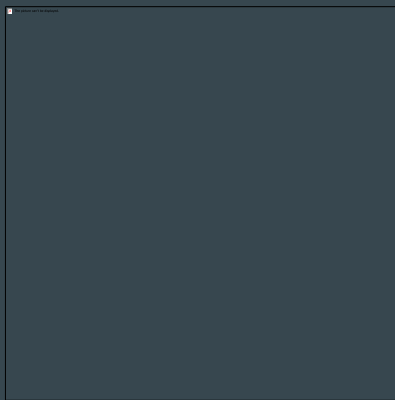


THE FUTURE OF NEWSROOMS

**ALWAYS START
WITH YOUR
BEST STUFF...**



CARLENE COX
Future reality show star



TONY ELKINS
Moved to Austin, lost the
tie



MARA CORBETT
Cool, calm and
caffeinated

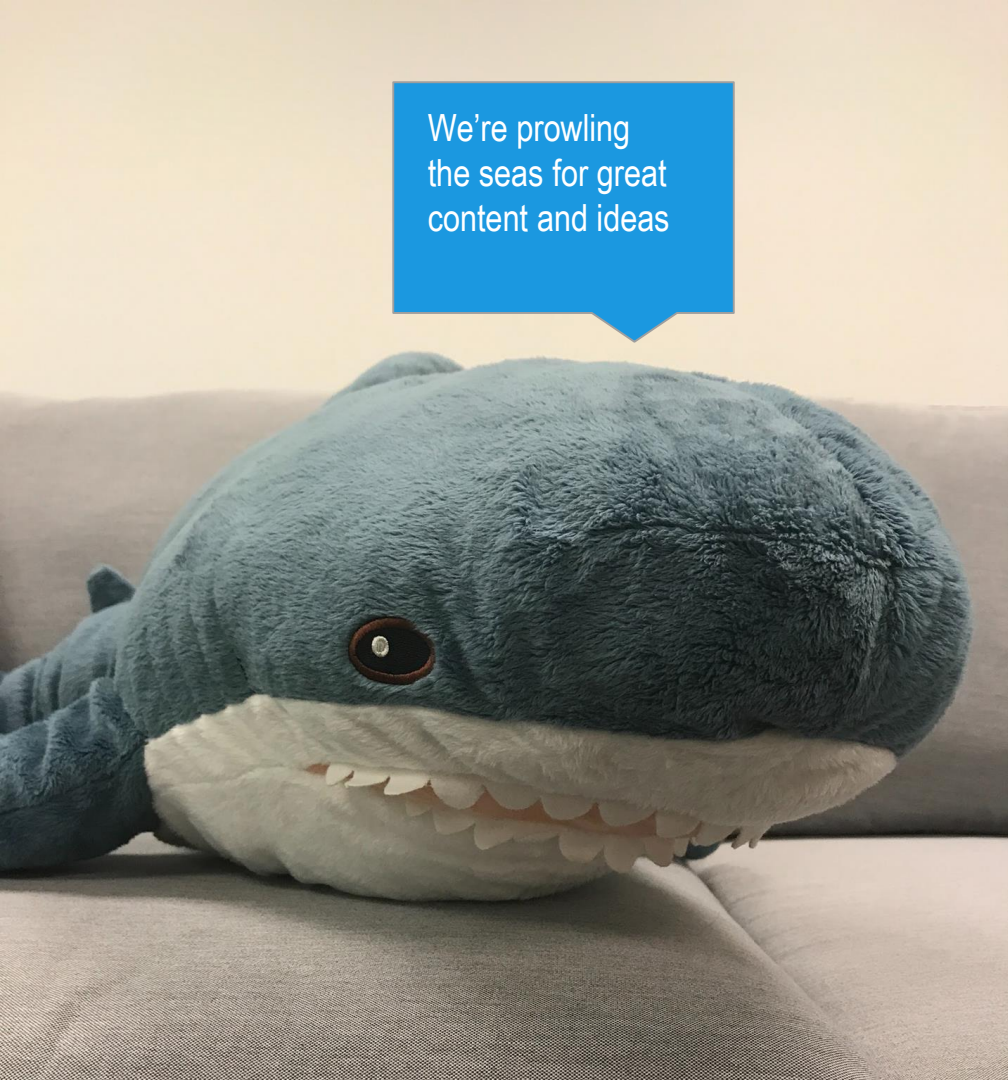


TYSON BIRD
Probably a super hero

AUSTIN*

* Not really in Texas



A large, blue plush shark is lying on its side on a light-colored couch. The shark has a white underbelly and a wide, open mouth showing white teeth. A blue speech bubble is positioned above the shark's head.

