

Newspapers in America: Is This the Death of the Free Press?

by

Claire Couillard

A Research Paper

Submitted in Partial Fulfillment of the

Requirements for the

Master of Science Degree

in

Information and Communication Technology

The Graduate School

University of Wisconsin-Stout

December 2010

## Table of Contents

Chapter I: Introduction.....	4
Statement of the Problem.....	4
Purpose of the Study .....	5
Assumptions of the Study .....	5
Limitations of the Study.....	5
Methodology .....	5
Definition of Terms.....	6
Chapter II: Literature Review .....	7
Current State of Newspaper Industry.....	7
The State of Small-Town Newspapers .....	8
Losing Talented Journalists .....	10
The Affects of Bloggers.....	10
Who will Report the News?.....	11
Newspapers Online .....	11
Industry Bright Spots .....	14
What’s Next? .....	16
Chapter III: Methodology .....	17
Subject Selection and Description .....	17
Instrumentation .....	17
Data Collection Procedures.....	17
Data Analysis .....	18

Limitations .....	18
References .....	19
Appendix A: Survey .....	20

## **Chapter I: Introduction**

The United States is quickly losing its large, great and well-known regional daily newspapers. According to Nichols and McChesney (2009), the Chicago Tribune, the Los Angeles Times, the Minneapolis Star Tribune and the Philadelphia Inquirer are all bankrupt. The challenge facing these papers is maintaining advertising revenue and readership, while still providing quality reporting and news with a smaller staff and less money. There is a great opportunity for online e-business news, but can the papers survive the competition with blogs, wikis and everything in between?

Some argue, yes. While the facts and figures are indeed daunting, there is hope. The Honolulu Star-Bulletin moved from the traditional newspaper format to a compact format and is noticing sales up about 10 %. Newspapers in Montana banded together to create sellitmt.com, a site that combines classifieds from Montana dailies. The idea must have worked, since the site averages 6,000 items for sale and more than 10,000 visitors per month. Another bright spot can be found in the work of The Daily Independent in Ridgecrest, California. While most newspapers have given up trying to attract a new generation of readers, the Independent is doing just the opposite. Staffers help students at the local high school print their paper and encourage students to intern at the Independent during the summer. This proactive approach is getting the younger generation actively involved in news reporting and perhaps preparing some future Pulitzer Prize winning journalists for the job. (Fitzgerald, 2009)

### **Statement of the Problem**

Newspapers in America are experiencing the rapid loss of readership and advertising revenue forcing them to stop printing, cut staff and even declare bankruptcy. When the last newspaper runs hot off the press, will Americans lose their democratic free press forever?

### **Purpose of the Study**

The purpose of this research is to determine what newspapers in the United States are doing to keep their businesses running. Some have declared bankruptcy but are rebuilding, others have embraced the online medium and many are finding innovative ways to increase readership. A series of recommendations for struggling newspapers are proposed.

### **Assumptions of the Study**

The researcher is assuming that facts and figures are up-to-date. In this transforming field with buy-outs, bankruptcy, and lay-offs, the author has to use available information knowing that a change in any part of the business being researched could happen at any time.

### **Limitations of the Study**

The study will be limited by the number of newspapers contacted and the amount of information provided by each. In order to get a comprehensive view of the newspaper industry in the United States, the sample will have to be very large. In addition, the study is limited by the types and kinds of responses provided by the newspapers. The study is counting on a reliable person answering questions and providing information about the newspapers' business. If information is left out, it will limit the results of this study.

### **Methodology**

In Chapter II, the author will review the literature behind the newspaper industry. The researcher will look at the decline of the newspaper industry, and what the literature suggests as solutions. The researcher will look at different tools and options for the newspaper industry including moving to an online format, revitalizing current papers, and rebuilding, from bankruptcy. A survey will be sent out to newspapers across America, and the results will be compiled in Chapter IV. Once all the material is reviewed and compared to the review of literature, the author will make recommendations for future study.

