| Not sure [Q9_4] | 6.5% | 6.0% | 4.8% | 6.7% | 6.8% | 7.1% |

Rate of change (continued)

| How much do you expect your job responsibilities to change in the coming two years? [Q10] | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Totally different [Q10_1] | 13.7% | 10.8% | 10.1% | 13.0% | 14.5% | 15.4% |
| Mostly different [Q10_2] | 33.5% | 31.7% | 26.0% | 25.8% | 39.3% | 35.9% |
| Somewhat different [Q10_3] | 45.8% | 47.4% | 52.4% | 49.8% | 42.6% | 43.4% |
| Slight changes [Q10_4] | 6.5% | 8.2% | 10.7% | 11.2% | 3.0% | 4.9% |
| Not different at all [Q10_5] | 0.6% | 1.9% | 0.8% | 0.1% | 0.6% | 0.5% |

| How is your newsroom changing overall? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Too fast [Q20_1] | 17.5% | 15.3% | 12.8% | 15.3% | 20.4% | 18.6% |
| About right [Q20_2] | 35.6% | 44.4% | 45.7% | 36.9% | 29.5% | 34.3% |
| Too slow [Q20_3] | 34.2% | 30.6% | 28.5% | 33.9% | 38.7% | 33.5% |
| Not sure [Q20_4] | 12.7% | 9.7% | 13.0% | 13.8% | 11.5% | 13.6% |

| How is your newsroom changing specifically to transition from print-only to digital media? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Too fast [Q21_1] | 7.3% | 7.1% | 5.7% | 7.8% | 8.8% | 6.3% |
| About right [Q21_2] | 40.3% | 41.9% | 47.2% | 41.4% | 36.6% | 39.9% |
| Too slow [Q21_3] | 42.9% | 43.1% | 37.8% | 40.9% | 44.6% | 44.6% |
| Not sure [Q21_4] | 9.5% | 7.9% | 9.3% | 9.9% | 10.0% | 9.2% |

Adaptability

| Openness to changes at work | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | | | | | | |
| Overall Openness to changes at work [Fugate1] | 4.05 | 4.02 | 3.94 | 4.06 | 4.04 | 4.09 |
| I cope well with changes in my day-to-day work [Q17b] | 3.97 | 3.97 | 3.89 | 3.97 | 3.97 | 4.00 |
| I consider myself an adaptable person [Q17c] | 4.33 | 4.28 | 4.21 | 4.37 | 4.32 | 4.38 |
| I'm among the first to agree to try something new at work [Q17d] | 3.84 | 3.82 | 3.72 | 3.84 | 3.82 | 3.90 |

Adaptability (continued)

| Work and career proactivity | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Overall Work and career proactivity [Fugate2] | 3.72 | 3.61 | 3.56 | 3.62 | 3.72 | 3.85 |
| I keep current on online trends [Q17e] | 3.56 | 3.42 | 3.38 | 3.42 | 3.56 | 3.73 |
| I keep current on changes in the industry [Q17f] | 3.89 | 3.75 | 3.71 | 3.81 | 3.91 | 4.03 |
| I make it a point to know about new initiatives at my company [Q17g] | 3.70 | 3.65 | 3.58 | 3.64 | 3.69 | 3.79 |

| Career motivation | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| I have a clear picture of what success for me is [Fugate3] | 3.81 | 3.98 | 3.80 | 3.78 | 3.79 | 3.81 |

| Work and career resilience | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Overall Work and career resilience [Fugate4] | 2.93 | 3.24 | 2.97 | 2.91 | 2.79 | 2.96 |
| I think I have a say where my career goes [Q17j] | 3.12 | 3.41 | 3.15 | 3.11 | 3.01 | 3.14 |
| I have career options in the news business [Q17k] | 2.92 | 3.17 | 2.86 | 2.85 | 2.83 | 3.00 |
| I am optimistic about my journalism career [Q17l] | 2.73 | 3.16 | 2.91 | 2.77 | 2.53 | 2.73 |

| Optimism at work | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| I generally feel positive about work [Fugate5] | 3.53 | 3.76 | 3.58 | 3.55 | 3.37 | 3.58 |

| Work identity | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Overall Work identity [Fugate6] | 4.34 | 4.28 | 4.27 | 4.35 | 4.33 | 4.39 |
| I care that others think my job is important [Q17o] | 4.21 | 4.14 | 4.13 | 4.22 | 4.19 | 4.26 |
| I want to be acknowledged as a success on the job [Q17q] | 4.48 | 4.43 | 4.41 | 4.48 | 4.47 | 4.52 |

Work-related online activities

| What percentage of your work effort is devoted to work for printed products and work for digital products? <i>Rated on a scale from 0 to 100%</i> | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| No print, 100% online [Q6_1] | 4.1% | 2.6% | 3.4% | 2.9% | 3.6% | 5.7% |
| 10% print, 90% online [Q6_2] | 3.8% | 2.2% | 2.2% | 2.4% | 5.0% | 4.5% |
| 20% print, 80% online [Q6_3] | 1.5% | 0.0% | 1.0% | 0.8% | 2.3% | 1.7% |
| 30% print, 70% online [Q6_4] | 1.4% | 2.2% | 1.4% | 1.4% | 1.4% | 1.4% |
| 40% print, 60% online [Q6_5] | 2.4% | 1.9% | 2.2% | 0.9% | 3.1% | 2.8% |
| 50% print, 50% online [Q6_6] | 13.0% | 13.9% | 12.1% | 12.7% | 12.0% | 14.2% |
| 60% print, 40% online [Q6_7] | 7.7% | 5.6% | 5.4% | 8.3% | 9.8% | 7.0% |
| 70% print, 30% online [Q6_8] | 13.8% | 15.7% | 13.9% | 11.5% | 15.2% | 13.5% |
| 80% print, 20% online [Q6_9] | 17.1% | 15.7% | 20.4% | 16.8% | 16.3% | 16.9% |
| 90% print, 10% online [Q6_10] | 27.0% | 33.7% | 32.9% | 32.2% | 23.2% | 23.9% |
| 100% print, no online [Q6_11] | 8.1% | 6.4% | 5.0% | 10.3% | 8.1% | 8.5% |
| | Average response from all newsrooms by Circulation Category | | | | | |
| Average percent effort devoted to digital products [Q6percent] | 31.0% | 27.8% | 28.3% | 26.8% | 32.9% | 33.5% |

| If you were redesigning your job for the future, what percentage of your work effort would you PREFER to spend on printed products and work for digital products? <i>Rated on a scale from 0 to 100%</i> | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| No print, 100% online [Q7_1] | 6.9% | 5.2% | 7.2% | 6.2% | 7.6% | 7.1% |
| 10% print, 90% online [Q7_2] | 4.5% | 3.4% | 3.7% | 3.2% | 4.9% | 5.4% |
| 20% print, 80% online [Q7_3] | 5.2% | 4.5% | 4.3% | 3.5% | 5.1% | 6.7% |
| 30% print, 70% online [Q7_4] | 8.2% | 7.9% | 4.9% | 7.3% | 10.5% | 8.0% |
| 40% print, 60% online [Q7_5] | 6.1% | 4.5% | 4.7% | 4.8% | 7.2% | 6.8% |
| 50% print, 50% online [Q7_6] | 33.4% | 34.5% | 30.5% | 33.1% | 33.0% | 34.7% |
| 60% print, 40% online [Q7_7] | 9.0% | 10.5% | 10.2% | 10.0% | 8.1% | 8.4% |
| 70% print, 30% online [Q7_8] | 9.9% | 9.4% | 13.7% | 10.6% | 7.6% | 10.2% |
| 80% print, 20% online [Q7_9] | 6.8% | 8.2% | 9.0% | 8.5% | 6.2% | 5.4% |
| 90% print, 10% online [Q7_10] | 5.9% | 6.0% | 7.4% | 7.6% | 6.4% | 4.1% |
| 100% print, no online [Q7_11] | 4.1% | 6.0% | 4.5% | 5.3% | 3.5% | 3.3% |
| | Average response from all newsrooms by Circulation Category | | | | | |
| Average percent effort prefer working on digital products if job redesigned [Q7percent] | 49.7% | 46.6% | 46.1% | 46.0% | 51.6% | 52.2% |