We're prowling
the seas for great
content and ideas

OUR new NEWSROOM

- Helping decide, design and deploy audience-based verticals
- Aid with audience development and product launches
- Content consultation and advanced storytelling support for our properties

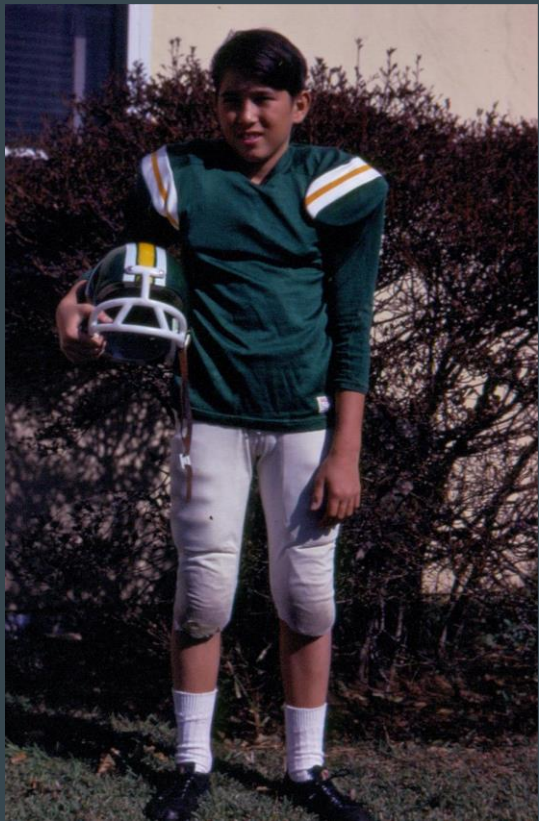


**...AND THEN BORE
EVERYONE WITH
OLD GUY STORIES**



“Mamas, don’t let your babies grow up
to be cowboys...”

-- Willie Nelson and Waylon Jennings



Still awaiting scholarship offer



How I continue to spend my Sunday mornings



FAKE ATTEMPT AT HUMILITY

- “D” in high school journalism
- University of Oklahoma alum (years before Joy Mayer)
- Degrees in economics and administration
- Studied also at Northwestern and Harvard
- Pioneered millennial behavior (sort of)
- Editing gigs in seven states
- May casually mention that Pulitzer thing