**Terms**

**Pay walls:** A pay wall (or paywall) blocks access to a webpage with a screen requiring payment (Pay wall, 2010).

## **Chapter II: Literature Review**

Through this review of literature, the author describes the current state of the newspaper industry in America. Financial information, small-town paper reports, the effects of bloggers and other news aggregators, along with the decline of journalism, will provide a window into this issue. Next, the literature review addresses the future of newspapers. This section includes ways in which the papers can maintain their business. In addition, information is provided that gives insight into how news is gathered and how it will be gathered in the future. The final section of the review of literature focuses on online news. The business model for online newspapers is explored. Different contributing factors to the success or downfalls of online news are discussed.

### **Current State of Newspaper Industry**

The New York Times, one of the largest and most well known newspapers in America, is millions of dollars in debt, rapidly losing readership, and losing advertisers, thus confirming a bad economy (Hirschorn, 2009). The Chicago Tribune, Los Angeles Times, Minneapolis Star Tribune and Philadelphia Inquirer are all bankrupt. Denver's Rocky Mountain News has closed its doors, and the San Francisco Chronicle is losing \$1 million a week (Nichols & McChesney, 2009). The news business is facing massive change.

In their article, Nichols & McChesney (2009) discuss how the decline in the American newspapers did not happen overnight. The birth of the internet has been blamed, but even that was not the figurative match to this burning demise of the newspaper industry, nor was the bad economy, which has also been used as a scapegoat.

Nichols & McChesney (2009) say that the decline began in the 1970's when corporate owners started trimming staff in order to increase profits. Newspapers were losing good journalists and piling a workload on to a small, core staff of journalists. A newspaper back in the 1960's had a rich mix of local, national and international news that brought in readers (Nichols

& McChesney, 2009). When corporate greed took over, the newspaper industry started losing good journalists and editors, thus making their content suffer. What ensued was sloppy journalism, incomplete stories, and a lack of news reporting leading to a loss of readership and a decline in advertising sales.

Nichols & McChesney (2009) take this point further in describing how the television was a competitor to the newspaper industry. TV took newspaper readers away as well as took advertising revenue away from the large papers. Since advertising revenue is the number one way newspapers make money, losing that money dealt a serious blow to newspapers' income. In the 1980's and 90's, well-known journalists like Jim Squires, were leaving newspapers because they did not agree with corporate management's views on journalism, state Nichols & McChesney. The trend of choosing fast and quick profits over long-term stability has been the trend in the newspaper business for the past 40 years. Now that the big papers have the competition of the internet, the loss of advertisers, and a bad economy to contend with, their unstable franchises are headed towards demise (Nichols & McChesney). There were those who warned the industry of what was to come, but corporate greed was too powerful. Nichols & McChesney state,

As far back as 1983, legendary reporter Ben Bagdikian warned publishers that if they continued to water down their journalism and replace it with (less expensive) fluff, they would undermine their *raison d'être* and fail to cultivate younger readers. But corporate newspaper owners abandoned any responsibility to maintain the franchise. When the Internet came along, newspapers were already heading due south. (p. 14)

### **The State of Small-Town Newspapers**

One would think, if larger papers are facing so much turmoil, the same must be true for the small-town papers. However, according to the research on that subject, that is not exactly true

(Ives, 2010 & Banks, 2006). Smaller newspapers have the distinct advantage of reporting and providing the local news that almost always gets lost at the bigger papers. In a small town where there may not be a lot of news to report on, feature stories fill up the pages. Small-town newspaper readers like the feel-good stories and want the information about the local baseball team, so much so, that they are willing to pay more for it (Ives, 2010).

Small-town newspapers have not seen the same loss of readership as larger papers. Many small papers have moved content online as a way to increase readership and make more money. Some do not print a paper every day, and they rely on the internet to bring stories to readers in a timely manner (Ives, 2010).

