

Anderson Independent-Mail

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Robert J. Cochnar
Vice President and Editor

Memo for: APME Year 2000 Committee
Vice Chairman and Members

From: Bob Cochnar

Subject: Focusing Our Project

As I suspected, any discussion centering on the future is opening a very large can of worms. I asked you for your thoughts on the projects we might take on during the study year and you have responded. Boy, have you responded. Rather than attempt to recap and summarize, I've enclosed copies of the correspondence so that you can see, generally, where our heads are at.

One of the things we wanted to avoid was to duplicate efforts under way by other groups, most notably the ASNE Future of Newspapers Committee and New Directions for News. Both have extremely ambitious undertakings. I'm not particularly concerned about stepping on anybody's toes (all of us will be living in that future, after all) but I do want to steer us away from redundancies.

So we won't be doing any prototypes of anything, other than by way of example. Ron Martin's ASNE Future group is prototyping all over the place, and New Directions also plans to go down that route. I'll be attending the New Directions Roundtable later this month and thus should have a better idea of what's happening there.

In attempting to capture much of what you are especially interested in doing, but at the same time incorporating the thoughts of our vice chairmen and, I hasten to add, your chairman, my first run at a viable plan may well need sharpening. But here's how I see it:

Susan Miller is right when she notes that we don't need to put voluminous background on the assumptions we make about this business in the Year 2000 and beyond. If documentation for our conclusions is wanted, footnotes and a bibliography should suffice.

Tom Sites is right when he says that "the trends that underlie all the other trends are demographic and psychographic. This will tell us more about our readers than almost anything else, and who our customers are will affect many other trends."

To borrow an idea from Phil Meyer, who pioneered the notion that research could also be a reporter's and editor's tool, I'd like to divide our work into several broad segments.

- I. Things We Know For Sure About Newspapers in the Year 2000 and Beyond.
- II. Things We Think We Know About Newspapers in the Year 2000 and Beyond.
- III. Things We Need to Know About Newspapers in the Year 2000 and Beyond.
- IV. A Summing Up: What We've Got to Do.

Much of what you've talked about, and a good bit of what I noted in my preliminary project plan and what George Blake noted on his follow-up to that could fit under this umbrella.

I don't think we're looking for essays or articles. I have in mind writing an introduction and some sort of conclusion. Between the two would be extremely well organized bits and pieces of information. Our goal would be to study available literature, snipping out the material that appeals to us, that we think is on the money; it would also be to talk with folks who may or may not be in the newspaper business but whose minds we like and adding their thoughts to our stew. Some of these snippets may well be contradictory, and that's okay. We need to provide sources. Other chunks of information might be distillations concocted by members of the committee; we think, too. But key to all of this is the structure. Ideally, an editor who elects to cherry-pick our report could browse through an index or table of contents and find entries in areas of particular interest to him. In a sense, we'd be creating a sort of extended data bank, or almanac, of facts, ideas and notions that appeal and makes some sort of sense to us.

One member said in his letter to me that we should consider whatever we do as an interim report. That's a good idea. It might also be considered a 10-year plan that requires an annual update by future committees on the future, which should probably take as its slogan the immortal words of Satchell Paige, "Don't look back; something may be gaining on us."

The committee will break into two groups, one headed by George Blake, who'll ride herd on the content and production-oriented stuff, and the other headed by Susan Miller, who will oversee all other issues that affect newspapers, from circulation and advertising to competition. As soon as I'm able, within the next two weeks, I'll get more specific assignments out that will try to take into consideration the interests you've previously expressed.

Incidentally, I've expanded our committee a bit with some distinguished folks who have expressed their willingness to add their expertise to the hopper. They are Bob Haiman, who runs the Poynter Institute, and Howard Finberg, assistant managing editor for graphics at the Arizona Republic. And I need to announce a resignation: Saundra Keyes at the Philadelphia Daily News has had added responsibilities and had to beg off. I hope we manage to keep our team intact for the balance of the year.

You'll recall that one of our members, Doug Ramsay at the Foundation for American Communications, had proposed to meet as a committee at a session that could be co-sponsored by FACS. I'd like to do this if it can be squeezed into our schedule. Offhand, I'm thinking that the best time for such a meeting might be June. And since we seem to be spread out all over the country, let's think about meeting in Atlanta.

