

## NEWSPAPER POLICY SURVEY

Anyone who has worked for a newspaper realizes that one key to success is achieving the right blend of journalistic and management principles. The purpose of this survey is to find out about the policies and/or practices that newspapers have created in an effort to achieve a balanced application of journalistic and management principles. Learning more about how this is done at several different newspapers, and how it works out in practice, should help us to discover how successful existing policies may be in achieving balance, and how policies might be refined to achieve an even better blend of journalistic and business principles.

- (1A) First, we're interested in identifying any changes in business and/or journalistic policies that may have taken place at your newspaper. Please describe briefly any changes that have been made in the past few years

Changes in Policy

- 1.
- 2.
- 3.
- 4.

- (1B) How have these changes affected the balance between journalistic and business principles? Have they improved the balance, made it worse, or had no effect? Please answer for each change listed above.

Change #1: \_\_\_ improved it \_\_\_ made it worse \_\_\_ no effect  
 Change #2: \_\_\_ improved it \_\_\_ made it worse \_\_\_ no effect  
 Change #3: \_\_\_ improved it \_\_\_ made it worse \_\_\_ no effect  
 Change #4: \_\_\_ improved it \_\_\_ made it worse \_\_\_ no effect

(2) Next, we're interested in finding out about specific policies and/or practices (written and unwritten) at your newspaper. Below are a series of statements that describe policies that may or may not be in force at your newspaper. For those that apply, we'd like to know in your view how much emphasis each of these policies receives. Does it receive "no emphasis," "a great deal" of emphasis, or somewhere in between? Circle the number that best describes the amount of emphasis your paper gives to each policy statement. (In the event You don' t know how much emphasis a certain policy receives, please circle "DK".)

(2a) Our first policy area concerns the various ways in which the newspaper relates to its readers. How much emphasis does your newspaper give to each of the following policies?

	No emphasis			A Great deal		
	1	2	3	4	5	DK
Design the paper to make it easier to read.	1	2	3	4	5	DK
Keep stories brief.	1	2	3	4	5	DK
Use pictures and graphics even if it means reducing the space for text	1	2	3	4	5	DK
Give layout designers a key role in putting the newspaper together.	1	2	3	4	5	DK
"Package" the news to make the newspaper more appealing to readers.	1	2	3	4	5	DK
Cover the news as we see it. even when some people might be offended.	1	2	3	4	5	DK
Be careful that we don't offend important people in the community.	1	2	3	4	5	DK
Give major advertisers space in the news columns.	1	2	3	4	5	DK
Play down news that would reflect badly on a major advertiser.	1	2	3	4	5	DK
Shape the newspaper to appeal to the kinds of readers desired by advertisers.	1	2	3	4	5	DK
Do our best to cover the news for everyone in the community.	1	2	3	4	5	DK
Strive to produce a serious and informative paper.	1	2	3	4	5	DK
Make it our first priority to entertain our readers.	1	2	3	4	5	DK

	No Emphasis			A great deal		
	1	2	3	4	5	DK
Edit the paper according to what reader- ship surveys say.	1	2	3	4	5	DK
Strive to produce a newspaper that gives readers what they <u>want</u> .	1	2	3	4	5	DK
Strive to produce a newspaper that gives readers what they <u>need</u> to know.	1	2	3	4	5	DK

(2b) Our next area concerns how the various groups within the newspaper relate to one another. For example, how labor relates to management, or how the newsroom relates to the advertising department. Again, circle the number that best fits the amount of emphasis your newspaper gives to each policy.

	No Emphasis			A great deal		
	1	2	3	4	5	DK
Keep the owners and shareholders happy.	1	2	3	4	5	DK
Make profits and journalistic quality work hand in hand.	1	2	3	4	5	DK
Put the bottom line first.	1	2	3	4	5	DK
Balance the short term need for profits with the long term future of the newspaper.	1	2	3	4	5	DK
Encourage the news and business sides of the newspaper to work closely together.	1	2	3	4	5	DK
Involve marketing directors in developing strategies for news coverage.	1	2	3	4	5	DK
Keep the news and business sides of the newspaper as separate as possible.	1	2	3	4	5	DK
Strive for teamwork between business and editorial departments.	1	2	3	4	5	DK
Keep the newshole as large as possible.	1	2	3	4	5	DK
Encourage in-depth reporting projects even if the cost is high.	1	2	3	4	5	DK
Make sure the newsroom has enough people to do its job adequately.	1	2	3	4	5	DK
Hire administrators to be newsroom managers.	1	2	3	4	5	DK
Support newsroom managers in being both good journalists and good administrators.	1	2	3	4	5	DK

	No Emphasis			A great deal		
	1	2	3	4	5	DK
Send editors to meetings and workshops sharpen their management skills.	1	2	3	4	5	DK
Give editors clearcut authority over reporters.	1	2	3	4	5	DK
Give editors free rein to print stories without publisher intervention.	1	2	3	4	5	DK
Get reporters and editors together to generate story ideas.	1	2	3	4	5	DK
Generate story ideas primarily at editor's meetings.	1	2	3	4	5	DK
Give reporters some say in decisions about news coverage.	1	2	3	4	5	DK
Encourage reporters and editors to be independent in their thinking.	1	2	3	4	5	DK
Encourage reporters and editors to have high standards of performance.	1	2	3	4	5	DK
Do everything according to a plan.	1	2	3	4	5	DK
Never make an important decision without discussing it.	1	2	3	4	5	DK
Make pay raises contingent on performance evaluations.	1	2	3	4	5	DK
Encourage cooperation between management and the Newspaper Guild.	1	2	3	4	5	DK
Maintain a non-union environment.	1	2	3	4	5	DK
Treat employees so well that they won't have a union.	1	2	3	4	5	DK
Expand employees' fringe benefits (e.g., better insurance and retirement programs).	1	2	3	4	5	DK
Create a more flexible work environment for employees (e.g., daycare, work-share, etc.).	1	2	3	4	5	DK

(2c) Our last set of policy statements deals with the use of computer technology in the newsroom. How much does your newspaper emphasize ....

	No Emphasis			A great deal		
	1	2	3	4	5	DK
Be an innovator in use of new developments in electronic technology.	1	2	3	4	5	DK
Provide adequate training so that journalists can use computers fully and effectively.	1	2	3	4	5	DK
Use computers to tighten reporters' accountability to management.	1	2	3	4	5	DK
Use computers to give editors greater access to reporters' work.	1	2	3	4	5	DK
Use computers to facilitate the process of planning (e.g., sharing information, monitoring progress, etc.).	1	2	3	4	5	DK
Use computers to improve the layout and design of the newspaper.	1	2	3	4	5	DK
Use computers to help reporters do a better job of researching their stories.	1	2	3	4	5	DK

3. Now we have some questions about your opinions of the quality of this newspaper. First, how would you rate its overall quality.  
Would you say. ...

- outstanding
- very good
- good
- fair
- poor

4. In your opinion has the quality of the newspaper changed in the past few years? Has it....

- improved a great deal
- improved
- stayed the same
- gotten worse
- a great deal worse

4a. If the quality of the newspaper has improved, what do you think is primarily responsible?