**OUR DEFINITION OF
CHANGE NEEDS TO BE
CHANGED**

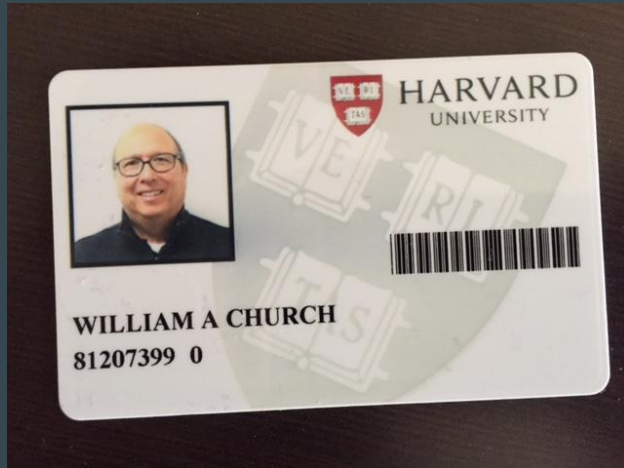
-20K

JOURNALISM JOBS IN 10 YEARS

+12K

PARKING LOT ATTENDANT JOBS IN 10 YEARS

LET'S GET NERDY



-8K

JOURNALISM JOBS from 2012-2015

-19%

NEWSROOM

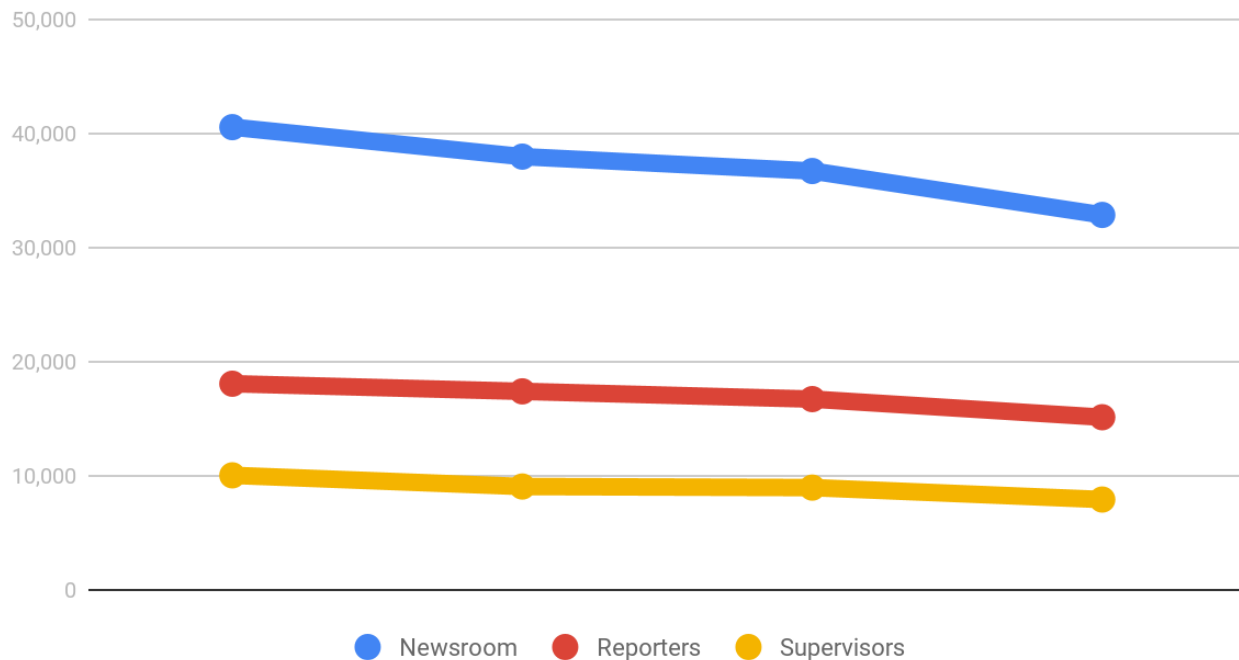
-16%

REPORTERS

-27%

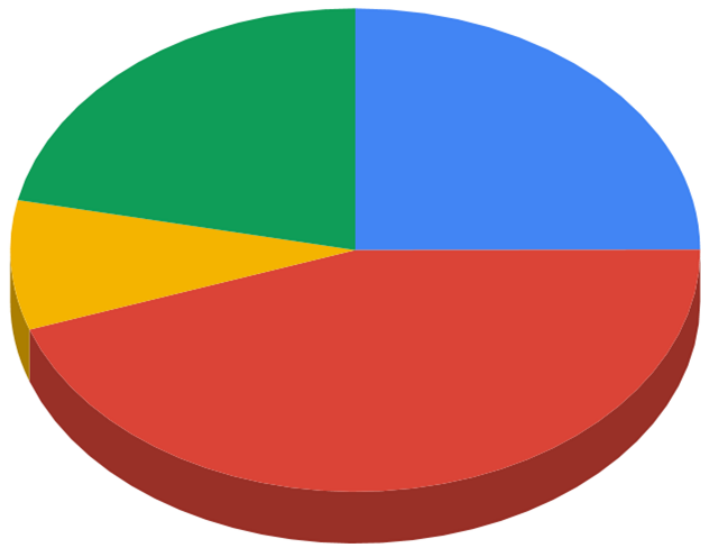
SUPERVISORS

2012-2015



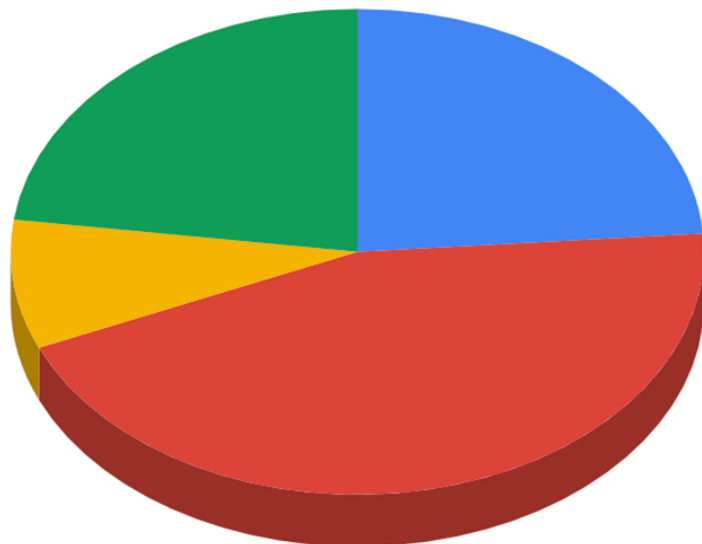
**NEWSROOM MIX
HASN'T SEEN SEISMIC
SHIFT**

