

Pumping Iron: How to strengthen and grow your library in challenging times

Presented by:

Debra Bade, Chicago Tribune

Ginny Everett, The Atlanta Journal-Constitution, moderator

Anne Holcomb, Kalamazoo Gazette

Mike Meiners, St. Louis Post Dispatch

June 13, 2006



“It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change,” *Charles Darwin*

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Challenges for the news industry

- Changes in how customers consume news and information
- Declining advertising revenues
- The Internet: Google, et. al.
- Stakeholders' demands

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Evolution of news libraries

How do we become strong, flexible, and adapt to challenging times in order to survive?

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Questions/ and answers?

- 2006 Pumping Iron survey: 70 responses
- Profiles: small, medium and large news libraries

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Ginny Everett

Director, Information Services
The Atlanta Journal-Constitution

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The Atlanta Journal-Constitution

- AJC is privately-owned by Cox Enterprises
- Newsroom staff of roughly 500
- Strong focus on online/print integration
- Developing portfolio of products
- Tightening the budget, looking closely at how staff is deployed.
- Cox Metro news libraries stay in touch informally.

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The Atlanta Journal-Constitution Information Services

- Director reports to Internet General Manager
- 24-person staff; down one FT & one PT since 2003
- 15 full-time; 9 part-time - one FT converted to PT
- Director and deputy; research manager, two FT, three PT researchers; image archive manager, two FT, one PT archivists; text archive manager, four FT, four PT archivists, Stacks manager, one information specialist, PT office manager

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The Atlanta Journal-Constitution Information Services

- Responsible for permissions and content licensing: new 2006 photo and web multimedia
- Overnight text archivists post “print edition” online, send stories to internal archive and commercial services
- Image archivists responsible for archiving print and online photos and PDF archive; digitizing print photos as identified
- In addition to providing research, researchers manage news intranet, provide training, teach “Cox Academy” classes.

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Stacks: products, photos, pages, cartoons, digitized microfilm for hard research



Survey Results:

Your news organization and where you fit

Newsroom staff

Less than 200: 43.5%

200-299: 23.2%

300-399: 17.4%

400-499: 5.8%

500 or more: 10.1%

Library staff

1-5: 56.7%

6-10: 17.9%

11-15: 16.4%

16-20: 6%

21 or more: 3%

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Survey Results:

Your news organization and where you fit

Newsroom staff size:

Two years ago (67)

19% larger

43% smaller

36% same

Five years ago (62)

27% larger

60% smaller

13% same

Ten years ago(61)

34% larger

57% smaller

8% same

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Library staff size:

Two years ago (69)

16% larger

35% smaller

49% same

Five years ago (64)

19% larger

62% smaller

19% same

Ten years ago (62)

24% larger

61% smaller

15% same



Survey Results:

Your news organization and where you fit

To whom do you report?

- Publisher: 1/5%
- Editor: 17.6%
- **Managing Editor: 32.4%**
- Deputy or assistant ME: 20.6%
- Web manager/director: 2.9%
- IT manager/director: 1.5%
- Other: News Admin director, Corporate VP, Gen. Counsel,

Staffing director, Group Chief Editor, News Systems

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Editor



Debra Bade

Editor, News Research and
Archives Chicago Tribune

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Chicago Tribune Research Center

- 18 full-time FTE, 1 temporary position
- Researchers provide online research and more traditional reference services to newsroom
- Photo archivists are responsible for daily archiving of photographs into our Merlin system
- Text archivists work an overnight shift and deliver content to database vendors and our web site using our SAVE archive system

Chicago Tribune Research Center

Other areas of responsibility:

- Editorial intranet site
- Photo sales efforts
- Digitization of microfilm
- Digitization of print photos and glass plate images
- Licensing and research for use of content in external productions
- Other products - calendars, notecards



Recent Challenges for Chicago Tribune and Other Tribune Newspapers

- Loss of key library managers
- Elimination of staff positions
- Budget tightening

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Losses across Tribune Company in Past Year

- Baltimore Sun: 3 researchers, 2 archivists, 1 asst director - 6 FTE
- Hartford Courant: 1 info specialist - 5 FTE
- Orlando Sentinel: 1 manager - 6 FTE
- Newsday: 1 researcher, 1 text archivist - 14.5 FTE
- Advocate/Greenwich Time: no losses - 2 FTE
- Daily Press: no losses - 4 FTE
- Sun-Sentinel:
- Morning Call: 1 library clerk, 5 FTE