Current online work activities

| How often do you do the following things as part of your job? <i>Percent doing activity at least once a week</i> | Average response from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Use the Internet as a reporting or editing tool [Q4f] | 82.9% | 72.9% | 80.0% | 82.6% | 82.6% | 86.8% |
| Post stories or photos online [Q4c] | 47.2% | 59.2% | 55.5% | 44.1% | 47.2% | 43.0% |
| Monitor or respond to user comments [Q4d] | 41.7% | 42.4% | 40.3% | 35.3% | 42.6% | 44.8% |
| Write or edit online breaking news updates [Q4a] | 39.9% | 42.0% | 38.3% | 37.3% | 43.5% | 38.5% |
| Create online-only stories or content [Q4i] | 36.9% | 27.9% | 29.3% | 30.2% | 42.5% | 40.6% |
| Plan online coverage [Q4e] | 35.1% | 36.5% | 32.0% | 28.5% | 36.9% | 38.0% |
| Add links to stories [Q4k] | 34.8% | 28.0% | 33.8% | 33.8% | 34.6% | 37.3% |
| Rewrite headlines to make them more "Web friendly" [Q4j] | 29.5% | 35.2% | 29.5% | 24.0% | 31.4% | 29.5% |
| Write or manage a blog [Q4b] | 28.5% | 26.8% | 25.4% | 23.3% | 30.8% | 31.0% |
| Create photo galleries or slide shows [Q4l] | 13.7% | 12.9% | 13.6% | 13.4% | 15.4% | 12.8% |
| Shoot or edit videos [Q4g] | 7.7% | 9.8% | 11.2% | 6.0% | 8.9% | 5.6% |
| Edit audio files [Q4h] | 5.5% | 9.1% | 6.8% | 3.6% | 6.6% | 4.3% |
| Develop or program software [Q4m] | 3.2% | 2.3% | 3.5% | 3.4% | 2.6% | 3.5% |

Desired online work activities

| How interested are you in doing the following kinds of activities as part of your job? <i>Rated on a scale from 1 (Not interested at all) to 7 (Very interested)</i> | Average response from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Use the Internet as a reporting or editing tool [Q5f] | 6.10 | 5.80 | 5.90 | 6.00 | 6.07 | 6.32 |
| Post stories or photos online [Q5c] | 5.10 | 5.25 | 5.03 | 5.00 | 5.10 | 5.15 |
| Create online-only stories or content [Q5i] | 4.90 | 4.69 | 4.55 | 4.61 | 4.99 | 5.16 |
| Plan online coverage [Q5e] | 4.89 | 4.74 | 4.54 | 4.63 | 4.96 | 5.16 |
| Write or edit online breaking news updates [Q5a] | 4.84 | 5.07 | 4.74 | 4.73 | 4.84 | 4.89 |
| Add links to stories [Q5k] | 4.65 | 4.62 | 4.50 | 4.59 | 4.64 | 4.76 |
| Write or manage a blog [Q5b] | 4.55 | 4.39 | 4.27 | 4.39 | 4.62 | 4.73 |
| Rewrite headlines to make them more "Web friendly" [Q5j] | 4.27 | 4.42 | 4.23 | 4.10 | 4.36 | 4.27 |
| Create photo galleries or slide shows [Q5l] | 4.20 | 4.22 | 4.00 | 4.19 | 4.15 | 4.32 |
| Monitor or respond to user comments [Q5d] | 4.18 | 4.44 | 4.04 | 4.25 | 4.13 | 4.19 |
| Shoot or edit videos [Q5g] | 4.11 | 4.08 | 3.93 | 3.96 | 4.24 | 4.16 |
| Edit audio files [Q5h] | 3.52 | 3.43 | 3.29 | 3.39 | 3.61 | 3.62 |
| Develop or program software [Q5m] | 2.46 | 2.31 | 2.15 | 2.49 | 2.53 | 2.53 |

Personal web literacy

| How often do you do the following kinds of things online either for work or in your personal time? <i>Percent doing activity at least once a week</i> | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Maintain a profile on a social networking site [Q3b] | 54.9% | 52.3% | 49.0% | 49.9% | 55.9% | 59.6% |
| Watch videos, movies or TV online [Q3a] | 53.4% | 52.2% | 52.1% | 51.2% | 52.5% | 56.2% |
| Tweet or instant message [Q3f] | 41.3% | 40.7% | 35.9% | 31.0% | 39.8% | 50.4% |
| Access the Internet via a cellphone, Blackberry or mobile device [Q3h] | 34.7% | 23.2% | 22.0% | 27.5% | 34.4% | 46.5% |
| Post comments or opinions [Q3c] | 30.3% | 34.6% | 29.5% | 29.7% | 29.9% | 30.5% |
| Post photos online [Q3d] | 27.7% | 33.2% | 29.1% | 28.0% | 26.8% | 26.4% |
| Use an RSS reader [Q3g] | 23.8% | 18.2% | 19.7% | 20.1% | 27.2% | 25.5% |
| Post videos online [Q3e] | 10.4% | 14.6% | 11.9% | 8.2% | 11.2% | 9.2% |

Individual job satisfaction

| Overall, how satisfied are you with your current job? | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Very satisfied [Q11_1] | 32.5% | 33.8% | 33.1% | 35.7% | 26.6% | 35.3% |
| Somewhat satisfied [Q11_2] | 45.3% | 47.4% | 45.8% | 42.9% | 47.7% | 43.9% |
| Somewhat unsatisfied [Q11_3] | 16.3% | 14.7% | 17.1% | 15.4% | 18.2% | 15.1% |
| Very unsatisfied [Q11_4] | 5.9% | 4.1% | 4.0% | 6.0% | 7.5% | 5.7% |

| How likely is it that you will be at your current newspaper two years from now? | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Very likely [Q12_1] | 25.9% | 32.2% | 32.0% | 30.6% | 22.2% | 22.6% |
| Somewhat likely [Q12_2] | 32.2% | 29.6% | 33.6% | 32.1% | 31.4% | 33.0% |
| Somewhat unlikely [Q12_3] | 15.9% | 15.4% | 12.5% | 13.9% | 18.2% | 16.5% |
| Very unlikely [Q12_4] | 14.0% | 15.0% | 12.9% | 13.5% | 15.8% | 13.1% |
| Not sure [Q12_5] | 12.0% | 7.9% | 9.1% | 9.9% | 12.4% | 14.8% |

| How likely is it that you will be working in the news profession two years from now? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Very likely [Q13_1] | 36.0% | 44.9% | 42.2% | 39.5% | 31.5% | 33.6% |
| Somewhat likely [Q13_2] | 31.3% | 32.2% | 30.9% | 30.8% | 30.5% | 32.1% |
| Somewhat unlikely [Q13_3] | 13.7% | 9.0% | 11.9% | 12.9% | 16.5% | 13.4% |
| Very unlikely [Q13_4] | 7.7% | 6.7% | 6.3% | 7.6% | 8.9% | 7.4% |
| Not sure [Q13_5] | 11.4% | 7.1% | 8.7% | 9.1% | 12.6% | 13.5% |

