

**CURRICULUM VITAE  
SPRING 2017**

Penelope Muse Abernathy  
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School of Media and Journalism  
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**Education**

Columbia University, Graduate School of Journalism, Master of Science in Journalism, May 2003

Columbia University, Graduate School of Business, Master of Business Administration, with emphasis in finance and marketing. December, 1985

Columbia University, Graduate School of Journalism, Bagehot Fellowship, Certificate in Business and Economic Journalism, May 1985.

University of North Carolina at Greensboro, Bachelor of Arts, May 1973. Major in history with secondary curriculum emphasis in both English literature and journalism. Through inter-university exchange attended the School of Journalism, UNC at Chapel Hill, 1972.

**Professional Experience: Academic**

***Knight Chair, Journalism and Digital Media Economics***, School of Media and Journalism, University of North Carolina at Chapel Hill, July 2008 to present.

One of twenty endowed Knight Chairs on the faculty of the nation's leading universities. The mandate for each chair is to produce applied research that advances our understanding of a specific topic, develop innovative instruction and curriculum that trains tomorrow's media leaders and to provide extensive outreach to the industry and profession. My particular focus is on developing sustainable business models and strategies for the nation's news organizations, which are being buffeted by "the gales of creative destruction." Areas of specialty: Digital Media Economics, Strategy Creation and Implementation, Media Management, Business Plan Development and Measurement, Leadership in Corporations, Women in Leadership Roles.

- Affiliated faculty member, Peace War and Defense curriculum, UNC Department of History, beginning Spring 2017.
- UNC Co-Director, National Security Fellowship Program, Fall 2015-Spring 2016. A 17-campus, university-wide program for senior U.S. military officers, administered by the UNC Office of the President and sponsored by the U.S. Army War College, Carlisle, PA.
- Term appointment, Fall 2013-Spring 2015, Graduate School, Sanford School of Public Policy, Duke University.

### **Professional Experience: Digital Media Leadership**

*Senior media executive with more than 30 years business and editorial experience in print (newspapers, magazines, books), digital, and other enterprises (including licensing, syndication, video, news services, newsletters and conferences). Proven track record creating/implementing growth strategies, and leading venerable journalistic institutions, including The Wall Street Journal, The New York Times and the Harvard Business Review.*

***The Paley Center for Media (Formerly the Museum of Television and Radio).*** 2006- 2008

***Vice President/Executive Director of the Media Council and International Council:*** Responsible for overseeing development of programming and securing funding for more than 50 programs annually, including conferences, dialogues and workshops aimed at the senior-most executives in the world’s largest media companies (CEOs, COOs, CMOs), as well as financial media analysts.

- *Planned and oversaw three week-long International Council meetings for CEOs of media conglomerates from around the globe in Istanbul (2006), Silicon Valley (2007) and India (2008), on themes ranging from “Convergence: What’s Next?” to “Globalization: What It Means for Media Companies.”*

***The Wall Street Journal, Dow Jones Co.*** 2003-2006

***Senior Vice President, International (Operations) and Development:*** Responsible for the *Journal’s* international editions and global advertising sales operation (\$250 million in annual revenue), and overall business development and strategy for the U.S. edition of the *Wall Street Journal* (more than \$1 billion in revenues).

- *Successfully repositioned and led international editions (in Europe, Asia and Latin America) with critically acclaimed, “ground-breaking” integration of the print editions and wsj.com. In the process, turned the money-losing global operations into a profitable enterprise, with significant increases in revenue and decreases in costs.*
- *Simultaneously developed business strategy to successfully launch a Weekend Edition of the U.S. Journal in 2005.*

***Harvard Business School Publishing Company.*** 1999 to 2002

***HBSP Group Publisher/General Manager, Harvard Business Review Publisher:*** Responsible for Harvard University’s School of Business global academic publishing unit (\$100

million in revenues), which included *Harvard Business Review* (magazine and journal), Harvard Business School Press (book publishing), as well as a variety of industry-focused offerings.

- *Repositioned 80-year-old “bible of business” from bi-monthly academic journal to prestigious broad-based monthly business publication, with contributions from both the academy and industry. Substantially increased circulation/advertising revenue, as well as other funding, including sponsorships of events, licensing of international editions.*
- *Launched multiple offline and online products, including newsletters, conferences, hbr.com, and online management tools and instruction.*

***The New York Times, the New York Times Company.*** 1986-1999

***President, News Services Division:*** Responsible for creating a new media division (\$50 million in annual revenues) that included existing products such as the New York Times News Service, syndication and licensing, as well as new online ventures and a book publishing unit.