2012



● Supervisors ● Reporters ● Visual Journalists ● Others

2015



● Supervisors ● Reporters ● Visual Journalists ● Others

-1.2%

OVERALL

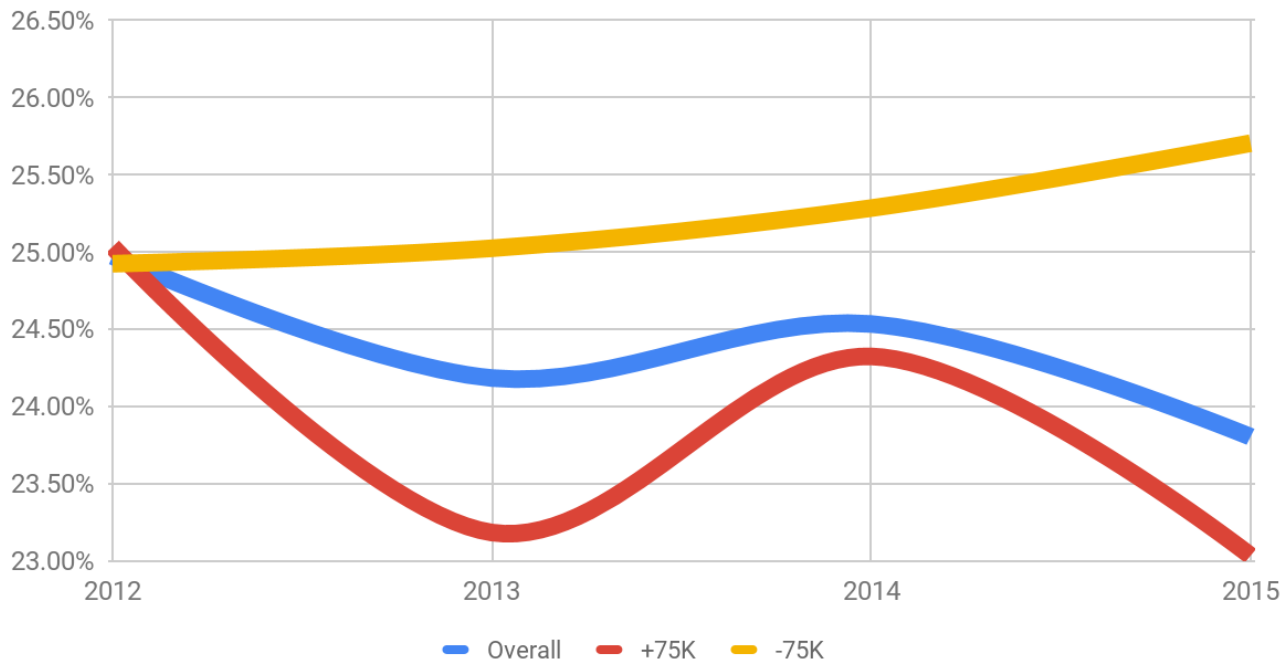
+.8%

-75K CIRC

-2%

+75K CIRC

SUPERVISORS



+.04%

OVERALL

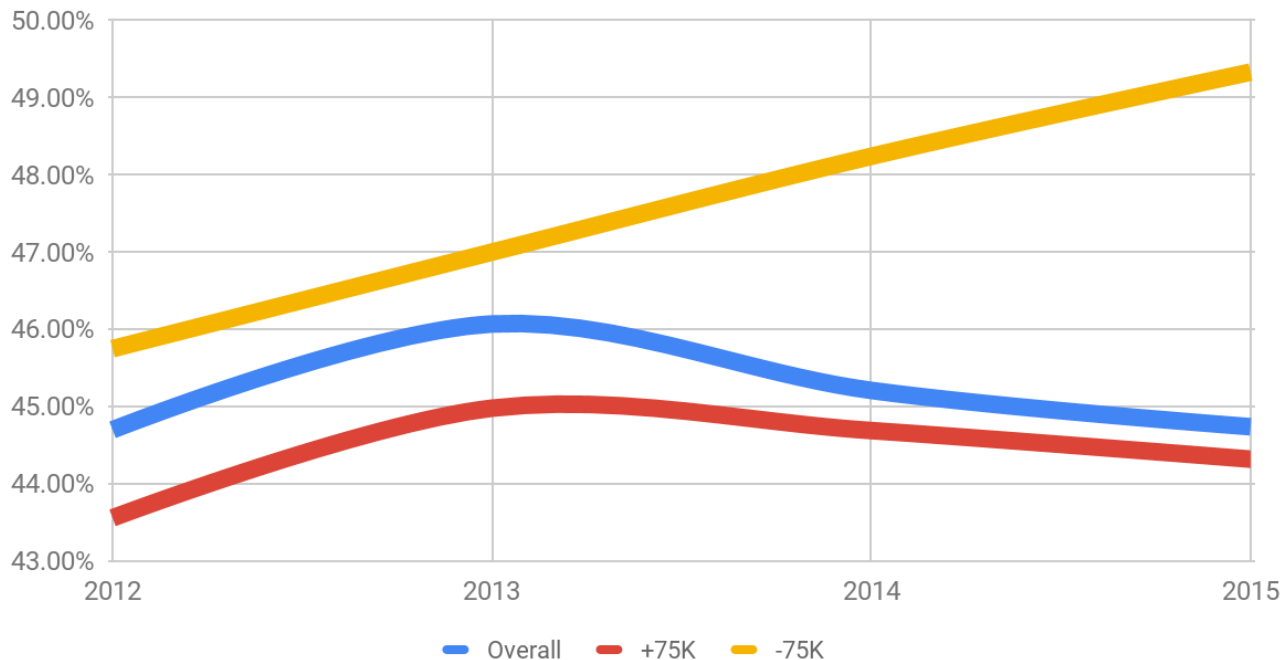
+3.6%

-75K CIRC