Organizational satisfaction and quality

| Overall, would you say your newspaper is going in the right direction or on the wrong track? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Right direction [Q18_1] | 42.2% | 51.5% | 51.6% | 40.4% | 36.1% | 42.7% |
| Wrong track [Q18_2] | 27.3% | 24.6% | 22.3% | 28.0% | 32.8% | 24.8% |
| Not sure [Q18_3] | 30.5% | 23.9% | 26.1% | 31.6% | 31.1% | 32.6% |

| Overall, would you say your NEWSROOM is going in the right direction or on the wrong track? | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Right direction [Q19_1] | 44.6% | 54.5% | 54.2% | 41.6% | 38.8% | 45.2% |
| Wrong track [Q19_2] | 27.8% | 24.6% | 21.0% | 30.2% | 33.3% | 25.0% |
| Not sure [Q19_3] | 27.6% | 20.9% | 24.8% | 28.1% | 27.9% | 29.7% |

| How would you rate the overall quality of the printed newspaper for readers? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Poor [Q22_1] | 2.4% | 0.7% | 2.6% | 1.8% | 3.3% | 2.3% |
| Fair [Q22_2] | 21.2% | 22.8% | 16.9% | 20.2% | 25.2% | 19.6% |
| Good [Q22_3] | 50.3% | 47.8% | 53.7% | 53.9% | 52.9% | 45.3% |
| Excellent [Q22_4] | 25.8% | 28.7% | 26.4% | 23.7% | 18.5% | 32.5% |
| Not sure [Q22_5] | 0.2% | 0.0% | 0.4% | 0.4% | 0.1% | 0.2% |

| How would you rate the overall quality of your newspaper's Web offerings for users? | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Poor [Q23_1] | 8.6% | 6.7% | 9.9% | 10.4% | 10.9% | 5.5% |
| Fair [Q23_2] | 29.7% | 30.6% | 30.4% | 33.5% | 32.0% | 25.3% |
| Good [Q23_3] | 43.9% | 48.9% | 45.5% | 41.4% | 39.7% | 47.3% |
| Excellent [Q23_4] | 16.4% | 12.3% | 12.3% | 12.9% | 16.3% | 21.0% |
| Not sure [Q23_5] | 1.3% | 1.5% | 2.0% | 1.8% | 1.1% | 1.0% |

Strategic recommendations

| Imagine that you are in charge of investing in the future of your newsroom. What percentage of effort would you put toward each of the following things? Your answers must add up to 100. | Average percent effort response from all newsrooms by Circulation Category | | | | | |
|---|--|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Improve the online content [Q25c] | 15.39% | 13.68% | 14.91% | 14.49% | 16.03% | 15.89% |
| Improve the design and organization of the Web site [Q25d] | 15.35% | 12.98% | 13.98% | 15.36% | 15.99% | 15.87% |
| Train in technology and online skills [Q25g] | 13.76% | 12.21% | 12.94% | 13.39% | 14.10% | 14.33% |
| Hire more reporters and editors [Q25f] | 13.36% | 15.46% | 13.26% | 13.02% | 14.15% | 12.37% |
| New technology [Q25e] | 12.01% | 9.90% | 11.26% | 11.23% | 12.56% | 12.72% |
| Improve print content [Q25a] | 11.01% | 10.66% | 11.33% | 12.54% | 10.12% | 10.87% |
| Train to improve journalism skills [Q25h] | 9.80% | 11.20% | 10.54% | 10.81% | 9.19% | 9.12% |
| Research about what online users want [Q25j] | 9.24% | 8.43% | 9.33% | 9.04% | 9.49% | 9.30% |
| Research about what print readers want [Q25i] | 6.38% | 6.28% | 7.35% | 6.79% | 5.94% | 6.15% |
| Improve the design and organization of the printed newspaper [Q25b] | 6.36% | 7.34% | 6.66% | 6.77% | 5.92% | 6.14% |

Training

| How many hours of on-the-job training did you receive in the past calendar year? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| None [TotalTraining_1] | 25.5% | 21.3% | 22.6% | 28.9% | 23.1% | 27.8% |
| 1 to 5 hours [TotalTraining_2] | 26.8% | 30.7% | 24.9% | 25.9% | 28.6% | 25.7% |
| 6 to 10 hours [TotalTraining_3] | 17.8% | 22.0% | 21.0% | 13.4% | 18.1% | 17.8% |
| 11 to 25 hours [TotalTraining_4] | 16.4% | 16.9% | 19.5% | 14.8% | 16.3% | 16.0% |
| Over 25 hours [TotalTraining_5] | 13.5% | 9.1% | 11.9% | 17.0% | 13.9% | 12.7% |
| | Average response from all newsrooms by Circulation Category | | | | | |
| Average hours reported [Q15mean] | 12.56 | 11.36 | 12.41 | 13.54 | 12.88 | 12.06 |

Digital Training

| Of that training, how many hours of on-the-job training did you receive related specifically to the Internet or digital media? | Percent responding from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| None [DigitalTraining_1] | 35.0% | 30.9% | 31.4% | 37.9% | 32.2% | 38.3% |
| 1 to 5 hours [DigitalTraining_2] | 34.1% | 41.4% | 36.6% | 32.4% | 36.7% | 30.2% |
| 6 to 10 hours [DigitalTraining_3] | 14.7% | 13.7% | 17.2% | 12.8% | 14.1% | 15.3% |
| 11 to 25 hours [DigitalTraining_4] | 10.0% | 9.8% | 11.5% | 10.5% | 9.9% | 9.3% |
| Over 25 hours [DigitalTraining_5] | 6.2% | 4.3% | 3.3% | 6.5% | 7.2% | 6.9% |
| | Average response from all newsrooms by Circulation Category | | | | | |
| Average hours reported [Q16mean] | 7.22 | 6.99 | 6.33 | 7.45 | 7.43 | 7.32 |

Non-digital Training

| Non-digital hours of on-the-job training calculated by subtracting hours of digital training from total hours | Percent responding from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| None [NonDigitalTraining_1] | 57.9% | 53.1% | 52.6% | 58.1% | 57.7% | 61.2% |
| 1 to 5 hours [NonDigitalTraining_2] | 19.1% | 24.2% | 20.7% | 16.9% | 19.9% | 17.9% |
| 6 to 10 hours [NonDigitalTraining_3] | 9.7% | 10.9% | 13.3% | 8.0% | 9.4% | 9.0% |
| 11 to 25 hours [NonDigitalTraining_4] | 7.8% | 8.2% | 7.2% | 9.2% | 7.5% | 7.3% |
| Over 25 hours [NonDigitalTraining_5] | 5.6% | 3.5% | 6.2% | 7.7% | 5.6% | 4.6% |
| | Average response from all newsrooms by Circulation Category | | | | | |
| Average hours reported [NonDigitalHoursTrainingMean] | 5.34 | 4.37 | 6.08 | 6.09 | 5.46 | 4.74 |