Ives (2010) discusses how small papers face high costs to go completely online. They have to pay for web hosting and online storage (Banks, 2006). The success of pay walls at local papers has been a surprise to many. Ives (2010) reveals that these pay walls help the smaller papers by increasing their circulation, which can get them larger advertising revenue. In addition, they can get a larger circulation from web-only readers. Now, instead of someone clipping a news story out of the paper and mailing it, they can e-mail a friend with the link to the story. The ploy is the person receiving the link has to pay to read that story. The paper is now making money off a person that they would not have in the past (Ives).

Many small-town newspapers also face the struggle and costs associated with getting older content online. Not all small papers invested in microfilm so they are forced to try and digitize old backdated copies of newspapers (Banks, 2006). While there is software available to help with this process, it is expensive and does not always work if there is any wear and tear on the paper. The answer may lie in a free service called SmallTown Papers. This software digitizes content from the original source. The software allows users to search by state, paper name and year, and all content is copyright protected (Banks).

## **Losing Talented Journalists**

There is no way around it: America needs the free press to serve as a watchdog for large corporations and the government (Hirschorn, 2009). The news has been a staple of democracy, and we are in danger of losing the majority of strong investigative journalism if newspapers disappear. Layoffs and cuts began long ago in the newspaper industry. There was a 4.1% decline in newsroom employees between 2001 and 2005 (Farhi, 2006). The cuts in overseas reporters and Capitol Hill reporters leave papers with less staff to do the same amount of work. In 2008, 16,000 journalism-related jobs were cut, and 2009 might have topped that. The U.S. newspaper industry now employs about 50,000 journalists (Nichols & McChesney, 2009). These cuts damage the press' ability to serve as a safeguard of democracy. Farhi (2010) states, "There is no way that a news staff that has been reduced by more than 120 people in 10 years can produce the same newspaper it once did" (p. 29).

It is difficult to increase productivity in a newsroom. There has to be people to go out and collect facts and turn that information into a story. The labor behind that costs a lot of money. Nichols & McChesney (2009) sum it up best, "Layoffs of reporters and closings of bureaus means that even if newspapers survive, they have precious few resources for actually doing journalism" (p. 13).

## **The Affects of Bloggers**

Many believe that the internet provides all the content and news that they need. Internet news would be gone without the print journalist to feed it. Popular sites like Google and Yahoo do not do news reporting, because it is too expensive (Farhi, 2006). As of yet, there is no business model for digital journalism (Nichols & McChesney, 2009). While many bloggers have made their way into the spotlight by offering news, they are not going to save the journalism industry. Most news bloggers just take recycled facts and pass on information. A survey of

bloggers found that 50% got their information from newspapers while 19% got their information from other bloggers (Farhi, 2006). That research suggests that in total around 75% of blog postings have come from newspaper journalists. Hirschorn (2009) suggests,

In an optimistic scenario, the remaining reporters- now reporters-cum-bloggers, in many cases- could use their considerable savvy to mix their own reporting with that of others, giving us a more integrative, real-time view of the world unencumbered by the traditional journalistic form. (p. 44)

In addition to this, if bloggers, most of whom have no journalism training, start reporting full time, who will pay their salary? How are journalists going to travel the world to report on foreign affairs (Hirschorn, 2009)? Simply put, hobbyists cannot do journalism. Unless the online medium can find a way to pay quality journalists, journalism will continue to suffer (Farhi, 2006).

### **Who Will Report the News?**

If journalists and reporters in the newspaper business are temporarily laid off or are permanently out of a job, the United States is in grave danger of losing the press watchdog. While there is Television and Radio news, the spots and segments for most stories are 30 seconds to one minute. Sometimes longer feature stories are aired, but not typically. Many people go to the newspaper to look for the details that they did not get with television or radio news. If newspaper journalists are gone forever, who is going to provide citizens with in-depth news coverage?