- *This division turned a profit in first year, and positioned the Times to capture additional digital enterprise revenue. 1997-1999*

***Senior Vice President/Strategic Planning and Human Resources:*** Responsible for directing development and implementation of strategies for *The News York Times* newspaper (\$1.5 billion in annual revenues)

- *Formulated strategies for the very successful roll out of the national edition (1997) and the launch of nytimes.com (1995).*
- *Introduced new compensation and performance management systems companywide to support revised strategies. 1993-1997.*

***Business Manager, News Department:*** Controller/financial director of The Times’ news department. Responsible for budget of more than \$140 million, supporting 1,100-person staff stationed around the globe.

- *Oversaw prudent allocation of resources to support a newsroom covering major global and national events, including Tiananmen Square, the fall of the Berlin Wall and the Persian Gulf War. 1989-1993.*

***Corporate Planning Department, Manager and Analyst:*** Focused on acquisition and integration of new properties.

- *Worked onsite with division presidents and vice-presidents to develop post-acquisition strategies for five of the company’s regional newspapers, four television stations and a national magazine franchise. 1986-1989.*

### **Professional Experience: Journalism**

Extensive editing and reporting responsibilities in news, features and sports, including:

***Dallas (TX) Times-Herald,*** Assignment Editor, Metro Desk. 1983-1984.

*The Wichita (KS) Eagle-Beacon*, Lifestyle Editor (1982-1983) and founding editor of the Neighbors (local news) sections (1979-1982).

*The Charlotte (NC) Observer*, Assistant Features Editor (responsible for all Sunday and daily features sections). (1976-1978).

*The Fayetteville (NC) Times*, Editor, People (lifestyle) section. (1974-1976) and Editorial Assistant (1973-1974).

*The Greensboro (NC) Record*, general assignment reporter and copy editor. (1972-1973).

*The Laurinburg (NC) Exchange*, general assignment news and sports reporter. (May-August 1971, May- August 1969)

### **Honors, Awards and Grants**

#### **Academic Grants and Awards Include:**

**2016 Tanner Award for Excellence in Undergraduate Teaching.** One of five university-wide 2016 recipients of UNC's most prestigious undergraduate teaching award. Recipients must be nominated by current and former students. More than 500 professors were nominated for this honor in spring 2016.

- **2016 semifinalist, UNC Distinguished Teaching Award for Post Baccalaureate Instruction.** One of eight semi-finalists for four university-wide 2016 graduate instruction awards. As with the Tanner Award, professors must be nominated by current and former students. More than 200 professors were nominated for this honor in spring 2016.

**2018 finalist for the Robert E. Bryan Public Service Award.** Nominated for researching and documenting the rise of news deserts in communities across the U.S. while simultaneously working "tirelessly" with hundreds of newspaper publishers and editors to come up with solutions and strategies that will "sustain and nurture the news that feeds grassroots democracy in the digital age."

**Knight Foundation and the University of North Carolina: Innovation and Sustainability of Local News Initiative.** \$4 million grant to investigate and identify business models for local news organizations struggling to adapt in the digital age. This allowed the establishment of the UNC Center for Innovation and Sustainability in Local Media. Designated recipient of \$1.2 million, shared with Knight Chair of Digital Advertising, JoAnn Sciarrino. 2015.

**Knight News Challenge, John S. and James L. Knight Foundation:** Co-recipient with UNC Associate Professor Ryan Thornburg of \$275,000 grant for "Open Block Rural." One of 16 winners from among more than 1,600 entries from around the globe. 2011

***Business Models for Community Newspapers***, McCormick Foundation: Recipient of \$75,000 grant to research business models for community newspapers in rural North Carolina and ethnic newspapers in urban Chicago. 2009-2011.

***Community Newspaper Entrepreneurship***, Walter Hussman Foundation: Recipient of \$10,000 seed grant to support the community newspaper project. 2011.

**Professional Appointment/Awards Include:**

***Executive Board Member, Magazine Publishers Association.*** One of eight members of the industry's governing board. Nominated and elected to two consecutive terms. 2001-2003.