Leadership

| Please rate senior leaders at your newspaper (publisher, editor and managing editor level) on the following:? | Average response from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| <i>Rated on a scale from 1 (Poor) to 4 (Excellent)</i> | | | | | | |
| Average of all leadership items below [Leadership] | 2.53 | 2.62 | 2.60 | 2.51 | 2.44 | 2.57 |
| Really understand what it takes to put out the newspaper [Q27f] | 3.01 | 3.19 | 3.01 | 2.98 | 2.97 | 3.01 |
| Stay current on trends in news and information online [Q27c] | 2.93 | 2.93 | 2.91 | 2.91 | 2.81 | 3.07 |
| Are accessible to front line employees [Q27m] | 2.84 | 3.21 | 3.02 | 2.95 | 2.82 | 2.63 |
| Are open to new ways of doing things [Q27i] | 2.78 | 2.86 | 2.77 | 2.71 | 2.63 | 2.95 |
| Behave in a manner that's consistent with the stated overall strategy [Q27b] | 2.70 | 2.81 | 2.77 | 2.68 | 2.63 | 2.72 |
| Not afraid to take some risks [Q27j] | 2.69 | 2.67 | 2.72 | 2.67 | 2.52 | 2.83 |
| Communicate the company's current business performance [Q27h] | 2.65 | 2.65 | 2.62 | 2.58 | 2.67 | 2.68 |
| Do not require excessive amounts of sign-off [Q27r] | 2.59 | 3.01 | 2.78 | 2.68 | 2.34 | 2.58 |
| Take steps to make the newsroom work well across platforms [Q27d] | 2.55 | 2.58 | 2.60 | 2.51 | 2.47 | 2.60 |
| Hold people accountable for performance [Q27n] | 2.50 | 2.46 | 2.61 | 2.48 | 2.45 | 2.52 |
| Make decisions in a timely manner [Q27q] | 2.45 | 2.58 | 2.55 | 2.50 | 2.31 | 2.50 |
| Foster and reward innovation [Q27k] | 2.40 | 2.37 | 2.38 | 2.36 | 2.33 | 2.50 |
| Foster collaboration among departments [Q27s] | 2.34 | 2.38 | 2.34 | 2.33 | 2.32 | 2.37 |
| Communicate strategy in a way that relates to your job [Q27g] | 2.34 | 2.58 | 2.43 | 2.32 | 2.24 | 2.34 |
| Really understand what it takes to run the Web site [Q27e] | 2.34 | 2.33 | 2.31 | 2.27 | 2.20 | 2.51 |
| Have a clear vision for the future [Q27a] | 2.33 | 2.52 | 2.50 | 2.29 | 2.18 | 2.38 |
| Seek out input from all employees [Q27l] | 2.32 | 2.45 | 2.41 | 2.25 | 2.28 | 2.32 |
| Attract and retain the best employees [Q27p] | 2.24 | 2.41 | 2.36 | 2.25 | 2.15 | 2.23 |
| Provide adequate amounts of training [Q27o] | 2.05 | 1.95 | 2.15 | 1.93 | 1.99 | 2.17 |

Print customer focus - Knowledge of print readers

| Please rate how knowledgeable you are about readers of the PRINTED newspaper. <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | Average response from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Total print customer focus (average for items below) [Q1total] | 3.02 | 3.18 | 2.98 | 3.04 | 3.00 | 3.01 |
| Overall proportion of the market reading the newspaper [Q1a] | 3.04 | 3.10 | 2.86 | 3.04 | 3.08 | 3.07 |
| When and where the newspaper is read [Q1b] | 2.81 | 3.01 | 2.76 | 2.83 | 2.78 | 2.80 |
| Interests and background of different kinds of readers [Q1c] | 2.95 | 3.12 | 2.91 | 3.02 | 2.89 | 2.94 |
| Content topics of greatest interest to readers [Q1d] | 3.39 | 3.56 | 3.37 | 3.44 | 3.40 | 3.33 |
| Kinds of stories readers like or dislike [Q1e] | 3.39 | 3.58 | 3.45 | 3.42 | 3.36 | 3.32 |
| Feedback from circulation customer service [Q1f] | 2.07 | 2.44 | 2.17 | 2.06 | 2.09 | 1.93 |
| Demographics and profile of the market overall [Q1g] | 3.13 | 3.22 | 3.05 | 3.23 | 3.08 | 3.13 |

Print business literacy

| Please rate how knowledgeable you are about readers of the PRINTED newspaper. <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | Average response from all newsrooms by Circulation Category | | | | | |
|---|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| How the newspaper is performing as a business [Q1h] | 3.38 | 3.31 | 3.21 | 3.25 | 3.38 | 3.54 |

Online customer focus - Knowledge of online users

| Please rate how knowledgeable you are about the newspaper's WEB SITE OR WEB SITES. <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| Total online customer focus (average for items below) [Q2total] | 2.77 | 2.81 | 2.66 | 2.67 | 2.77 | 2.84 |
| When and where the Web site is used [Q2a] | 2.83 | 2.74 | 2.71 | 2.67 | 2.83 | 2.99 |
| Interests and background of different kinds of users [Q2b] | 2.51 | 2.56 | 2.38 | 2.47 | 2.49 | 2.60 |
| Subjects of greatest interest [Q2c] | 3.30 | 3.42 | 3.29 | 3.23 | 3.29 | 3.31 |
| Kinds of stories users like or dislike [Q2d] | 3.27 | 3.35 | 3.26 | 3.20 | 3.29 | 3.29 |
| Feedback from online customer service [Q2e] | 2.12 | 2.41 | 2.13 | 2.03 | 2.12 | 2.09 |
| Demographics and profile of online users [Q2f] | 2.50 | 2.43 | 2.35 | 2.38 | 2.53 | 2.62 |

Online business and technology literacy

| Please rate how knowledgeable you are about the newspaper's WEB SITE OR WEB SITES. <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | Average response from all newsrooms by Circulation Category | | | | | |
|--|---|--------------|------------------|------------------|--------------------|------------------|
| | All Circulation Categories | Under 25,000 | 25,000 to 49,999 | 50,000 to 99,999 | 100,000 to 199,999 | 200,000 and over |
| How the Web site is performing as a business [Q2g] | 2.72 | 2.65 | 2.43 | 2.52 | 2.76 | 2.92 |
| New technologies that are emerging [Q2h] | 2.87 | 2.89 | 2.78 | 2.82 | 2.86 | 2.95 |

Appendix 5: Results by newsroom segment

Number of respondents

| | | | | | Print employees, by desired change to online | | | |
|-----------------------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Number of respondents | 3719 | 3062 | 462 | 195 | 237 | 540 | 1855 | 430 |
| % of Sample | | 82% | 12% | 5% | 6% | 14% | 50% | 11% |

A given question may have fewer respondents than the number reported above if some people skipped that question. The sum of the percents may not add to 100% due to rounding error.