Regards,

A handwritten signature in black ink, appearing to read 'Bob', with a stylized flourish extending from the end.

Bob Cochnar

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December 9, 1988

To: Bob Cochnar
From: Tom Stites, Chicago Tribune
Re: APME Year 2000 Committee

First, I rarely blow deadlines, much less by a month. My job has cycles of intense work and intense slack, and the work peak coincided with your deadline. Slack is back, so I am finally taking terminal in hand to write.

I appreciate the sweeping outline you sent. It's terrific for our final report, but I think that to get there we've got to start with a different grid. What I would suggest is that we set out to identify every relevant trend and interview the people who can best project and interpret them, then restack our information into the groupings you suggest. Looks to me like the final product will be a book.

The trends that underlie all the other trends are demographic and psychographic. This will tell us more about our readers than almost anything else, and who our customers are will affect many other trends. We know that the average adult in 2000 will be older than now. But there are much finer measurements that we ought to master, both in the customary measures of age and income and in the newer psychographic measurements that predict taste and behavior. Some psychographic groups are likelier newspaper readers than others, age and income notwithstanding. This sort of thing is a particular interest of mine, and I'd volunteer to work on this for you.

We can know with considerable certainty who our readers will be in 2000 because they have already been born and even the youngest ones have been launched on a life track that allows for reasonably accurate extrapolation. Trends in technology and the economy will be less easily predicted. Alvin Toffler wrote "Future Shock" on a personal computer, but he so failed to understand the onrushing power of personal computers that he didn't even mention them in his book. And who can know whether the economic bubble will burst sometime in the next 12 years? Still, we can find useful economic prognosis.

Identifying and projecting trends within our culture are also crucial to this project. We are just beginning to grasp how weak newspapers are in comparison to television; a

powerful cultural preference for the broadcast image has arisen in not very much time, and could change radically in the next 12 years. Will anybody still be reading? Let's hope so. Essentially, it is the culture that determines competes with us for people's attention. One aspect: This is a market economy. As daily monopolies become almost universal, smaller papers are springing up all around, and this will continue. This could become a very important trend affecting us. Ten years ago, who foresaw the success of weekly business journals? What's next?

The business trend most important to us is how retailing is carried on. Already, the retailing trend is to smaller stores and away from the huge department stores that have been newspapers' revenue base for decades. This hurts us and helps smaller, more targeted local publications. Another trend is to catalogue sales, and this doesn't do us any good either. Not only that, the interactive electronic media are lurking, wanting to steal more of our revenue. The only positive retail advertising trend I know of is national lineage, and it ain't done for us what it was supposed to, especially since Oct. 19, 1987.

The next most important business trend has to do with classified advertising, but it intersects with a techno-social trend. Mort Persky, one of my guru editors, used to say that what newspapers do best they do in the smallest type--classified, box scores, listings. But that was before interactive electronic media, which do all that stuff even better. Trouble is [for them], it hasn't caught on as fast as the futurists of a decade ago so boldly predicted. But I think we can be confident that one of these days it will reach critical mass and take off, likely before 2000. This will have a powerful impact on our revenue [but will save us the price of the newsprint that we now buy to print stock tables].

Among the experts our group interviews obviously ought to include John Morton, who has been thinking carefully about the future of newspapers and writing about it now for years [I swapped speeches with him a few years ago, and he had some very wise stuff]. Less obvious is Neil Postman of New York University, the author of "Amusing Ourselves to Death," the book I recommended to you in Boston. He understands the social trends underlying preferences for reading and viewing images better than anybody. Stewart Brand [did you read his "Media Lab" book?] would be good on all this stuff.

Three closing thoughts:

1. People will continue to read stuff printed on paper as long as the electronic media are so much harder to read. They also will continue to read stuff printed on paper as long as they read on the john, or at least as long as our culture doesn't routinely install TV sets across from the crapper. This may not be so far-fetched; 12 years ago, who would have predicted today's opulent johns?