***North Carolina Journalism Hall of Fame.*** Inducted 1998.

***Bagehot Fellowship.*** One of six fellowships awarded to mid-career journalists to study business and economics at Columbia University. 1984 -1985.

***Penney-Missouri Lifestyle Award***, national award given to outstanding features sections of daily newspapers. Awarded to the People section, *The Fayetteville Times*, 1976: Best section under 100,000 circulation.

**Bibliography**

**Books and Articles (Peer Reviewed)**

***Penelope Muse Abernathy and JoAnn Sciarrino, The Strategic Digital Media Entrepreneur***, Wiley Blackwell, 2018. Two complementary websites with substantial instructional materials: [www.cislm.org/digitalstrategy/](http://www.cislm.org/digitalstrategy/) designed for professionals, and for the academic audience, [www.wiley.com/go/abernathy/strategicdigitalmediaentrepreneur/](http://www.wiley.com/go/abernathy/strategicdigitalmediaentrepreneur/).

This book is aimed at both professional and academic audiences, and is based on extensive research into new business models for a variety of media enterprises – entertainment, as well as news and information, legacy and start-up enterprises. The book is divided into three parts: 1) Understanding the Basics of Digital Entrepreneurship, 2) Creating Sustainable Strategies and Business Models, 3) Leadership in a Time of Change. There are 12 chapters. I am the lead author (producing eight chapters, 1-5, 10-12) and primary editor of the entire book (overseeing significant revisions of Chapters 6-9). There is extensive instructional material on the complementary websites. I created all the instructional material for the wiley.com site, and created the scripts, solicited and edited manuscripts, and filmed videos for the cislm.org site.

***Penelope Muse Abernathy, Saving Community Journalism: The Path to Profitability.*** The University of North Carolina Press, Chapel Hill. 2014. Now in its third printing.

The book, intended for both professional and academic audiences, is based on five years of research involving dozens of newspapers across the country. It lays out digital journalistic and business strategies for the nation's 11,000 newspapers, focusing especially on "community papers" (broadly defined to include all but 85 of the country's largest news organizations). The book is divided into three parts: 1) Why is it critical that newspapers adapt; 2) How newspapers must change; 3) The far-reaching implications for the entire news ecosystem.

Accompanying website, [www.savingcommunityjournalism.com](http://www.savingcommunityjournalism.com). (Launched May 2014; Redesigned and updated: August 2018)

The instructional site is designed for both publishers and professors. It has four sections that walk users through creating and implementing a strategy. The site features video and text instruction (broken into lessons), interactive examples and exercises, and a blog, among other features. There are also sections that focus on digital start-ups and metro and regional newspapers. There are continuous updates and several ways for users to interact with the author, including Twitter, LinkedIn groups, podcasts and webinars.

*Accompanying multimedia case study*, “Chasing the Community Newspaper Rainbow: the *Whiteville News Reporter* and the Digital Age.” This free case study, designed for use in journalistic and business school classrooms, follows one of the newspapers involved in the research study. It comes with extensive a teaching note and is available through the case consortium at Columbia University, <https://casestudies.jrn.columbia.edu/>. In addition, professors can download accompanying lesson plans for each chapter in the book at [savingcommunityjournalism.com/just-for-educators](http://savingcommunityjournalism.com/just-for-educators) or an excerpt from the book (below), available through the American Journalism Review site.

*Condensed excerpt from book*: Edited version of the main points in the first section of the book, (Chapters 1 through 3). This is available at <http://ajr.org/2014/05/09/book-excerpt-saving-community-journalism/>

“The News Landscape in 2014: Transformed or Diminished?” **Penelope Muse Abernathy** and Richard Foster. *Geopolitics, History, and International Relations* Vol. 2 (Issue 2), pp 9-30, 2010.

### ***Invited or Commissioned Books, Reports, Articles, and Papers***

***A Series of Major Reports (2016-2018) documenting the rising threat of news deserts across vast swaths of the U.S. as legacy community newspapers vanish from the media landscape.***

This series of reports builds on the agenda-setting research of Shaw/McCombs/Meyer. It is based on analysis of our proprietary database which tracks more than 9,000 newspapers across more than 10 data points from 2004 to present. From 2014 to onward, we have collected, merged, correlated and reconciled data from three industry annual surveys – E&P, BIA Kelsey and 51 state press associations – plus our own archival research. Our database is open-source, continually updated, and considered to be the most accurate and reliable in the U.S. – tracking dramatic shifts in newspaper economics and newspaper ownership, as well as the social, political and economic demographics of communities served by the shrinking number of newspapers.