Online effort

| | | | | | Print employees, by desired change to online | | | |
|----------------------------------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Current percent of effort online | 31% | 26% | 84% | 26% | 30% | 29% | 22% | 14% |
| Desired percent of effort online | 50% | 45% | 81% | 53% | 12% | 29% | 47% | 75% |
| Percentage point shift to online | 19 | 19 | -3 | 27 | -18 | 0 | 25 | 61 |

Employee adaptability

| Openness to changes at work | | | | | Print employees, by desired change to online | | | |
|--|------------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Overall Openness to changes at work | 4.0 | 4.0 | 4.3 | 4.3 | 3.7 | 3.8 | 4.0 | 4.2 |
| I consider myself an adaptable person | 4.3 | 4.3 | 4.6 | 4.5 | 4.1 | 4.1 | 4.3 | 4.5 |
| I cope well with changes in my day-to-day work | 4.0 | 3.9 | 4.1 | 4.2 | 3.7 | 3.8 | 4.0 | 4.1 |
| I'm among the first to agree to try something new at work | 3.8 | 3.8 | 4.2 | 4.1 | 3.3 | 3.5 | 3.8 | 4.0 |

Employee adaptability (continued)

| Work and career proactivity | | | | | Print employees, by desired change to online | | | |
|--|------------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Overall Work and career proactivity | 3.7 | 3.6 | 4.1 | 4.3 | 3.4 | 3.5 | 3.7 | 3.8 |
| I keep current on changes in the industry | 3.9 | 3.8 | 4.2 | 4.4 | 3.7 | 3.6 | 3.9 | 4.0 |
| I make it a point to know about new initiatives at my company | 3.7 | 3.6 | 3.9 | 4.5 | 3.4 | 3.5 | 3.7 | 3.7 |
| I keep current on online trends | 3.6 | 3.4 | 4.2 | 4.0 | 3.1 | 3.2 | 3.5 | 3.7 |

| Career motivation | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| I have a clear picture of what success for me is | 3.8 | 3.8 | 3.8 | 4.0 | 3.9 | 3.9 | 3.8 | 3.8 |

| Work and career resilience | | | | | Print employees, by desired change to online | | | |
|--|------------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Overall Work and career resilience | 3.7 | 3.6 | 4.1 | 4.3 | 3.4 | 3.5 | 3.7 | 3.8 |
| I think I have a say where my career goes | 3.1 | 3.1 | 3.3 | 3.7 | 2.8 | 3.1 | 3.1 | 3.0 |
| I have career options in the news business | 2.9 | 2.8 | 3.4 | 3.4 | 2.5 | 2.8 | 2.9 | 2.8 |
| I am optimistic about my journalism career | 2.7 | 2.7 | 3.0 | 3.1 | 2.3 | 2.8 | 2.7 | 2.5 |

| Optimism at work | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| I generally feel positive about work | 3.5 | 3.5 | 3.5 | 3.8 | 3.3 | 3.7 | 3.5 | 3.3 |

| Work identity | | | | | Print employees, by desired change to online | | | |
|--|------------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| <i>Rated on a scale from 1 (Strongly disagree) to 5 (Strongly agree)</i> | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Overall Work identity | 4.3 | 4.3 | 4.3 | 4.4 | 4.2 | 4.3 | 4.4 | 4.3 |
| I care that others think my job is important | 4.2 | 4.2 | 4.2 | 4.2 | 4.2 | 4.2 | 4.2 | 4.2 |
| I want to be acknowledged as a success on the job | 4.5 | 4.5 | 4.5 | 4.5 | 4.3 | 4.4 | 4.5 | 4.5 |

Print customer focus - Knowledge of print readers

| Please rate how knowledgeable you are about readers of the PRINTED newspaper. | | | | | Print employees, by desired change to online | | | |
|---|------------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | | | | | | | | |
| Total print customer focus (average for items below) | 3.0 | 3.0 | 2.9 | 3.7 | 3.0 | 3.0 | 3.0 | 2.9 |
| Proportion of the market reading newspaper | 3.0 | 3.0 | 3.0 | 3.9 | 3.1 | 3.0 | 3.0 | 2.9 |
| When and where the newspaper is read | 2.8 | 2.8 | 2.7 | 3.2 | 2.9 | 2.8 | 2.8 | 2.7 |
| Interests/background of different reader types | 3.0 | 2.9 | 2.8 | 3.5 | 3.0 | 2.9 | 2.9 | 2.9 |
| Content topics of greatest interest to readers | 3.4 | 3.4 | 3.3 | 3.9 | 3.4 | 3.4 | 3.4 | 3.3 |
| Kinds of stories readers like or dislike | 3.4 | 3.4 | 3.3 | 3.8 | 3.4 | 3.3 | 3.4 | 3.3 |
| Demographics and profile of the market | 3.1 | 3.1 | 3.0 | 3.9 | 3.2 | 3.1 | 3.1 | 3.0 |

Print business literacy

| Please rate how knowledgeable you are about readers of the PRINTED newspaper. | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | | | | | | | | |
| How the newspaper is performing as a business | 3.4 | 3.3 | 3.4 | 4.1 | 3.4 | 3.3 | 3.4 | 3.3 |

Online customer focus - Knowledge of online users

| Please rate how knowledgeable you are about the newspaper's WEB SITE OR WEB SITES. | | | | | Print employees, by desired change to online | | | |
|--|------------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | | | | | | | | |
| Total online customer focus (average for items below) | 2.8 | 2.6 | 3.5 | 3.4 | 2.6 | 2.6 | 2.6 | 2.6 |
| When and where the Web site is used | 2.8 | 2.7 | 3.6 | 3.5 | 2.6 | 2.6 | 2.7 | 2.6 |
| Interests/background of different users | 2.5 | 2.4 | 3.1 | 3.0 | 2.4 | 2.4 | 2.4 | 2.4 |
| Subjects of greatest interest | 3.3 | 3.2 | 3.9 | 3.8 | 3.2 | 3.2 | 3.2 | 3.1 |
| Kinds of stories users like or dislike | 3.3 | 3.2 | 3.9 | 3.8 | 3.1 | 3.1 | 3.2 | 3.1 |
| Demographics and profile of online user types | 2.5 | 2.4 | 3.2 | 3.1 | 2.4 | 2.3 | 2.4 | 2.3 |

Online business and technology literacy

| Please rate how knowledgeable you are about the newspaper's WEB SITE OR WEB SITES. | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| <i>Rated on a scale from 1 (Don't know anything) to 5 (Expert)</i> | | | | | | | | |
| How the Web site is performing as a business | 2.7 | 2.6 | 3.4 | 3.6 | 2.6 | 2.5 | 2.6 | 2.5 |
| New technologies that are emerging | 2.9 | 2.7 | 3.7 | 3.3 | 2.7 | 2.6 | 2.8 | 2.8 |