2. Newspapers have a value regularly overlooked by

proponents of the idea that we will eventually be overwhelmed by interactive electronic media: They are unpredictable. Interactive media are good at providing information that yyou know you want, but newspapers every day give you information you couldn't know about to think you might want it. The Dadaists understood this; there is no greater proof of the randomness of the world we live in than a newspaper.

3. It's clear to me that daily newspapers will more and more be for the elite group that still reads and less and less a mass medium.

Again, sorry I was late with this. Hope it helps.

Cheers,

Tom



SCRIPPS
HOWARD

Dec. 9, 1988

Bob Cochnar
Anderson Independent-Mail
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Dear Bob,

Here's the material I promised you that derives from the ASNE Future of Newspapers Committee and some work I'm doing for Scripps Howard.

First is a memo from Burl in which he outlines how the work was divided for "The Next Newspapers" report (No. 1). Burl asked me to work with Chris Anderson on the product portion, so I did a first pass identifying issues related to product, and listing various aspects of each issue (No.2). I was then asked to flesh out the part of the product section dealing with staffing. What I produced was a series of assumptions about staffing issues in the future (No. 3) and some discussion about each of these issues.

I have since been involved in defining some goals for our Scripps Howard papers and coming up with a checklist to help our papers figure out how to meet these goals (No. 4).

What I am suggesting we do for the Year 2000 Report is to make a list of assumptions about various parts of the newspaper business in the Year 2000, relying on "The Next Newspapers" and other sources. Once we have this list of assumptions, we make a checklist for each, supplying tips on the kinds of questions editors should be asking and the kinds of things they and the other parts of their newspapers should be doing.

As I mentioned when we talked, I do not believe it is necessary to provide all of the background on which these assumptions would be based. That's already been done in "The Next Newspapers" and other reports. I think we can simply provide a bibliography for those people who don't believe our assumptions.

I would propose that George Blake head up a group to come up with assumptions about content and the newsroom (including staffing) and that I head up a group assigned to come up with assumptions about other newspaper departments and other issues that will affect newspapers, such as competition and legal trends. Once we have these two lists, we can assign various committee members to provide the checklists and tips.

I think this approach would allow us to put something very useful in the hands of APME members to guide their newsrooms and other newspaper departments in the next decade. I think it's also do-able in the time frame we have, and it builds on the work of other committees and complements earlier efforts.

Let me know what you think.

Sincerely,

A handwritten signature in dark ink, appearing to be 'Susan Miller', with a stylized, flowing script.

Susan Miller

The News and Observer The Raleigh Times

f - Committee
memo

Hunter George
Managing Editor
(919) 829-4515

November 4, 1988

Dear Bob,

I suggest that the APME 2000 Committee focus on the content, form, technology and personnel aspects of newspapers of the future. We ought to incorporate the studies that have been done regarding readership, demographics, finances and so forth, but I hope we don't reinvent that wheel. As editors, we should be concerned with how we will be covering the news and presenting it, and what our newsroom operations will be like in another decade.

I am most interested in the newsroom personnel/structure aspect. We are seeing changes in the male-female ratio, the shortage of copy editors, the demand for better work schedules, reorganization due to pagination, electronic photo handling, increasing specialization in reporting and editing, and other events that will affect the way we operate. I'd like to be involved in assessing those trends, if the committee feels that would be worthwhile. Further, I'd like to involve the people in my newsroom in the project, since what we discover will be applicable to our newsroom too.

I look forward to working with you. The committee is a timely idea.

Sincerely,



Robert J. Cochnar
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FACS
FOUNDATION FOR AMERICAN COMMUNICATIONS

November 1, 1988

Robert J. Cochnar
Editor
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Dear Bob:

It was good meeting you in Boston. Thank you for inviting me to sit on your 2000 Committee. The group is going to be doing important work and, as one who is not a newspaper editor, I am gratified to be a part of it.

Your draft outline and George Blake's response are so complete that all I can offer without being repetitive are a few observations that may stimulate ideas. It may be that one of our toughest tasks will be deciding what not to consider.