Therefore, we have received numerous requests to have access to the data for research currently being conducted by academics around the world (including Oxford, MIT, Harvard, University of Pennsylvania, University of Oregon, Northwestern). Additionally, we have accommodated requests from dozens of reporters and nonprofit organizations from around the world for specialized analysis of our data. Media organizations requesting access to or analysis of our data include: The Economist, Washington Post, the New York Times, Boston Globe, Philadelphia Inquirer, Poynter, Knight Foundation, NPR, API.)

***Penelope Muse Abernathy, The Rise of a New Media Baron and the Emerging Threat of News Deserts.*** UNC School of Media and Journalism and UNC Press, Chapel Hill. 2016.

This major report collected and analyzed extensive data on more than 9,000 U.S. news organizations from 2004 to 2016. During that time, more than a third of the nation’s newspapers changed hands. Many of the country’s newspapers are now owned by hedge funds and private equity groups. This has both short-term and long-term implications for the health of local news organizations and the communities where they are located. Additionally, the report documented the continued economic demise of local newspapers, many of which were the primary source of news and information for the small and mid-sized communities where they were located.

*Accompanying website:* [www.newspaperownership.com](http://www.newspaperownership.com)

A continually updated, interactive site that curates ongoing research on the topic. Within the first month, there were more than 5,000 users of the interactive U.S. map “Who Owns the Newspaper in Your Hometown?”

*Accompanying UNC podcast:* “Well Said” – On the Rise of News Deserts, November 2016.

**Abernathy**, editor, *Thwarting the Rise of News Deserts*. A collection of 11 articles solicited from professional journalists and academics, concerning the growing threat of news deserts and how it is playing out in communities around the country (from Alaska to Michigan and North Carolina). UNC School of Media and Journalism, March 2017.

*Accompanying symposium:* *Thwarting the Rise of News Deserts*. Invitation-only, March 28, at the Newseum in Washington, D.C. Co-sponsored with the Knight Foundation.

**Abernathy**, editor, *The News Landscape in 2018: Cause for Concern and Hope* (publication: in three installments, August- October). Significantly updates the 2016 report, tracking not only continued consolidation in the industry among a few big players and deteriorating financing of newspapers, but also the efforts underway to develop new business models.

*Accompanying website:* [www.usnewsdeserts.com](http://www.usnewsdeserts.com)

A new website is being designed for this report and will debut in August. It will have a continually updated homepage that highlights findings in the report, as well as solutions to the problem. Additionally, it will have 51 state pages, that will allow visitors to the site to drill down to the county level to analyze demographic trends. (The [www.newspaperownership.com](http://www.newspaperownership.com) site will be archived, but will continue to be available to researchers and the press.)

**Penelope Muse Abernathy**, *Spotlight on Research*, editor, author and curator. Created a recurring online blog post (on [www.newspapersownership.com](http://www.newspapersownership.com) and [www.cislm.org](http://www.cislm.org)) that highlights primarily academic research on media ownership and emerging news deserts.

**Penelope Muse Abernathy**, “Re-Inventing Community Journalism: New Business Strategies for the Digital Age.” Presented at the University of Oxford. “Local journalism around the world: professional practices, economic foundations and political implications.” Symposium sponsored by the Reuters Institute for the Study of Journalism. February 26-28, 2014.

**Penelope Muse Abernathy**, *Business Models for Community News in a Digital Age*. Textbook and accompanying workbook designed to walk owners, publishers and editors of community news organizations through strategy creation and implementation. Commissioned by the McCormick Foundation for use in press workshops around the country, including New York, West Virginia, Illinois and North Carolina. March 2010. Second edition: April 2012.

(Accompanying website, “How Newspapers Make Money in a Digital Age,” with five lessons and downloadable exercises.)