Losses across Tribune Company in Past Year

- Los Angeles Times: 1 Deputy Mgr of Research, 1 Resource Development Mgr, 1 library specialist, 2 reference librarians, 1 archive librarian, 2 clerks (1 archive, 1 research) -- 17 FTE
- Chicago Tribune: 1 researcher, 1 text archivist - 18 FTE

Survey Results:

Your news organization and where
you fit

Is your organization privately or publicly
owned?

- 58.8% privately owned
- 41.2% publicly owned

Survey Results:

Your news organization and where
you fit

Is your organization part of a chain?

- 69.1% said their organization is part of a chain
- 30.9% said they were not

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Survey Results:

Your news organization and where you fit

To what degree are research and archiving services coordinated?

(multiple responses allowed)

- 11.5% said research is provided at one site for all properties
- 7.7% said archiving was provided at one site
- 23.1% were independent but used the same archive systems
- 40.4% were independent but use some research services purchased for all
- 38.5% said there was no coordination or communication
- No one said they were competitive

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Survey Results:

Your news organization and where
you fit

Are contract negotiations for online
services centralized across properties?

- 26.6% said yes, negotiations are centralized
- 39.1% said no
- 34.4% said some negotiations are centralized

Survey Results:

Your news organization and where
you fit

Which department handles these
negotiations?

- Library: 81.7%
- Online Services group: 10%
- News organization admin office: 31.7%
- Chain admin office: 21.7%
- Legal department: 10%
- Other: 8.3%

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Survey Results:

Your news organization and where
you fit

Is the licensing of your content
centralized?

- 32.3% said yes, licensing of their content was centralized across properties
- 41.5% said no
- 26.2% said some content licensing was centralized, but not all

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Survey Results:

Your news organization and where you fit

Which department handles licensing of your content?

(multiple answers accepted)

- Library: 58.7%
- Online services group: 19%
- News organization admin office: 27%
- Chain admin office: 25.4%
- Legal department: 22.2%
- Other: 9.5%

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**Anne M. Holcomb
Newsroom Librarian
Kalamazoo Gazette**

June 13, 2006



The Kalamazoo Gazette: Information services profile

- Privately owned, part of Booth Newspapers and Advance Publications chains
- Daily paper and six weeklies covering six counties in Southwestern Michigan; daily circulation 57,000 and Sunday 74,000
- One of the oldest papers in Michigan; founded in 1837.
- Online/print integration has been problematic

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The Kalamazoo Gazette: Information services profile

- Library staff: One solo librarian; summer internship program established; part-time photo archivist
- Serve a newsroom staff of about 75, other departments in the company, and subscribers
- First full-time librarian at the Gazette since 1992

The Kalamazoo Gazette: Information services profile

- Maintain text archive
- Helping staff: News research, tech support, training and knowledge management
- Monitoring and troubleshooting text feeds to Mlive.com
- Participating in organization-wide initiatives and committees
- Customer Service: fielding reader questions and queries
- Assist Marketing department in licensing of Gazette content

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Survey Results:

About your department

Which of these terms is included in your department's name?

- 60% — Library
- 13% — Research Center
- 7% — Information Services
- 5% — Archives

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Survey Results:

About your department

What are your department's areas of responsibilities?
(multiple answers accepted)

- 100% — Research
- 92% — Training
- 82% — Text Archiving
- 72% — Image/Video Archiving
- 66% — Intranet
- 56% — Content Licensing
- 47.5% — Fee-based research
- 43% — Computer-assisted research
- 26% — Online Store
- 19% — Web/Multimedia Archiving

Survey Results:

About your department

Who do you serve?

(multiple answers accepted)

- 100% — News staff
- 80% — Non-news staff
- 52% — Public
- 18% — Other

Who are your most frequent customers?