### **Newspapers Online**

There are mixed ideas in the mass communication field on what newspapers should do to fix the current problem. There does not seem to be a clear “right way,” so this section will focus on the multitude of online options proposed for the newspaper industry. Palser (2009) suggests

the radical move of newspapers going digital. While there are many proponents of online news, Palser suggests stopping printing presses forever and moving to a totally digital platform. The Detroit News is the paper closest to doing this right now; they have limited their paper printing to Thursdays, Fridays and Saturdays and make a digital copy of each day's paper available online. The paper is also working on a platform to make the paper available on e-readers, such as the Kindle (Palser). Others have suggested this idea as well. Cramer (2009) notes that people are accustomed to paying for music via iTunes and for ringtones on their phones, so why would newspapers not be able to move into that platform as well? The iPhone and Kindle have accelerated the need for digital content (Palser, 2009). People who are interested in cell phone technology should check out USA Today because they have an iPhone application (Fitzgerald, 2009). However, with this digital revolution, newspapers are going to have to strategize for the web; they will have to change thought processes and the use of resources (Palser, 2009). USA Today is taking the lead and providing a good example of digital innovations. Their "Cruise Log" and "Today in the Sky" features are two such examples (Fitzgerald, 2009).

With the online platform, comes some steep competition. Both Yahoo! and Google News collect thousands of stories and are linked to wire services like the Associate Press or provide links to TV station sites ("Tossed by a gale", 2009). Google and Yahoo! are the largest news providing sites in the U.S. Yahoo! News is the leading news portal in 53 of the top 100 U.S. markets. The sites are convenient and newspapers are going to have to fight hard to win a share of the online market (Chyi & Lewis, 2009).

In addition to fighting the large online moguls, newspapers also run the risk of competing against themselves. This inter-media competition is best discussed by Chyi & Lewis (2009), who suggest that a newspaper's online edition can take readers away from the print version. In their study, they reached a variety of interesting conclusions. While most local papers are serving

small geographic markets and usually have a monopoly offline, their online version is different. The online version has TV, Radio and Yahoo! to compete with (Chyi & Lewis). In the study, they found that the print edition of newspapers reached more people than the online version, the web version didn't have that much market power, and the online readership was one fourth that of the print readership (Chyi & Lewis). Another interesting fact is that larger papers are no better than smaller papers at making a web presence in their market (Chyi & Lewis).

There are two types of online readers: local users who use the web to find articles and long-distance users who typically do not have access to the print format of the paper (Chyi, Yang, Lewis, & Zheng, 2010). Then, there is the hybrid user who reads both the print and online versions of the paper. Chyi et al. (2010) found that there was a 2 to 1 margin that users read both print and online versions. Most hybrid users went online for breaking news, entertainment, sports, classifieds, jobs, cars and real estate information (Chyi et al.). It is interesting to note that online only users visited online less frequently than hybrid users. This provides a conundrum for papers. Since the study showed that 66% of online readers were hybrid users, newspapers forcing people to pay for an online subscription or setting up some sort of payment option, may alienate readers (Chyi et al.). The suggestion was made to offer those readers a subscription for both print and online, but regulation of this system might be difficult. Chyi et al. states,

...online news is an 'inferior good' in the economic sense of the phrase, to the preferred 'normal good' of print news, in this sense, online news is like fast food, which provides utility under certain circumstances but is not as appealing as high-end restaurant fare. (p. 74)

Once newspapers break into the online world, the never-ending saga of how to make money comes into play. Online advertising revenue is not even close to what newspapers bring in with their print advertising revenue (Ives, 2010). It can take several dozen online users (up to

100) to make up for *one* print reader in advertising revenue (Chyi et al., 2010). Many papers are using a variety of pay walls, micropayments, mini-subscriptions, pay-as-you-go platforms and other ideas to bring in revenue online (Palser, 2009). For some newspapers, readers have to pay to access all the content. Others give the option to read the headlines and a few paragraphs, but readers have to pay to access the rest of the story. This method has not worked for some papers as some have reported poorer circulation after installing pay walls. The trick to pay walls is having content that people cannot get anywhere else. Why would a reader pay for a story that they can read for free on another site (Ives, 2010)?