However, I believe it is essential that the committee's work not be restricted to pragmatic areas of coverage and newsroom management that immediately concern editors in their daily work. The possibilities of that work will be controlled and limited, as they are now, by the environment in which the news business operates. It is not unlikely, for instance, that ownership of some newspapers and newspaper chains will pass to corporations that have no history in journalism and no particular commitment to it. In the past two years, ownership of all three commercial television networks has changed. In the cases of CBS and NBC, the new owners have little or no experience with newspeople or their professional standards. They have demonstrated little understanding of the responsibilities that have been observed, mostly, in the second half of the twentieth century by owners of news outlets.

It would be naive to think that corporations looking for new profit centers will not buy newspapers and groups of newspapers, which are among the most profitable businesses in the country. These corporations might be domestic. They might be foreign. They might have no long-term journalism goals and only short-term profit goals.

It is one thing to deal with an owner whose primary professional motive is to get the news out and to make money in doing so. It is quite another to work for a corporation that is driven by the desire to make money and has chosen newspapers as one means of earning it. Editors must be professionally and psychologically prepared, in dealing with the latter, for clashes with ownerships that will not understand or be sympathetic to traditional journalism values, including ethics and the sanctity of the newshole. Among the experts we might consult in this area are Peter Drucker, Tom Peters (In Search of Excellence), Steven Forbes (son of Malcolm), Jim Hayes (publisher of Fortune) and Murray Weidenbaum, Reagan's first chairman of the Council of Economic Advisors.

November 2, 1988

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Weidenbaum is now head of of the Center for the Study of American Business at Washington University in St. Louis. Another possibility is Joe Bower, who is a professor at the Harvard Business School. These people should be able to tell us about trends in mergers, takeovers and acquisitions, about their effects on target companies and how businesses populated by mission-driven people like journalists can function in a profit-generated atmosphere.

We might want to look into continuing efforts to reduce or eliminate protections enjoyed by journalists. What might happen to First Amendment "rights?" This ties in to your point XI in the outline regarding changes in the law. You probably know the experts in journalism law better than I, but it seems to me that Jeff Klein at Times Mirror Co. is excellent and that so is the FACS legal scholar, Stephen B. Presser of the Northwestern University Law School.

What can we learn from the underground press, much of which is no longer so underground? Perhaps there is something to be understood from it about community commitment and involvement, about writing, about what younger readers are interested in (particularly in the arts), about political coverage.

What are to be the sources of journalists? I know there are approximately 873 committees looking into the effectiveness and quality of journalism schools. That's a wheel not in need of reinventing. But perhaps the committee can synthesize some of that work as it considers the need for good, bright people to staff newspapers. Are there many editors who are pleased with the quality of writing, resourcefulness and commitment? Are there any who don't know deep down inside that unless the profession pays better, there will not be improvement in these areas because journalism won't attract absolutely top-flight people? What are the elements preventing pay improvement?

As for the continuing education of working journalists, what kind of reinvestment in its own stock of reporters and editors is the profession likely to be willing to make? Will midcareer education for journalists continue to be primarily devoted to process matters and management training, or will issues education and content become increasingly important? FACS may be about to launch into a major study of this area and would be happy to share findings with the 2000 Committee if there are findings during the life of the committee. Bob Giles is interested in matters of undergraduate and midcareer journalism education in the context of his continuing study of newspaper management. He might be willing to advise the committee.

November 2, 1988
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We discussed the possibility of bringing the committee together during the year in a kind of mini APME/FACS conference. Interim reports by the committee and talks from experts could constitute the agenda. I see it as a one-day affair, possibly preceded by a dinner the night before. It would not be expensive, but there would be a need for funding. When you have had a chance to consider all the responses of your committee, perhaps we could explore the idea of such a conference.

If I can clarify any of my rather random thoughts or be of other immediate help, please give me a call. It's good to be working with you.

Best regards,

A handwritten signature in black ink, appearing to read 'Doug', with a stylized flourish underneath.

DOUGLAS. A. RAMSEY
Senior Vice President

DAR/do

KNIGHT RIDDER



Mary Jean Connors
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Nov. 28, 1988

Bob Cochnar
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Dear Bob,

Honest, I didn't know I owed you a memo on the Year 2000 Committee by Nov. 15. Your letter reached my desk today, so at least I'm responding to your chastisement promptly. I don't know exactly what you asked us to send in your original request for a memo. I presume you're looking for some brainstorming.