Individual job satisfaction

| Overall, how satisfied are you with your current job? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Very satisfied | 32% | 32% | 33% | 40% | 24% | 43% | 32% | 21% |
| Somewhat satisfied | 45% | 45% | 47% | 44% | 40% | 43% | 47% | 43% |
| Somewhat unsatisfied | 16% | 17% | 14% | 11% | 26% | 11% | 16% | 23% |
| Very unsatisfied | 6% | 6% | 6% | 5% | 10% | 3% | 5% | 13% |

| How likely is it that you will be at your current newspaper two years from now? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Very likely | 26% | 26% | 23% | 35% | 21% | 36% | 25% | 18% |
| Somewhat likely | 33% | 33% | 31% | 33% | 29% | 32% | 34% | 28% |
| Somewhat unlikely | 16% | 16% | 18% | 11% | 19% | 12% | 16% | 18% |
| Very unlikely | 14% | 14% | 16% | 14% | 18% | 10% | 12% | 22% |
| Not sure | 12% | 12% | 12% | 7% | 14% | 10% | 12% | 14% |

| How likely is it that you will be working in the news profession two years from now? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Very likely | 36% | 35% | 38% | 45% | 28% | 46% | 35% | 28% |
| Somewhat likely | 31% | 32% | 30% | 30% | 29% | 29% | 33% | 31% |
| Somewhat unlikely | 14% | 14% | 15% | 11% | 18% | 9% | 14% | 17% |
| Very unlikely | 8% | 8% | 7% | 8% | 12% | 7% | 7% | 10% |
| Not sure | 11% | 12% | 11% | 6% | 14% | 8% | 12% | 15% |

Rate of change

| How fast is your job changing? | | | | | Print employees, by desired change to online | | | |
|--------------------------------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Too fast | 21% | 21% | 18% | 28% | 46% | 22% | 19% | 17% |
| About right | 53% | 52% | 57% | 51% | 41% | 64% | 53% | 38% |
| Too slow | 20% | 19% | 21% | 18% | 4% | 7% | 21% | 38% |
| Not sure | 7% | 7% | 4% | 3% | 8% | 8% | 7% | 8% |

| How fast is your job changing, specifically to transition from print-only to digital media? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Too fast | 15% | 16% | 12% | 15% | 42% | 20% | 13% | 7% |
| About right | 43% | 41% | 50% | 48% | 41% | 58% | 41% | 23% |
| Too slow | 36% | 37% | 32% | 32% | 11% | 13% | 41% | 64% |
| Not sure | 7% | 7% | 7% | 5% | 7% | 10% | 6% | 7% |

| How much do you expect your job responsibilities to change in the coming two years? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Totally different | 14% | 13% | 17% | 18% | 17% | 9% | 12% | 20% |
| Mostly different | 34% | 33% | 38% | 27% | 35% | 27% | 34% | 36% |
| Somewhat different | 46% | 47% | 39% | 51% | 41% | 53% | 48% | 36% |
| Slight changes | 7% | 7% | 6% | 4% | 7% | 9% | 6% | 8% |
| Not different at all | 1% | 1% | 1% | 0% | 1% | 2% | 0% | 1% |

| How is your newsroom changing overall? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Too fast | 18% | 18% | 14% | 14% | 41% | 21% | 16% | 12% |
| About right | 36% | 37% | 26% | 42% | 27% | 47% | 38% | 26% |
| Too slow | 34% | 32% | 51% | 39% | 15% | 15% | 34% | 50% |
| Not sure | 12% | 13% | 9% | 5% | 17% | 18% | 12% | 13% |

Rate of change (continued)

| How is your newsroom changing specifically to transition from print-only to digital media? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Too fast | 7% | 8% | 5% | 6% | 31% | 10% | 5% | 3% |
| About right | 41% | 41% | 34% | 46% | 40% | 54% | 41% | 26% |
| Too slow | 43% | 41% | 56% | 44% | 15% | 22% | 45% | 62% |
| Not sure | 9% | 10% | 5% | 4% | 14% | 14% | 9% | 9% |

Organizational satisfaction and quality

| Overall, would you say the newspaper is going in the right direction or on the wrong track? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Right direction | 42% | 41% | 41% | 63% | 25% | 43% | 44% | 36% |
| Wrong track | 27% | 27% | 34% | 20% | 43% | 24% | 24% | 35% |
| Not sure | 30% | 32% | 25% | 17% | 33% | 34% | 32% | 29% |

| Overall, would you say your NEWSROOM is going in the right direction or on the wrong track? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Right direction | 45% | 43% | 44% | 69% | 28% | 45% | 46% | 37% |
| Wrong track | 28% | 28% | 33% | 16% | 45% | 26% | 24% | 36% |
| Not sure | 27% | 29% | 24% | 14% | 26% | 29% | 29% | 28% |

| How would you rate the overall quality of the printed newspaper for readers? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Poor | 2% | 2% | 3% | 2% | 4% | 3% | 1% | 5% |
| Fair | 21% | 21% | 29% | 10% | 26% | 17% | 20% | 26% |
| Good | 50% | 51% | 46% | 59% | 50% | 52% | 51% | 47% |
| Excellent | 26% | 26% | 21% | 29% | 20% | 29% | 28% | 22% |
| Not sure | 0% | 0% | 0% | 1% | 0% | 0% | 0% | 0% |

Organizational satisfaction and quality (continued)

| How would you rate the overall quality of your newspaper's Web offerings for users? | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Poor | 9% | 2% | 5% | 3% | 15% | 8% | 9% | 11% |
| Fair | 30% | 21% | 15% | 27% | 35% | 28% | 32% | 37% |
| Good | 44% | 51% | 51% | 50% | 34% | 42% | 44% | 40% |
| Excellent | 16% | 26% | 28% | 20% | 13% | 19% | 14% | 11% |
| Not sure | 1% | 0% | 0% | 1% | 3% | 3% | 1% | 1% |

Personal web literacy

| How often do you do the following kinds of things online either for work or in your personal time? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| <i>Percent doing activity at least once a week</i> | | | | | | | | |
| Maintain a profile on a social networking site | 55% | 52% | 71% | 59% | 43% | 39% | 55% | 61% |
| Watch videos, movies or TV online | 54% | 50% | 77% | 61% | 41% | 42% | 52% | 56% |
| Tweet or instant message | 42% | 37% | 67% | 51% | 30% | 27% | 38% | 48% |
| Access the Internet via a cellphone, Blackberry or mobile device | 35% | 30% | 53% | 64% | 25% | 24% | 31% | 37% |
| Post comments or opinions | 31% | 28% | 49% | 31% | 22% | 22% | 29% | 34% |
| Post photos online | 28% | 23% | 58% | 25% | 24% | 20% | 24% | 26% |
| Use an RSS reader | 24% | 19% | 49% | 35% | 13% | 13% | 20% | 25% |
| Post videos online | 10% | 7% | 36% | 9% | 9% | 7% | 6% | 7% |