- 95% — Reporters
- 48% — Editors
- 42% — Graphic Artists
- 35% — Copy Desk
- 40% — Other
- 30% — Administration
- 29% — Photographers
- 24% — Marketing
- 22% — Public

Survey Results:

About your department

How does your staff contribute to newsgathering or news content?
(multiple answers accepted)

- 98% — Research
- 90% — Fact-Checking
- 80% — Finding experts
- 82% — Providing content
- 8% — Other

Survey Results:

About your department

How often do you receive assignments from any organization officer (Publisher, Editor, non-editorial officers?)

- 49% — Weekly
- 23% — Monthly
- 21% — Daily
- 7% — Rarely

How do you receive requests?
(multiple answers accepted)

- 100% — E-mail
- 98% — Telephone
- 92% — Walk-in
- 27% — Online request form

Survey Results:

About your department

Are staff members responsible for specialized functions?

- 77% — Yes
- 23% — No

If so, describe them:

Researchers, text archivists/enhancers, photo archivists, Intranet, training, Web site.

Mike Meiners

Director of News Research
St. Louis Post-Dispatch

June 13, 2006



St. Louis Post-Dispatch

- Post-Dispatch is privately-owned by Lee Enterprises
- Currently an environment of change with new ownership.
- Emphasis on generating revenue.
- Strong focus on local news and online integration.
- Very little interaction between properties.

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News Research at the Post-Dispatch

- 10 FTEs: 1 Director; 1 Car Specialist; 3 Researchers; 1 Database Supervisor and 4 Archivists. Down from a peak of 17 and 12 in 2000.
- 4 primary responsibilities: Archives & Collections; Research; CAR and Training.
- Our emphasis is on customer service. We serve both internal and external clients.
- We are a department in transition. There have been many changes in the 18 months I have been there.

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Survey Results:

About your department

Do you feel at risk of having your staff reduced?

Yes: 53.2%

No: 46.8%

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Survey Results:

About your department

If yes, why? (Check all that apply.)

- General company downsizing: 66.7%
- Internet impact: 22.2%
- Desktop online services: 22.2%
- Dispersing of functions to other departments: 11.1%
- Centralization of library services: 16.7%
- Other (please specify) 33.3%

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Survey Results:

About your department

Have you cut services in the past five years due to reductions in your staff?

Yes: 45.2% No: 54.8

Survey Results:

About your department

If yes, what? (multiple responses allowed)

- Hours of availability: 69%
- Research services: 31%
- Archive services: 34.5%
- Intranet development: 37.9%
- Product development: 10.3%
- Other (please specify): 20.7%

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Survey Results:

About your department

Were any of your hires during the past five years difficult to get permission to fill?

- Yes: 27.6%
- No: 41.4%
- Have not been permitted any hires in the past five years: 31.9%

Survey Results:

About your department

If yes, what arguments did you use to help justify filling the position?

- Many people used production stats and usage stats to justify.
- Others justified the need by citing tasks that HAD to be done. Archive creation, shift coverage, content.
- One took on extra job duties as a compromise.

Survey Results:

About your department

Would you hesitate to discipline or fire an underperforming employee for fear of not being able to replace that employee?

Yes: 26.2% No 73.8%

Survey Results:

About your department

Do you and others on your staff participate in newsroom-wide or organization-wide initiatives or committees?

Yes: 75.4% No: 24.6%

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Survey Results:

About your department

If yes, describe the initiatives or committees.

Total Respondents 42

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Survey Results:

About your department

How would you describe your relationship with your organization's IT or Systems department?

Very close: 62.9%

Independent: 16.1%

Adversarial: 6.5%

Other (please specify): 14.5%

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Survey Results:

About your department

How do you introduce new technology, such as a new archive system, to your users?
(multiple responses allowed)

- Training sessions 96.7%
- Open house 33.3%
- E-mail announcement 76.7%
- Documentation (manuals/intranet help files) 68.3%
- Other (please specify) 15%

Survey Results:

About your department

What is your department's role when the newsroom undergoes a major change in technology? (multiple responses allowed)

- Research: 33.3%
- Planning: 53.3%
- Beta-testing: 45%
- Training: 48.3%
- Trouble-shooting: 43.3%
- Not involved: 21.7%
- Other (please specify): 15%

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Survey Results: Online Services and Intranet

Debra Bade

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Survey Results:

About your department

Does the majority of your news staff have access to commercial online services?

- Yes: 72.1%
- No: 27.9%

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Survey Results:

About your department

Do you have a newsroom intranet?