Before taking on my current job, I spent three years in charge of all newsroom personnel matters at the Miami Herald. I continue to be involved in newsroom personnel on a Knight-Ridder-wide basis. As a result, I would like to work on two areas of investigation contained in your outline: Finding and Training the Right People and the Changing Newsroom.

Some quick thoughts about these topics:

* Minorities and women. There are complex reasons why papers haven't made the progress they should. To do so, some thorny issues must be addressed: Nepotism. Day care. Salary levels (especially an issue in recruiting minorities). Flex time. Work at home. Cultural sensitivity. Training. What are papers doing on any, all these issues? How do we compare with other industries?

What's at stake for the Year 2000 if newspaper don't meet the mark in recruiting and promoting minorities and women? Grade the effort already made; how are we doing? Compare that grade against the urgency of the need to address these issues for economic, as well as social, reasons. The result could well be a fairly alarming picture that requires immediate action around the industry. We need a portrait of what the workplace must look like and specific steps for getting there.

* Training/technology. As newspapers struggle to hold down costs and to meet escalating demands for profit growth, what is happening to newsroom training overall?

What are we doing to prepare newsroom professionals for technological change -- to understand it, to use it, to budget for it... What is the world of technology likely to mean for us as we move to the Year 2000? What would be a wise approach to being prepared?

What about training newsroom managers? (Remember when we called them editors?) Changing communities, ethnic and gender diversity, doing more with fewer people, adapting to fast-paced technological change, becoming more essential to readers.... Who's doing what to prepare managers to deal with these issues effectively? What kind of training -- and training budget -- is appropriate?

(*) The family and the workplace. What about the growing demand for flex time, work at home, day care, etc.? What's at stake (e.g., promotability of women)? What's to be done, given budget constraints?

(*) Salaries. What will compensation levels have to be to make journalism a competitive draw for the best students? How do we get there? Are we headed to newsrooms of fewer people who are more efficient and higher paid? What does that mean?

(*) Job descriptions. Will we need to change the way we structure jobs in our newsrooms? Are some papers leading the way? What will dictate this kind of change -- technology, family responsibilities, changing content in our papers? How do we anticipate a change in job structures? Prepare for it, train for it, move toward it...

It seems that the first step in all this is to get a handle on where newspaper will need to go in each area, then look at what some innovative papers may be doing, then see what general recommendations may be in order.

I look forward to working with the committee. I hope this tardy response to your request is helpful.

Sincerely,

Mary Jean Connors

Mary Jean Connors

THE INDIANAPOLIS STAR

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January 9, 1989

Bob Cochnar
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Dear Bob:

I want to apologize for not responding sooner to your November 10 memo.

I missed the organizational meeting in Boston because I was counting ballots for the APME board, so I have been ignorant of the committee's goal until I got your memo.

As for what we all must do by year 2000 to become -- or remain -- successful, I can't help much. It seems to me -- after re-reading bulletins and reports of APME and ASNE over the last six or eight years -- that we have covered the topic pretty thoroughly. We all have to be bright, energetic and resourceful in pursuing news and matters of interest to readers, and just as bright, energetic and resourceful in using the new technological tools that will become available.

Here are a few random thoughts, though:

Journalism students must become proficient in operating all sorts of technological equipment, as well as learning the basics of journalism.

News editors must be artists, as well as journalists because merchandising the paper will become more important. In that regard, we're going to have to pay more attention to the display on inside pages.

This might sound like an oldtimer harking for the good old days, but I'd like to see more fun and excitement get into the business.

We're going to have to pay more attention to our older readers.

Getting the paper delivered likely will be the major technological feat of the next century. I've always thought that someone would develop a system in which a reader could call up the pages at home on a screen and print out whatever story or pages desired; perhaps on reusable paper that could be fed back into the unit.



ASBURY PARK PRESS

ESTABLISHED 1879

January 4, 1989

Mr. Robert J. Cochnar
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Re: Year 2000 Committee

Dear Bob:

Sorry to be so late with this, especially because the more I think about the subject the less I feel capable of making helpful suggestions from a cold start.