The article, “Tossed by a gale” (2009) states that papers like the Financial Times have a semi-complicated system for payment, but the idea seems to be as good as any of the others out there right now. The Financial Times forces users to register if they view more than three articles per month. For users who access the site over 10 times, a payment is required. Of the one million users, 109,000 people pay. The Times says it is an attempt to fuse a subscription model with one that is also supported by advertising (“Tossed by a gale”, 2009). Other newspapers have interesting payment ideas for online articles; The Wall Street Journal does not charge for fun articles, but dry, obscure ones cost money. The Wall Street Journal’s philosophy is that if a reader really wants an article, they are going to pay to get it (“Tossed by a gale”, 2009).

### **Industry Bright Spots**

The Tribune Co survived bankruptcy, and their current legal arrangements let them continue to do business (Christopher, 2009). Hopefully other papers will be able to successfully reorganize after bankruptcy if that is something they are forced to do. There are other good signs in the industry too. Content sharing between newspapers, citizen media, instant opinion editorial pieces on breaking news and newspaper YouTube channels are just a few (Christopher).

Many papers around the country are coming up with new, different and creative ways to stay in business, increase their business and move across media platforms. According to Fitzgerald (2009), the Item in Sumter, South Carolina, dropped off its Monday edition and outsourced printing in order to keep fair wages for employees and avoid layoffs. The Shawano Leader in Shawano, Wisconsin made a series of design changes to their newspaper and created a special local edition that goes out on Sundays. An innovative sales and marketing plan helped them reverse home-delivery losses and thus, increased revenue 5.8% in the first part of 2009 (Fitzgerald). The Honolulu Star-Bulletin in Honolulu, Hawaii formed a compact version of their paper and ended their all-day publication schedule. They are feeling the effects already as their street sales are up 10% and home subscriptions are up as well (Fitzgerald).

Other papers are mixing things up with challenging new ideas that will garner a new revenue stream. A glossy magazine and entertainment guide are some of the ideas initiated by The Eagle-Tribune in North Andover, Massachusetts (Fitzgerald). Some newspapers are taking a quick and easy approach to the news. The Patriot-News in Harrisburg, Pennsylvania has created a front-page spread that includes everything readers need to know. Similarly, the Miami Herald in Miami, Florida created a “quick read,” a single grab-and-go sheet that features everything from the daily headlines to obituaries and puzzles (Fitzgerald).

While some papers are focusing on innovation, other papers are getting back to basics and trying to reconnect with the community in which it resides. The Sioux City Journal in Sioux City, Iowa is changing its focus to try to spark conversation and get people in the community talking. It seems to be working; readership at the paper was up 5% in the past year (Fitzgerald). Another idea that follows the community connection theme is creating “just local” movements. The East Bay Express in Emeryville, California is building a sense of community by holding a variety of seminars and setting up band performances to connect with its readers (Fitzgerald).

Finally, the Huffington Post is a new, interesting collaboration that deserves mention. Although it is not a traditional newspaper, and the digital website consists of four reporters and a staff of 60 others that report second-hand news. It has more monthly visitors than the New York Post (“Tossed by a gale”, 2009). The site has around 3,000 bloggers that have built a “community around news.” While it doesn’t have a conventional newspaper format, it is a site to watch and probably would serve as a great partner for collaboration.

### **What’s Next?**

The newspaper industry is in definite need of an overhaul, but the end might not be as close as some are forecasting. Christopher (2009) says that newspaper editors need different strategies for reinvention. Others think the key is keeping the passion for print and not giving up on the **paper** in newspaper (Fitzgerald, 2009). A solution is keeping prices low and emphasizing the core product- the news. Hiring a young, smart, tech-savvy, motivated core of employees might be just what the industry needs. Content changes such as brief attention getters or long feature-style releases that people will not see on TV could also help. Other suggestions include more ethnic diversity in newspapers. Some papers have found success in merging the liberal and conservative papers in towns into one. It is a one-stop shop for readers, and they still have access to opposite viewpoints (Fitzgerald, 2009). Ideas like making papers government run or turning them non-profit with corporate backing are other suggestions (Christopher, 2009). There is not one right answer to the crisis facing the newspaper industry. However, as Palser (2009) suggests, “Those things that we’re convinced can’t be done might be the things that actually would save newspapers in some form if the industry would try them” (para. 12).