+.76%

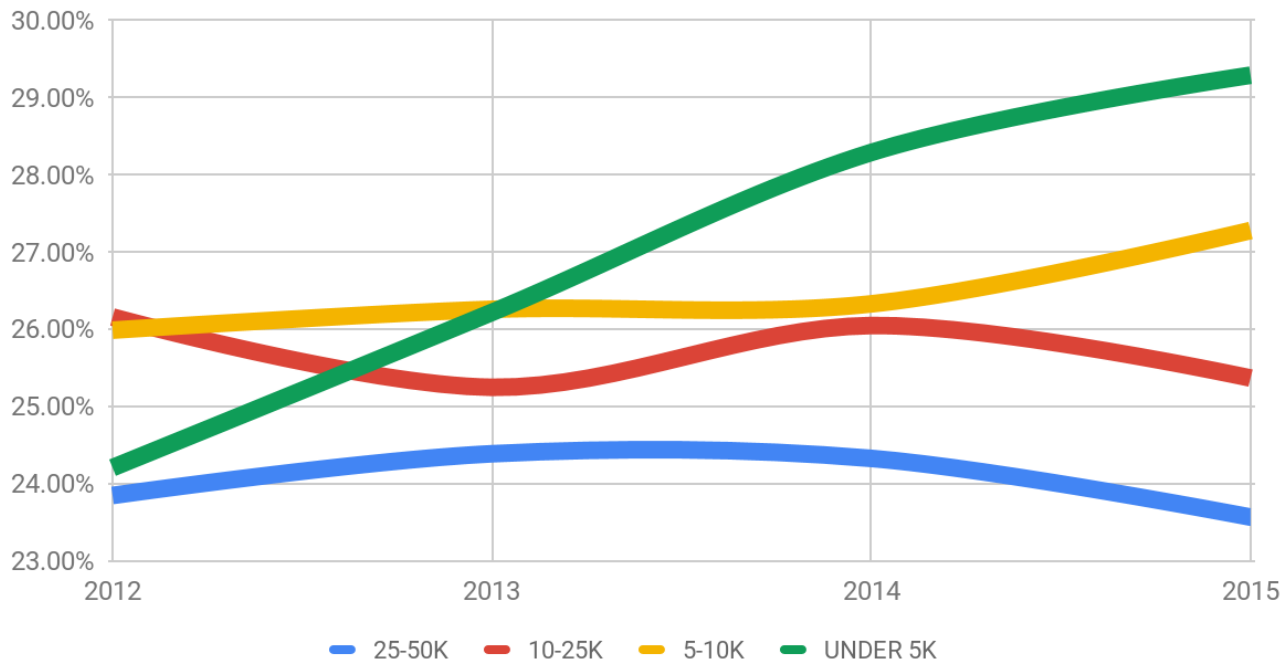
+75K CIRC

REPORTERS



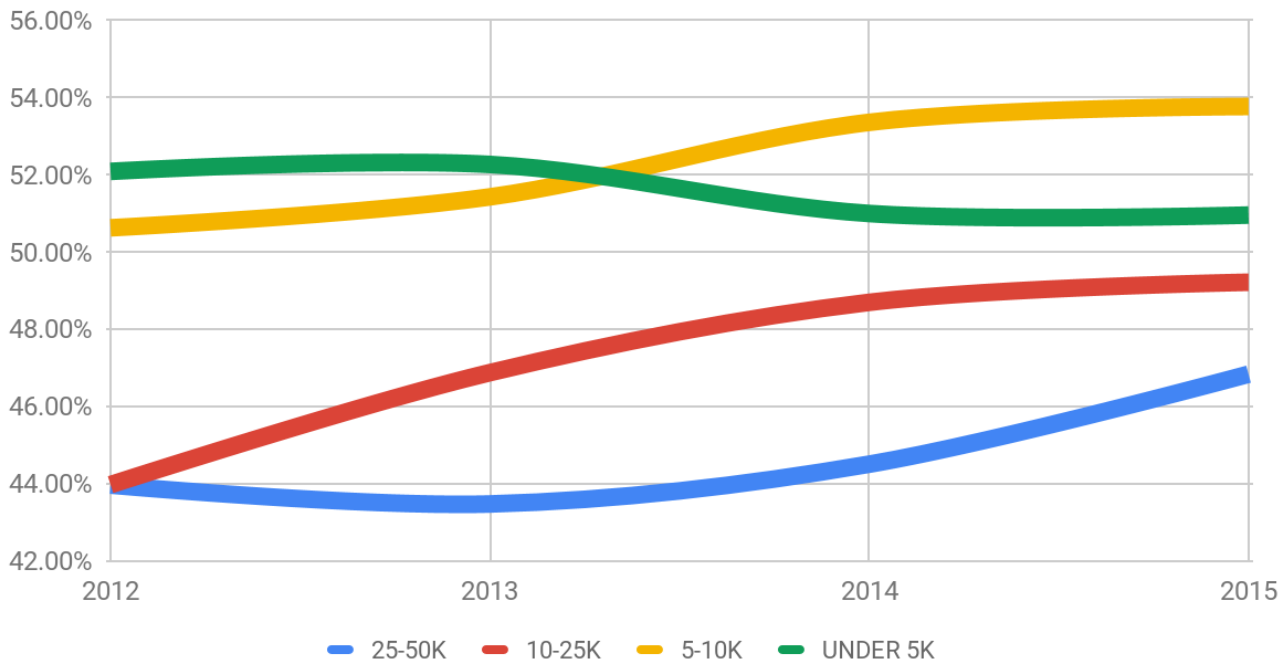
**Percent of
newsroom
supervisors
increased for
smallest
dailies from
2012-15**

NEWSROOM SUPERVISORS (50K-UNDER CIRCULATION)



**Percent of
reporters
increased for
small dailies
from 2012-15,
except for
under-5K
newsrooms**

REPORTERS (50K-UNDER CIRCULATION)



**SPAN OF CONTROL: IT'S
LIKE SPINACH**

POSITION

SUPERVISOR

REPORTS

EXECUTIVE EDITOR

1

4

CITY EDITOR

1

10

SPORTS EDITOR

1

4

PHOTO EDITOR

1

3

FEATURES EDITOR

1

3

TOTAL

5

24

$$R = N (2^N/2 + (N-1))$$

Or IF YOU DON'T HAVE A PH.D...