**Penelope Muse Abernathy**, How Will Journalism Survive the Internet Age? Presented testimony and invited paper to Federal Trade Commission, focused on the state of newspaper advertising and on the prospects for metro and regional newspapers. June 15, 2010. National Press Club. <http://www.ftc.gov/opp/workshops/news/index.shtml>

**Abernathy, Penelope Muse** and Richard Foster. “The News Landscape in 2014: Transformed or Diminished? Formulating a Game Plan for Survival in the Digital Era.” Presented at Yale University Law School, “Journalism and the New Media Ecology: Who Will Pay the Messengers?” Yale Information Society Project. November 13-14, 2009.

**Abernathy, Penelope Muse**. “A Nonprofit Model for The New York Times?” Duke Nonprofit Media Conference. DeWitt Wallace Center for Media and Democracy, Sanford School of Public Policy, Duke University. Presented May 4-5, 2009.

***Book Chapter:***

**Penelope Muse Abernathy**, The Economic Impact of Advertising: Advertising Makes Products More Expensive. Pardun, Carol (Ed.) *Advertising and Society: Controversies and Consequences*, 2<sup>nd</sup> edition. John Wiley & Sons. 2013.

**Invited Keynote Speeches, Lectures**

(For list of Keynote Speeches/Lectures given to national, state and local press associations, see *Service to the Profession and Community*.)

The 18th Annual Huck Boyd Lecture in Community Media, “Saving Community Journalism from the Rising Threat of News Deserts,” Kansas State University, Manhattan, KS, April 11, 2018. In addition, appeared on two panels, taught two classes, lead two seminars, and gave the luncheon keynote address to honor the recipients of the Huck Boyd Community Leadership awards. April 9-14, 2018.

“Leading Change: How to Innovate Successfully.” Sponsored by the U.S. Department of State, U.S. Speaker Program, Bureau of International Information. Delivered a series of lectures and workshops for more than 50 CEOs, COOs, general managers and editors of Caribbean-owned and operated media outlets (including television, radio, online and print). Facilitated and hosted by the U.S. Embassy, Kingston, Jamaica. Dec. 6-11, 2016

“North Carolina’s Changed Media Landscape: What It Means for Democracy.” National Press Club, Washington, D.C. “Beyond the Stone Walls,” lecture series sponsored by UNC Alumni Association. April 1, 2014.

“Timeless Lessons in Leadership.” University of North Carolina at Greensboro, Commencement Address, History and Political Science. May 14, 2009



“Leading in a Global Economy.” Leadership Seminar for Southern Legislators. Program on Public Life, University of North Carolina at Chapel Hill. November 17, 2008.

“Coloring Outside the Lines.” University of North Carolina at Greensboro, Honors Convocation. April 23, 2008.

**Expert Testimony:**

Knight Commission on Trust in the Media and Democracy, “The Rise of News Deserts: Causes and Potential Solutions.” Co-sponsored by the Knight Foundation and the Aspen Institute. Nashville, TN, April 27, 2018.

U.S. Department of Justice. Expert witness involving a potential merger between two media enterprises. June-July 2017.

**Invited Respondent/Participant**

“A New Model for Nurturing Community,” Keynote presenter at the Local News Summit, Northwestern University, Evanston, Il. June 4-5, 2018.

Pew Research Center symposium on “The Future of Nonprofit Journalism.” One of 40 venture capitalists, foundation funders and non-profit executives invited to respond to two reports issued by Pew Center and the Knight Foundation on the sustainability of nonprofit journalism. Pew Research Center, Washington, D.C. September 20, 2013.

“The Making of a King: Henry IV and Henry V.” Playmakers Repertory Company. Moderator of community forum with Pulitzer Prize-winning New York Times foreign correspondent Chris Hedges, discussing the themes of the plays through the prism of his book “War Is a Force That Gives Us Meaning” (2002), which explores America’s cultural addiction to war. Paul Green Theatre, Chapel Hill. February 2012.

Written response to FCC regarding the Standardization and Enhanced Disclosure Requirements for Television Broadcast Licensee Public Interest Obligations; Washington, DC; January 2012.

Written Closing Remarks, Federal Trade Commission, “How Will Journalism Survive the Internet Age?” June 15, 2010. National Press Club.  
<http://www.ftc.gov/opp/workshops/news/index.shtml>

Mary Junck Research Colloquium Series. “Surveying the Economic Forces of “Creative Destruction” in Media: And Exploring Paths for Potential Rejuvenation of Traditional Media.” School of Journalism and Mass Communication, UNC at Chapel Hill. March 4, 2010

“How to Make Money in News: New Business Models for the 21st Century.” Executive session funded by a grant from Carnegie Corporation of New York. Shorenstein Center on Press, Politics and Policy, Harvard University, Kennedy School of Government. Oct 29, 2009.