Procedurally, it seems there are two areas of research that ought to be completed before too much is mapped out. The more simple one is a synopsis of the specific plans and objectives of the ASNE committee, New Directions for News and any other project under way on the subject.

The other is proceeding as quickly as possible with XIII in your outline — compiling a complete bibliography on all aspects of the subject.

Completing this research as a foundation would go a long way toward ensuring that the committee's work advances the discussion and debate on the subject.

Generally, there is one proposition I'd take into the creation of a newspaper for the next century.

Substance is a primary edge we've lost and must regain.

It's not that anyone else has really picked up the ball. But it's clear from MacNeil/Lehrer that television, despite our continuing dismissal of its abilities to report in depth, could assume the role if we don't take charge.

The problem is that we've failed to keep pace with the increasing complexities of our society and all of the elements of it that we traditionally report to a general readership.

Yes, the papers with the resources have developed more than adequate expertise. But no one has really come to grips with delivering this expertise, in all of its significance, to readers who are overwhelmed by the information explosion and need a lot more help than they used to. We seem simply to be aggravating the problem and, perhaps, actually fueling the reader's inclination toward superficiality by making the substantive issues too inaccessible.

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I don't have a solution except to say, for starters, newspapers have got to get a lot more concerned about the readership decline and begin experimenting more, if not in the street at least in prototypes.

More practically, I can offer some of our resources to aid the study group's effort once it is mapped out.

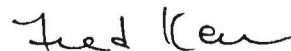
Our design director, Nancy Tobin, has just been elected secretary of the Society of Newspaper Design and would be willing to contribute an essay on the way we will look in the year 2000. Her background includes some newspaper redesign work as a consultant, 15 years on newspaper staffs and three years teaching newspaper design and visual communications at the S.I. Newhouse School of Public Communications at Syracuse University.

On another subject, we have become pretty well known for keeping pace with the industry's technological advances. We spend a lot of time looking at what is becoming available and wind up trying a lot of it. We have two systems people, both with newsroom backgrounds, who could put together some solid speculation on the technology 10 years from now.

We also have an associate editor who has developed considerable libel law expertise and could write effectively about the directions of the legal constraints we face. Our ownership has been aggressive in pursuing First Amendment questions and this particular editor has been closely involved in all of those efforts for about 20 years.

Please let me know if any of these contributions would help or if there's any other way our paper can lend support.

Sincerely,



Frederick J. Kerr, Jr.
Managing Editor/News

FJK/MM

Jan. 8, 1989

Bob Cochran
Editor
Anderson Independent-Mail
PO Box 2507
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Dear Bob:

I apologize for the delay. No excuses, except the usual fun, rigor and battle of daily journalism. I presume you are indeed further along in your already efficient planning, but I thought I would add my thoughts to your discussion. It will allow me to get my own thinking on the subject in order and perhaps be of some use.

The underlying objective should be to try to gauge the forces at work that will shape society in the 21st century and to delineate some of things newspapers will have to do to secure a function in that society.

I would consolidate and refine your study areas into the following areas to be attacked by subcommittees:

Changed Society. What will the marketplace be like in the 21st Century. This addresses changing demographics, focussed on the racial, age and economic makeup of cities and metro areas, of rural areas and regions of the country. This addresses changing jobs and work patterns and changing leisure time patterns and activities. What will be the role of families, the activities and interests of women as they continue the working woman-to-housewife conversion, and of men as they escalate the workplace to house-husband swap. What will be the effect on interests and activities of the rising immigrant population and the evolution of society from working population to semi-retired and leisure-oriented society? How will cities and towns, schools and religion change?

This will lead into a discussion of how a changing society will change its reading habits, its fact and information-gathering patterns. What possible role will newspapers have in presenting basic information about the lives, the work and play activities and the aspirations of our society? How will the traditionally essential role as a basic ingredient in the local and national political system change?

Changed Function. What will be the role of newspapers? What can be the role of newspapers, and how should we be planning for it? Why should we be important? Will newspapers retain their traditional role as educators, informers? How will we continue to adapt to the evolving role of television?