Current online work activities

| How often do you do the following things as part of your job? <i>Percent doing activity at least once a week</i> | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Use the Internet as a reporting tool | 83% | 82% | 89% | 83% | 82% | 81% | 84% | 76% |
| Post stories or photos online | 47% | 42% | 81% | 43% | 50% | 43% | 42% | 36% |
| Monitor or respond to user comments | 42% | 37% | 65% | 62% | 35% | 40% | 38% | 31% |
| Write or edit breaking news updates | 40% | 37% | 59% | 44% | 43% | 38% | 39% | 26% |
| Create online-only stories or content | 37% | 30% | 78% | 41% | 35% | 32% | 31% | 24% |
| Plan online coverage | 35% | 27% | 72% | 69% | 25% | 28% | 29% | 20% |
| Add links to stories | 35% | 30% | 69% | 38% | 28% | 27% | 31% | 27% |
| Rewrite headlines to make them more "Web friendly" | 30% | 24% | 61% | 38% | 23% | 20% | 26% | 23% |
| Write or manage a blog | 29% | 24% | 54% | 35% | 27% | 22% | 26% | 20% |
| Create photo galleries or slide shows | 14% | 9% | 44% | 12% | 12% | 10% | 9% | 7% |
| Shoot or edit videos | 8% | 5% | 24% | 5% | 9% | 7% | 5% | 4% |
| Edit audio files | 6% | 3% | 22% | 4% | 6% | 3% | 3% | 3% |
| Develop or program software | 3% | 1% | 14% | 5% | 0% | 1% | 2% | 2% |

Desired online work activities

| How interested are you in doing the following kinds of activities as part of your job? <i>Rated on a scale from 1 (Not interested at all) to 7 (Very interested)</i> | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Use the Internet as a reporting or editing tool | 6.1 | 6.1 | 6.1 | 6.1 | 5.8 | 5.8 | 6.2 | 6.2 |
| Post stories or photos online | 5.1 | 5.1 | 5.6 | 4.6 | 4.2 | 4.5 | 5.3 | 5.5 |
| Create online-only stories or content | 4.9 | 4.7 | 5.9 | 5.1 | 3.7 | 4.0 | 5.0 | 5.3 |
| Plan online coverage | 4.9 | 4.7 | 5.9 | 5.9 | 3.6 | 4.0 | 4.9 | 5.2 |
| Write or edit online breaking news updates | 4.8 | 4.8 | 5.2 | 4.9 | 4.1 | 4.1 | 5.0 | 5.2 |
| Add links to stories | 4.7 | 4.6 | 5.1 | 4.6 | 3.6 | 4.0 | 4.8 | 5.1 |
| Write or manage a blog | 4.6 | 4.5 | 5.2 | 4.7 | 3.7 | 3.6 | 4.7 | 4.9 |
| Rewrite headlines to make them more "Web friendly" | 4.3 | 4.2 | 4.9 | 4.5 | 3.2 | 3.4 | 4.4 | 4.8 |
| Create photo galleries or slide shows | 4.2 | 4.1 | 5.1 | 3.9 | 3.3 | 3.4 | 4.2 | 4.7 |
| Monitor or respond to user comments | 4.2 | 4.1 | 4.4 | 4.7 | 3.3 | 3.8 | 4.2 | 4.5 |
| Shoot or edit videos | 4.1 | 4.0 | 5.2 | 3.8 | 3.0 | 3.4 | 4.2 | 4.5 |
| Edit audio files | 3.5 | 3.4 | 4.5 | 3.2 | 2.6 | 2.8 | 3.5 | 4.1 |
| Develop or program software | 2.5 | 2.3 | 3.5 | 2.6 | 1.8 | 1.9 | 2.3 | 3.0 |

Strategic recommendations

| Imagine that you are in charge of investing in the future of your newsroom. What percentage of effort would you put toward each of the following things? Your answers must add up to 100. | Print employees, by desired change to online | | | | | | | |
|---|--|-----------------|-------------------|-----------------|---------------------|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Improve the online content | 14 | 14 | 17 | 15 | 11 | 12 | 14 | 17 |
| Improve design/organization of the Web site | 14 | 14 | 16 | 12 | 11 | 12 | 14 | 16 |
| Train in technology and online skills | 13 | 13 | 14 | 12 | 9 | 10 | 13 | 14 |
| Hire more reporters and editors | 12 | 12 | 10 | 11 | 18 | 14 | 12 | 9 |
| New technology | 11 | 10 | 13 | 14 | 8 | 9 | 10 | 11 |
| Improve print content | 10 | 10 | 6 | 10 | 15 | 13 | 9 | 7 |
| Train to improve journalism skills | 8 | 9 | 7 | 10 | 10 | 10 | 8 | 7 |
| Research about what online users want | 8 | 8 | 9 | 8 | 6 | 7 | 8 | 9 |
| Research about what print readers want | 5 | 5 | 4 | 4 | 6 | 6 | 5 | 5 |
| Improve the design and organization of the printed newspaper | 5 | 5 | 4 | 4 | 7 | 6 | 5 | 4 |

Leadership

| Please rate senior leaders at your newspaper (publisher, editor and managing editor level) on the following:? <i>Rated on a scale from 1 (Poor) to 4 (Excellent)</i> | Print employees, by desired change to online | | | | | | | |
|---|--|-----------------|-------------------|-----------------|---------------------|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Really understand what it takes to put out paper | 3.0 | 3.0 | 3.2 | 3.3 | 2.7 | 3.0 | 3.0 | 2.9 |
| Stay current on trends in news and information online | 2.9 | 3.0 | 2.7 | 3.2 | 2.9 | 3.1 | 3.0 | 2.7 |
| Are accessible to front line employees | 2.8 | 2.8 | 2.8 | 3.2 | 2.7 | 2.9 | 2.9 | 2.7 |
| Are open to new ways of doing things | 2.8 | 2.8 | 2.7 | 3.1 | 2.7 | 2.9 | 2.8 | 2.6 |
| Behave in a manner that's consistent with the stated overall strategy | 2.7 | 2.7 | 2.6 | 3.0 | 2.6 | 2.8 | 2.7 | 2.6 |
| Not afraid to take some risks | 2.7 | 2.7 | 2.6 | 3.0 | 2.7 | 2.8 | 2.7 | 2.5 |
| Communicate the company's current business performance | 2.7 | 2.6 | 2.7 | 3.0 | 2.5 | 2.7 | 2.6 | 2.6 |
| Do not require excessive amounts of sign-off | 2.6 | 2.6 | 2.5 | 2.8 | 2.5 | 2.7 | 2.6 | 2.5 |
| Take steps to make the newsroom work well across platforms | 2.6 | 2.5 | 2.5 | 2.9 | 2.4 | 2.7 | 2.6 | 2.3 |
| Hold people accountable for performance | 2.5 | 2.5 | 2.4 | 2.7 | 2.4 | 2.6 | 2.5 | 2.4 |
| Make decisions in a timely manner | 2.5 | 2.5 | 2.4 | 2.8 | 2.4 | 2.6 | 2.5 | 2.3 |
| Foster and reward innovation | 2.4 | 2.4 | 2.4 | 2.7 | 2.3 | 2.5 | 2.4 | 2.2 |
| Foster collaboration among departments | 2.3 | 2.3 | 2.2 | 2.9 | 2.2 | 2.4 | 2.3 | 2.2 |
| Communicate strategy in a way that relates to your job | 2.3 | 2.3 | 2.3 | 2.8 | 2.2 | 2.4 | 2.3 | 2.2 |
| Really understand what it takes to run the Web site | 2.3 | 2.3 | 2.2 | 2.6 | 2.2 | 2.5 | 2.3 | 2.2 |
| Have a clear vision for the future | 2.3 | 2.3 | 2.2 | 2.7 | 2.1 | 2.4 | 2.4 | 2.1 |
| Seek out input from all employees | 2.3 | 2.3 | 2.3 | 2.8 | 2.2 | 2.3 | 2.3 | 2.2 |
| Attract and retain the best employees | 2.2 | 2.2 | 2.2 | 2.7 | 2.0 | 2.3 | 2.3 | 2.1 |
| Provide adequate amounts of training | 2.1 | 2.0 | 2.1 | 2.3 | 2.0 | 2.2 | 2.0 | 1.9 |