### ***Convener/Organizer of Recent Symposiums, Panels or Discussions***

“From Disruption to Transformation: New Strategies for Prosperity in a Digital Age.” Moderator, convener and presenter at three-day strategy workshop for 50 CEOs, publishers, editors and owners of U.S. community news organizations/papers. Co-sponsored with the Southern Newspaper Publishers Association. UNC School of Media and Journalism. May 18-20, 2015.

“The Future of Ethnic Newspapers.” Moderator and convener. Three separate day-long formatted discussions and workshops, attended by 60 ethnic newspaper executives in Chicago. Co-sponsored with Columbia College and Community Media Workshop. July, September, November, 2011.

“Journalism in the Service of Democracy: A Summit of Deans, Faculty, Students, and Journalists.” Organizer of the first day-long symposium, attended by 150 invited deans, faculty and students at the 11 schools involved in the Carnegie-Knight Journalism Education Initiative. Special guest panelists included New York Times Executive Editor Bill Keller, ABC News Executive David Westin, Pro Publica founder Paul Steiger, plus executives from YouTube, Current TV and Google discussing the future of journalism education. The Paley Center for Media. January 2008.

Organizer and convener of three week-long International Council meetings of CEOs from the world’s global media conglomerates in Istanbul (2006), Silicon Valley (2007) and India (2008). A typical day included four extended, moderated discussions on pressing topics (regulation, technological convergence, financing, content acquisition, global markets) and keynote addresses by government and industry leaders at both lunch and dinner. The Paley Center for Media. 2006-2008.

Organizer and convener of numerous panels and symposiums for executives in the U.S.-based Media Council at The Paley Center for Media, 2006-2008, including:

- The Media as an Agent of (Mis)understanding: East/West Views of Islam
- China: Journalism and Marketplace Realities
- The Press and the War on Terrorism
- Technology and the Threat to Press Freedom
- Public or Private Ownership: What’s Best for Media Companies?
- Follow the Money: The Challenges for Business Journalists in an Era of Private Equity/Sarbanes Oxley
- Counting Viewers in the 21<sup>st</sup> Century: The New Ratings Numbers.

### ***Recent Professional Publications***

*Journalism in the Service of Democracy: A Summit of Deans, Faculty, Students, and Journalists.* The Paley Center for Media. Briefing summary, (Ed.) January 2008

*The Government, the Press, and the War on Terrorism.* The Paley Center for Media. Briefing summary (Ed.) of two separate symposiums on press coverage of the Iraq and Afghanistan wars and the covert homeland “war”, September 2007

*Convergence: What’s Next?* International Council Briefing Summary (Ed.) of Silicon Valley week-long meeting involving CEOs of the world’s major media conglomerates and technology companies, June 2007.

### **Teaching Record**

**School of Journalism and Mass Communication, University of North Carolina at Chapel Hill, July 2008-present.** (Teaching awards listed under the Honors, Grants, Awards section above.)

#### **Courses Developed and Taught**

**Digital Media Economics** (551.01). 3 credit hours. Developed course for advanced undergraduates (including journalism, advertising and public relations majors) and graduate students. Designed to introduce the basic concepts of finance, accounting, marketing and strategy development – the skills (including critical thinking) typically taught in a first-year MBA program. Heavy use of Harvard case studies, which are designed for use at the Master’s level. At the end of the semester, students are expected to produce a sell-side analyst’s report on a major publicly held media company. (Fall 2008 through Fall 2013; Fall 2014 to present.)

**Leadership in a Time of Change** (552.01, 752.01). 3 credit hours. Developed seminar course for graduating seniors (who have taken the pre-requisites) and Master’s and Ph.D. students. Focused specifically on strategy development/implementation work and organizational behavioral understanding that is typical of a second-year MBA program. Over the last ten years, more than 400 students (including 18 senior Army officers who have taken the course through the National Security Fellowship program) have gained in-field expertise and experience researching issues confronting news organizations and working side-by-side with publishers and owners of community news organizations to create and implement new strategies. (Spring 2009 to present)