Changed Content. How will interests and public priorities change, and how should we respond? How will business and sports reporting change? What are the new areas of major interest? How far do we go with zoning and regional editions? How about foreign language pages and sections?

Changed Technology. How will the continuing evolution of the electronic communications era affect newspapers? How will we gather and produce our papers? Is the newsroom a thing of the past? How will photo technology change? What various forms will the news "paper" of the 21st century take? How will printing technology change? How will we ever get enough dedicated telephone lines to adapt?

Changed Staff. Who will be our reporters and editors, where will they come from, what special skills will they need and where will they work? How will we be organized.

Our perspective in this should be as managing editors, the people in the chain of command most committed to newspaper's traditional role as information gatherers and society's agenda-setters and least sensitive to the economics of the business. With publishers, editors and New Directions for News projects launched, there will be no shortage of attention given Revenue Streams and Newspaper Economics, for example. I would hope that rather than mirror or shadow the thinking of the other groups, we could find a way to exploit the unique vantage point, the unique position and the unique tradition of managing editors in formulating our report. As I suggested, our preoccupation should be in the substance and contents of the paper, on the role of the paper, on technology and on staff.

Maybe our report for 1989 should be an interim report -- introducing the full discussion already underway. Then in 1990, we begin to make our own conclusions on what society and newspapers will be like and what we as managing editors must be doing to secure a place in the next century for our successors. Or maybe we will want to devote the first report to what we think society will be like, then devote 1990 to what it means to newspapers.

To facilitate the study, I would suggest two things, one for right away and one for springtime. Right now, we should be collecting and distributing the documents and tapes of the New Directions for News group. We should also be planning our own weekend meeting, one day for a meeting with visionists, then a second meeting for individual task forces to delve further into the individual topics and to begin the task of sorting out an agenda and developing a plan of attack.

Regards,



Jim Toedtman,
ME, New York Newsday

The Daytona Beach
**News-
Journal**

P.O. BOX 431, DAYTONA BEACH, FLORIDA 32015
904/252-1511

Nov. 30, 1988

Mr. Bob Cochnar
Anderson Independent-Mail
P.O. Box 2507
Anderson, S.C. 29622

Dear Bob:

I'm sorry I missed the Nov. 15 deadline and thank you for the set of Memos dated Nov. 10.

It ~~occurs~~ occurs to me--and forgive me for thinking so--that maybe there won't be any dailies. We will decide there are certain days we don't have to publish. Five days a week? Four days a week because of a shorter work week?

More think pieces. Only a certain class of people will read newspapers.

Tailored papers? It can be done with more sophisticated delivery systems.

Sincerely,



Steve Pappas
Executive Editor

THE GREENVILLE NEWS-PIEDMONT COMPANY

THOMAS H. HUTCHISON
MANAGING EDITOR
THE GREENVILLE NEWS

The Greenville News

GREENVILLE, SOUTH CAROLINA

P. O. BOX 1688 29602
GREENVILLE, SOUTH CAROLINA

803-290-4314

November 29, 1988

Robert J. Cochnar
PO Box 2507
1000 Williamston Road
Anderson, SC 29621

Dear Bob;

I apologize for my tardiness.

A great deal of thought has gone into trying to find areas that have been overlooked -- none were found.

I do think we should be determined from the outset to postulate models and ideas for newspapers that maintain journalistic integrity and newsroom independence. Also, we should strive to maintain our place as information providers.

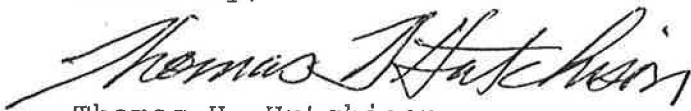
Extreme pressure to pander will be exerted on newsrooms as the struggle for readership and advertising becomes more difficult. Top level editors must be willing to recognize the problems and be in the forefront of solving them unless those editors are willing to live with solutions provided by the business side of the operations.

The study areas I would be most interested in are as follows and ranked by level of interest:

1. The Content of the Product.
2. Targeted Markets and Other Products.
3. The Pressure of the Competition.

Once again I apologize for the delay.

Sincerely,



Thomas H. Hutchison



MULTIMEDIA