Yes: 85% No: 15%

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Survey Results:

About your department

What is included in your newsroom intranet?

- Web links: 94.2%
- Databases: 75%
- Online services (LN, Factiva): 55.8%
- Book or periodical catalog: 48.1%
- Blogs: 34.6%
- Other (research request forms, announcements, training materials, quick reference lists, etc.): 26.9%
- Wikis: 15.4%

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Survey Results:

About your department

What is your role with the intranet? (multiple answers accepted)

- Manage the intranet site: 65.4%
- **Contribute to it: 73.1%**
- Not involved: 3.8%
- Other: 11.5%

Survey Results: Web Sites and Revenue

Ginny Everett

June 13, 2006



Survey Results:

About your department

What role do you play in your organization's web site or web initiatives? (multiple responses allowed)

- Providing text/transcript archive: 60%
- Archiving web pages: 7.3%
- Archiving web-only content: 12.7%
- Providing research: 52.7%
- Providing content: 32.7%
- Managing web pages: 9.1%
- Other (blogging, archiving multimedia, web marketing [metatdata, statistics] corrections) 23.6%

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23.6%



Survey Results:

About your department

What percentage of staff time is devoted to web site activities?

- Less than 25%: 84.2% (48 responses)
- 25-49%: 12.3% (7 responses)
- 50-75%: 1.8% (1 response)
- More than 75%: 1.8% (1 response)

Survey Results:

About your department

Do you provide measurable revenue for your organization?

- Yes: 86.2%
- No: 13.8%

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Survey Results:

About your department

Revenue sources:

- Royalties from text/transcript archives: 92%
- Image/video sales to consumers: 48%
- Permissions/licensing of content: 52%
- Product sales (books, posters, etc.): 12%
- Other (fee-based research, microfilm):

20%

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Survey Results:

About your department

How much revenue generated annually?

- Less than \$100,000: 62%
- \$100,000 to \$249,999: 14%
- \$250,000 to \$499,999: 12%
- \$500,000 to \$749,999: 6%
- \$750,000 to \$999,999: 0%
- \$1,000,000 or more: 6%

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Survey Results: The Big Questions

Debra Bade

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Survey Results:

The big questions

Who outside of your department can make decisions regarding your department's future?

- Publisher: 85.7%
- **Editor: 87.5%**
- Corporate headquarters: 51.8%
- Online services: 1.8%
- Readers: 23.2%
- Other (advertisers, direct supervisor, owner): 6%

The Big Questions

- What changes or innovations have you made that improved or protected the status of your department to date?
- What do you feel are the most important steps you can take to ensure your department's survival in the future?

Library Strategies

- Lead
- Innovate
- Be Bold
- ROI / Reveal Revenue Sources
- Anticipate
- Relevance
- Y-not?

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Strategy: Lead

- Know your stuff: become an expert/consultant to your newsroom
- Help your staff develop teacher/trainer roles and empower your reporters
- Be a leader in the newsroom as well as the library - get involved with big newsroom news and technology projects - these projects will impact your work and you can make great contributions with that amazing project management experience

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Strategy: Innovate

- Find new and more efficient ways to do all the old things - can you save money, make money?
- Upgrade the quality of research services, intranet, contribution of content to newspaper
- Find creative solutions to newsroom problems

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Strategy: Be Bold

- Step out of your comfort zone to tackle new projects and develop new skills
- Think like a journalist
- Promote your library's resources and capabilities within your newsroom

Strategy: Go for ROI/Revenue sources

- Invest wisely in products and projects that will give the most bang for your buck and result in a good return on investment
- Develop new revenue streams
- Invest your time wisely too - develop organizational skills, project and time management skills to help you and your staff cope with an ever-growing workload

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Strategy: Anticipate

- Anticipate what your newsroom needs - better research? Faster tools? Help with a long-term project? Jump in to help.

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Strategy: Relevance

- Stay relevant - learn about new research or technology tools and be the first to advocate their use at your site - are you using blogs or wikis?
- Be sensitive to how reporters use research and discover new ways to package it or communicate it
- Teach them what they need/want to learn

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Strategy: Y not?

- Are there newsroom projects (awards programs, photo sales, etc) that are withering on the vine and need someone to take them on? Why not you?

Questions and answers - from you!

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