Training

| How many hours of on-the-job training did you receive in the past calendar year? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| None | 26% | 26% | 19% | 22% | 28% | 28% | 25% | 31% |
| 1 to 5 hours | 27% | 29% | 19% | 14% | 24% | 29% | 29% | 32% |
| 6 to 10 hours | 18% | 18% | 18% | 16% | 19% | 20% | 18% | 13% |
| 11 to 25 hours | 17% | 16% | 19% | 21% | 13% | 16% | 17% | 14% |
| Over 25 hours | 14% | 11% | 25% | 27% | 16% | 8% | 12% | 11% |

| Of that training, how many hours of on-the-job training did you receive related specifically to the Internet or digital media? | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| None | 35% | 54% | 22% | 26% | 36% | 37% | 35% | 49% |
| 1 to 5 hours | 34% | 21% | 24% | 19% | 33% | 37% | 38% | 30% |
| 6 to 10 hours | 15% | 10% | 19% | 18% | 14% | 17% | 14% | 10% |
| 11 to 25 hours | 10% | 8% | 17% | 19% | 9% | 6% | 9% | 7% |
| Over 25 hours | 6% | 6% | 18% | 17% | 8% | 3% | 4% | 4% |

| Non-digital hours of on-the-job training calculated by subtracting hours of digital training from total hours | | | | | Print employees, by desired change to online | | | |
|---|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| None | 58% | 38% | 75% | 54% | 58% | 57% | 54% | 56% |
| 1 to 5 hours | 19% | 36% | 12% | 18% | 20% | 22% | 20% | 22% |
| 6 to 10 hours | 10% | 14% | 6% | 8% | 8% | 10% | 11% | 9% |
| 11 to 25 hours | 8% | 8% | 4% | 12% | 7% | 7% | 9% | 7% |
| Over 25 hours | 6% | 4% | 4% | 8% | 7% | 4% | 6% | 7% |

Demographic and professional profiles

| Respondent's age | | | | | Print employees, by desired change to online | | | |
|--------------------------------|-------------|-----------------|-------------------|-----------------|--|-------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| 24 and under | 5% | 5% | 8% | 0% | 4% | 4% | 5% | 4% |
| 25 to 29 | 12% | 11% | 19% | 2% | 15% | 8% | 12% | 10% |
| 30 to 39 | 24% | 23% | 33% | 14% | 23% | 17% | 23% | 29% |
| 40 to 49 | 25% | 25% | 21% | 32% | 23% | 24% | 26% | 27% |
| 50 to 59 | 28% | 29% | 15% | 44% | 29% | 36% | 28% | 25% |
| 60 and over | 6% | 7% | 4% | 9% | 7% | 11% | 6% | 6% |
| Respondent's age (mean) | 42.9 | 43.2 | 38.1 | 49.3 | 43.1 | 46.2 | 42.5 | 42.4 |
| Years until retirement | 23.5 | 23.2 | 28.9 | 17.4 | 23.0 | 20.1 | 23.9 | 24.4 |

| Gender | | | | | Print employees, by desired change to online | | | |
|--------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Male | 55% | 54% | 57% | 65% | 63% | 57% | 53% | 51% |
| Female | 45% | 46% | 43% | 35% | 37% | 43% | 47% | 49% |

| Race/ethnicity | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| White | 89% | 89% | 85% | 90% | 91% | 91% | 89% | 86% |
| African American or black | 4% | 4% | 6% | 5% | 3% | 3% | 4% | 5% |
| Asian or pacific islander | 2% | 2% | 2% | 1% | 2% | 2% | 2% | 2% |
| American Indian, Eskimo or Alaska native | 0% | 0% | 0% | 2% | 1% | 0% | 0% | 1% |
| Multiple races | 4% | 4% | 6% | 2% | 3% | 3% | 4% | 6% |
| Some other race | 1% | 1% | 2% | 1% | 1% | 1% | 1% | 1% |
| Hispanic | 5% | 5% | 7% | 5% | 4% | 4% | 5% | 6% |

| Management level | | | | | Print employees, by desired change to online | | | |
|-------------------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Front line | 74% | 79% | 72% | 0% | 84% | 81% | 78% | 76% |
| Mid-level manager | 21% | 21% | 28% | 0% | 16% | 20% | 22% | 24% |
| Senior manager | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% |

Demographic and professional profiles (continued)

| Job category | | | | | Print employees, by desired change to online | | | |
|------------------------------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Reporter/writer | 37% | 42% | 17% | 1% | 52% | 50% | 43% | 26% |
| Editor | 22% | 20% | 18% | 61% | 13% | 17% | 22% | 18% |
| Copy editor | 13% | 15% | 2% | 1% | 15% | 12% | 15% | 21% |
| Photographer/videographer | 5% | 5% | 5% | 1% | 10% | 6% | 4% | 2% |
| Producer/online editor | 5% | 20% | 39% | 1% | 0% | 0% | 0% | 1% |
| Designer/artist/videographer | 8% | 8% | 6% | 1% | 5% | 4% | 8% | 19% |
| Administration | 6% | 4% | 4% | 32% | 4% | 5% | 3% | 6% |
| Technology/developer | 1% | 0% | 4% | 1% | 0% | 0% | 0% | 1% |
| Hybrid job | 3% | 3% | 3% | 1% | 1% | 3% | 4% | 4% |
| Other | 2% | 2% | 2% | 1% | 2% | 2% | 2% | 3% |

| Journalism training | | | | | Print employees, by desired change to online | | | |
|--|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| <i>Please describe any formal educational training you have in journalism.</i> | | | | | | | | |
| No post-secondary journalism training | 19% | 19% | 23% | 19% | 20% | 21% | 18% | 19% |
| University or technical school, no degree | 9% | 9% | 10% | 6% | 11% | 9% | 9% | 10% |
| Undergraduate journalism degree | 47% | 47% | 45% | 50% | 45% | 45% | 49% | 42% |
| Graduate journalism degree | 12% | 12% | 11% | 11% | 12% | 11% | 11% | 13% |

| Years as a journalist | | | | | Print employees, by desired change to online | | | |
|-----------------------|-------|-----------------|-------------------|-----------------|--|------------|-----------------|-------------|
| | Total | Print employees | Digital Employees | Senior managers | Turn back the clock | Status quo | Moderately more | Major shift |
| Less than 3 years | 4% | 4% | 10% | 0% | 3% | 5% | 4% | 4% |
| 3-4 years | 7% | 7% | 13% | 1% | 7% | 4% | 8% | 7% |
| 5-9 years | 14% | 14% | 19% | 4% | 17% | 12% | 14% | 14% |
| 10-14 years | 15% | 15% | 19% | 7% | 16% | 10% | 15% | 18% |
| 15-19 years | 12% | 12% | 12% | 12% | 9% | 9% | 12% | 15% |
| 20-29 years | 26% | 27% | 17% | 35% | 25% | 27% | 29% | 21% |
| 30+ years | 22% | 22% | 11% | 42% | 23% | 33% | 19% | 22% |