### **Chapter III: Methodology**

Newspapers in America are in rapid decline. The purpose of this research is to determine what the newspapers in the United States are doing to keep printing newspapers. A comprehensive survey was sent out to newspapers in the United States to find out what things are being done to help them stay in business. The following section details out the contents of the survey.

#### **Subject Selection and Description**

The subjects in this case are newspaper editors or owners. The editors at the top 100 newspapers in the United States were sent a survey. In addition, editors at the top 75 rural papers in the United States were also sent a survey. The 75 participants were chosen randomly from the 250 registered small town newspapers on [smalltownpapers.com](http://smalltownpapers.com). In the case that an editor could not be found, the survey was sent to the owner of the paper.

#### **Instrumentation**

The survey used was created by the researcher (see Appendix A). It involves a series of Likert and open-ended questions that were used to gather complete information about the trends in the newspaper business. The Likert questions were meant to gather information about what newspapers are trying or have tried to increase business. The open-ended questions were used to get a comprehensive view into business operation, and find out some of the innovative ways newspapers are working on creating more business, increasing revenue and ad sales, and consolidating efforts.

#### **Data Collection Procedures**

A 10-question survey was mailed out to the editors of the selected groups. Each survey was numbered and corresponded to a list the researcher had. As each survey was returned, the newspapers would be crossed off the list. Three weeks after the initial survey was mailed, all

those who had not responded were sent a follow-up letter with the survey asking for their participation in the study. The researcher was the only person who had access to the data sheet with the newspaper information. After the follow-up letter was mailed, the information sheet was destroyed so that the surveys would be anonymous. The results were tallied and compiled in Microsoft Excel and Microsoft Word. Once the data was in Microsoft Word and Excel, the hand-written data sheets were destroyed so there would be no way to trace any answers back to a particular paper, unless their open-ended questions were too telling.

### **Data analysis.**

The data was analyzed by the researcher. The Likert type questions were compiled in Microsoft Excel and the table is provided in Appendix B. The open-ended questions were compiled and are in Appendix B. The researcher looked at trends in the open-ended question and will provide recommendations based on what the newspaper editors said in sections IV and V.

### **Limitations**

Since this survey was only sent out to some, not all newspapers in the United States, the data could be lacking. There could be newspapers out there that did not participate in our study that are doing revolutionary things in the newspaper industry. Another limitation is the sample size. With limited time and resources it was not possible to survey all newspapers in the United States. In addition, the researcher was limited by how many editors participated in the survey, the information provided by the editor or owner, the availability of editors and owners and the contact information provided for each newspaper.

## References

- Banks, M. A. (2006, January/February). Small-Town Newspapers. *ONLINE*, 34-37.
- Christopher, L. C. (2009). Good News On the Newspaper Front? *The Seybold Report*, 9 (1), pp. 15-16.
- Chyi, H. I., & Lewis, S. C. (2009). Use of Online Newspaper Sites Lags Behind Print Editions. *Newspaper Research Journal*, 30 (4), 38-53.
- Chyi, H. I., Yang, M. J., Lewis, S. C., & Zheng, N. (2010). Use of and Satisfaction with Newspaper Sites in the Local Market: Exploring Differences Between Hybrid and Online-Only Users. *Journalism & Mass Communication Quarterly*, 87 (1), 62-83.
- Cramer, T. (2009, July/August). The Future in Journalism Online. *EContent*, pp. 14-15.
- Farhi, P. (2006, February/March). Under Siege. *American Journalism Review*, 26-31.
- Fitzgerald, M. (2009). 10 That Do It Right. *Editor & Publisher*, 142 (8), 13-17.
- Fortunati, L., & Sarrica, M. (2010). The Future of the Press: Insights from the Sociotechnical Approach. *The Information Society*, 26 (4), 247-255.
- Hirschorn, M. (2009, January/February). End Times. *THE ATLANTIC*, 41-44.
- Ives, N. (2010). Success of pay walls at smaller papers is good sign for print. *Advertising Age*, 81 (18), 8-119.
- Nichols, J., & McChesney, R. W. (2009, April 6). The Death and Life of Great American Newspapers. *The Nation*, 14-20.
- Palser, B. (2009, June/July). Stopping the Presses. *American Journalism Review*, p. 44.
- Pay wall*. (2010, September 20). Retrieved October 24, 2010, from Wikipedia:  
[http://en.wikipedia.org/wiki/Pay\\_wall](http://en.wikipedia.org/wiki/Pay_wall)
- Tossed by a gale. (2009, May 16). *Economist*, pp. 76-78.