$$24 / 5 = 4.80$$

WIDE

=

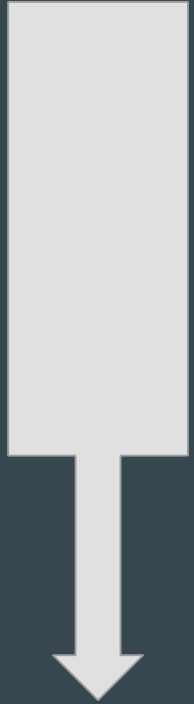
More
freedom,
flatter org



NARROW

=

More
control, more
hierarchy



8*

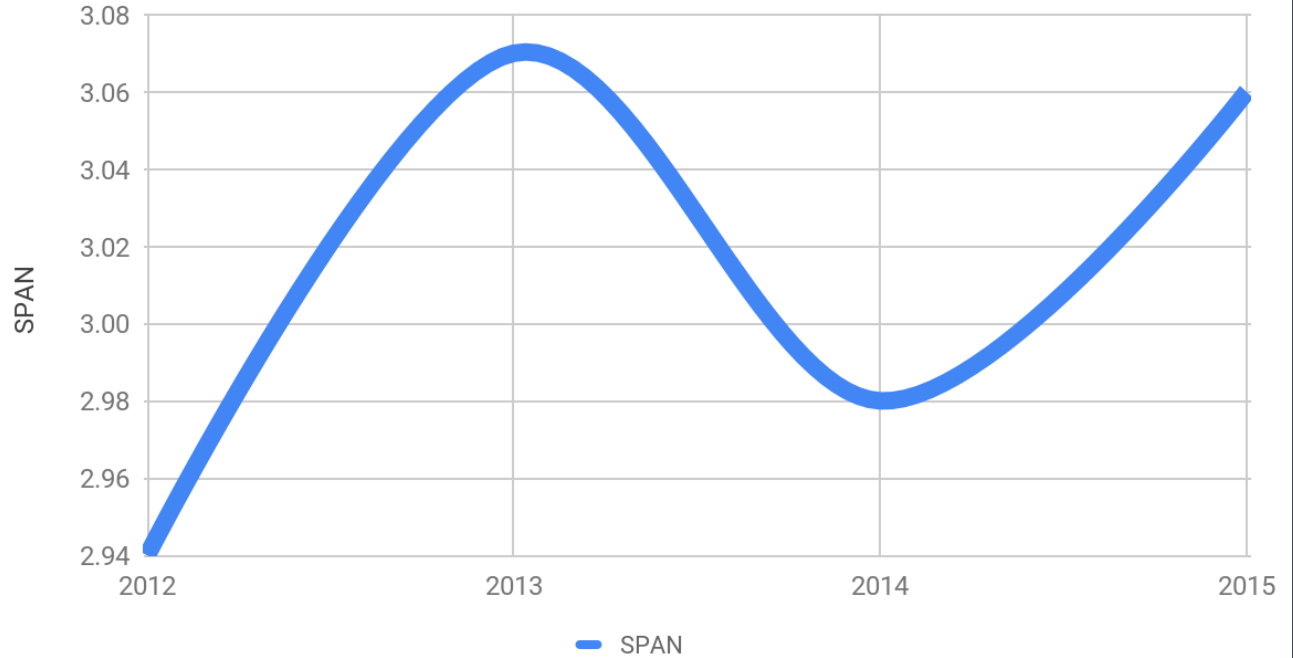
MINIMUM SPAN OF CONTROL IN OTHER INDUSTRIES

3.06

NEWSROOM SPAN OF CONTROL IN 2015

**Span of
control for
newsrooms
increased just
.12 from 2012-
15**

SPAN



3.06

SPAN OF CONTROL

REGION A: 5.48

REGION B: 4.48

REGION C: 4.23

45%

REPORTERS

REGION A: 40%

REGION B: 50%

REGION C: 59%

53%

CONTENT CREATORS

REGION A: 56%

REGION B: 65%

REGION C: 71%

**WE CAN'T BLAME
FREDERICK TAYLOR FOR
A CENTURY-PLUS OF
INERTIA**

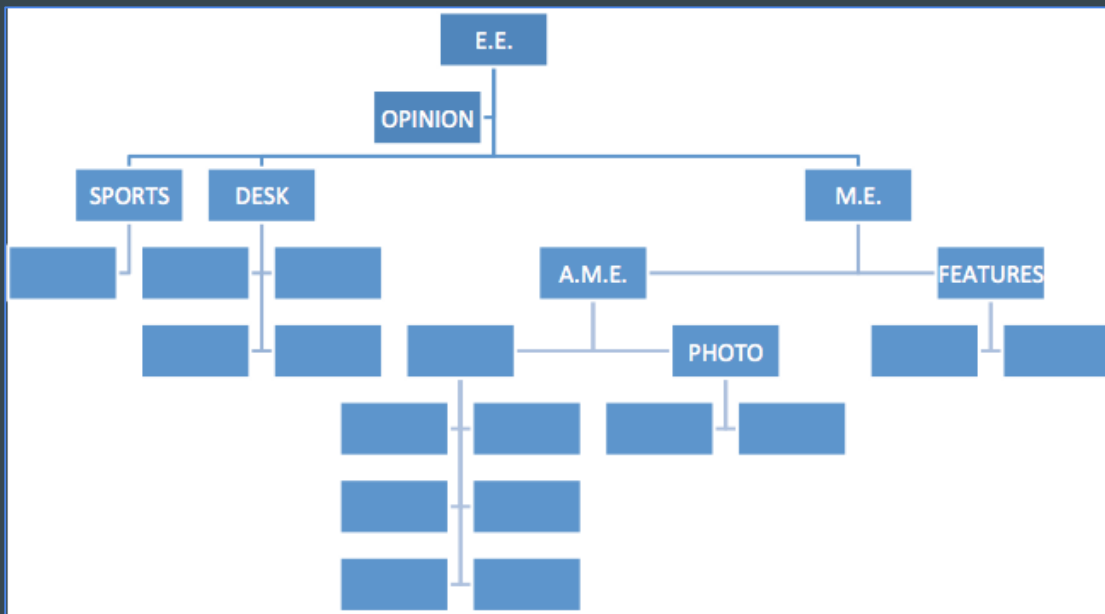
“The temptation to lead as a chess master, controlling each move of the organization, must give way to an approach as a gardener, enabling rather than directing.”

-- Stanley McChrystal, Team of Teams author

REALLY

BIG IDEAS

COULD THIS BE OUR FUTURE?



Span: 3.83

(Assumes 7 managers for 24 FTEs)



Span: 7.6

(Assumes 3 managers overseeing five teams)

TEAM OF TEAMS

“...the relationship between the constituent teams need to resemble those between individuals on a given team...”

-- Stanley McChrystal, Team of Teams author

**1. Build your newsroom
based on priorities,
not print sections.**

**2. Sports shouldn't live
on an island. Nor
features. Nor ...**

**3. Your best editor may
not be your best leader.**

4a. Be the BRAND.

4b. Engage the BRAND.

4c. BRAND matters most.

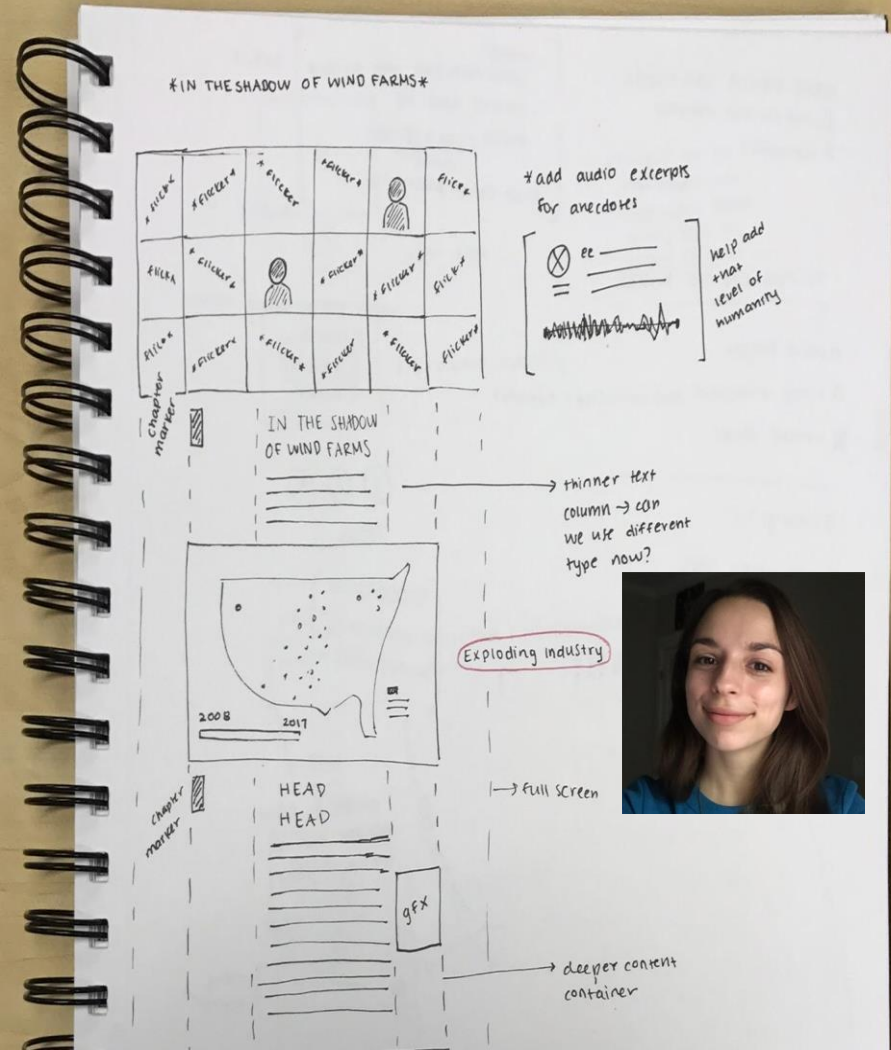
5. Separate local from nonlocal; nonlinear from linear.

**FINISH STRONG BY
GUSHING ABOUT
JOURNALISM'S
FUTURE**



EMILY LE COZ
Superstar data whiz

LUCILLE SHERMAN
Mizzou senior (and superstar)



**IS IT TIME TO GIVE
THE KEYS TO OUR
KIDS?**

THANK YOU

@BillChurchMedia
bchurch@gatehousemedia.com