## Appendix A: Survey

The purpose of this study is to gather newspaper editor's thoughts, opinions and ideas on what types of techniques are being used to boost readership, ad sales and increase business. Please take 10 minutes to fill out the survey. The more complete your answers, the better data we will get out of this study. This survey is completely anonymous, please do not leave any identifying information on the survey. Your answers will not be tied back to you once all the data has been received. When you finish the survey, please mail it back in the enclosed, addressed, stamped envelope we have provided. Thank you for your time and cooperation. If you are interested in the results of this study, please e-mail me at Couillardc@my.uwstout.edu.

**Question 1:** Of the choices below, please indicate which ones you are currently using/trying (to increase readership, advertising or revenue) or have used/tried in the past at your newspaper. (Please circle all that apply)

- a. Pay Walls
- b. Website with up-to-date news and information
- c. Staff cuts
- d. Newspaper consolidation
- e. Interns
- f. Not printing a paper every day of the week
- g. Stop printing production all together
- h. Move paper to another form (ex. Smaller, less pages, brochure)

**Question 2:** Of the choices below, please indicate which ones you have **considered** trying at your newspaper. (Please circle all that apply)

- a. Pay Walls
- b. Website with up-to-date news and information
- c. Staff cuts
- d. Newspaper consolidation
- e. Interns
- f. Not printing a paper every day of the week
- g. Stop printing production all together
- h. Move paper to another form (ex. Smaller, less pages, brochure)



**Question 5:** Using the table below, please choose the level to which the following items have increased/decreased the number of ADVERTISERS at your paper. (Please place an “X” in a box for each technique)

Technique	Extreme Increase	Moderate Increase	Slight Increase	Did not increase or decrease	Slight Decrease	Moderate Decrease	Extreme Decrease	Not Applicable
Pay Walls								
Website with Up-to-date news & information								
Staff Cuts								
Newspaper consolidation								
Interns								
Not printing a paper every day of the week								
Stopped printing production all together								
Moved paper to another form (ex. Smaller, less pages, brochure)								

**Question 6:** Using the table below, please indicate if you would recommend the following items to other newspapers that are thinking about trying them. (Please place an “X” in a box for each technique)

Technique	Definitely	Maybe	No
Pay Walls			
Website with Up-to-date news & information			
Staff Cuts			
Newspaper consolidation			
Interns			
Not printing a paper every day of the week			
Stopped printing production all together			
Moved paper to another form (ex. Smaller, less pages, brochure)			

The following open-ended questions are looking to get a complete view of your recommendations. Please be as honest and open as you can and provide as much detail as you can. If you need more space than what is provided, please use another sheet of paper. Thank you!

Question 7: What is your paper currently doing to increase readership? Any future plans to increase readership?

Question 8: What is your paper currently doing to increase revenue? Any future plans to increase revenue?

Question 9: What is your paper currently doing to increase advertising sales? Any future plans to increase advertising sales?

Question 10: Can you leave us with any final thoughts or opinions on the current state of the newspaper industry?