**Leadership in Digital Media Economics** (772.01). 3 credit hours. Developed online Master’s course designed to teach the fundamentals of finance, marketing, strategy development and organizational behavior. Consulted with Kenan-Flagler School of Business to make sure this course met the requirements of a course that would be included in their highly rated (Top 10, according to U.S. News & World Reports) EMBA program. At the end of the semester, students are expected to produce a strategy and business plan for a company they wish to establish, or for a product extension they wished to promote within their own company. (Spring 2013)

**Theses and Dissertations:** Chair and/or adviser for 25 dissertations and theses/Master’s projects since 2008:

**Dissertations:**

Bockino, David. *The Noble Path: Journalism Education and Journalistic Professionalism in the U.S. and India*. Chapel Hill: The University of North Carolina at Chapel Hill Dissertation, 2015.

Donatello, Michael C. *Assessing Audiences' Willingness to Pay and Price Response for News Online*. Chapel Hill: The University of North Carolina at Chapel Hill Dissertation, 2013. **Co-chair** with Donald Shaw.

Remund, David. *Leadership Development in a High Performance Public Relations Agency*. Chapel Hill: The University of North Carolina at Chapel Hill Dissertation, 2011.

Jones, Michele Kathleen. *Accurate as of the time stamp: newspaper journalism ethics in a time of economic and technological change*. Chapel Hill: The University of North Carolina at Chapel Hill Dissertation, 2010.

**Theses and Master Projects:**

Quiroga, Tatiana. *Work/Life Balance for Female Media Professionals*. Chapel Hill, Master's Thesis, 2017.

Baird, Pressley. *News to You: An Examination of What Students Consider News*. Chapel Hill, Master's Thesis, 2017.

Greer, Sara. *Building a Better Bundle: The Future of TV Pricing and Behavior Among 18-to-24 Year Olds*. Chapel Hill, Master's Thesis, 2016.

Short, Randy. *Subscription versus Advertisements: Community Newspaper Business Models in a Digital Age*. Chapel Hill, Honor's Thesis, 2016.

Eder, Jason. *Organizational Behavior in Media Companies: A Comparative Case Study*. Chapel Hill, Master's Thesis, 2016.

Duncan, Charles. *Nonprofit Contributions to North Carolina's Media Ecosystem*. Duke University, Master's Thesis, 2015. **Project Chair and Adviser**.

Tuley, Col. Colin. *Inverse Counter-insurgency: Tailoring Mission Command of the Three Pillars*. U.S. Army War College and the University of North Carolina at Chapel Hill. Fellowship Project and Thesis, 2015. **Mentor and Project Chair**.

Beck, Chrissy. *Strategic Directions for University Newspapers*. Duke University, Master's Project, 2014. **Project Chair and Adviser**.

- Masaracchia, Lt. Col. Charles. *Special Operations and Conventional Forces Interoperability*. U.S. Army War College and the University of North Carolina at Chapel Hill. Fellowship Project and Thesis, 2014. **Mentor and Project Chair.**
- Shchetko, Nick. *The Mobile Revolution and Community News Organizations*. University of North Carolina at Chapel Hill. Master's Thesis/Project, 2014. **Chair.**
- Austin, Cindy J. *The Power of Twitter in a Crisis*. University of North Carolina at Chapel Hill. Master's Project. 2013. **Chair.**
- Engel, Heather. *An Interpretative Study of Investment and Commercial Bank Communication Strategies in Response to the Volcker Rule*. Chapel Hill: UNC, Honors Thesis, 2013. **Chair.**
- Hussman, Eliza. *Valuing newspaper website content: what people are willing to pay for and why*. Chapel Hill: UNC Master's Thesis, 2012. **Chair.**
- Mittelstadt, Jeffrey. *Wildsides: A Nonprofit Environmental Start-Up*. Chapel Hill: UNC Master's Thesis/Project, 2012. **Chair.**
- Wheat, Gillian. *Communicating with Viewers: Examining the Use of Graphics in Cable Television*. UNC UMI Dissertations Publishing, 2012. **Chair.**
- White, Eric Lee. *New media in the newsroom: a survey of local journalists and their managers on the use of social media as reporting tools*. Chapel Hill: UNC, Master's Thesis, 2012. **Chair.**
- Gaerig, Andrew. *New Economics of Advertising: The Principle of Relative Constancy Reconsidered*. Chapel Hill: UNC, Master's Thesis, 2010. **Chair.**
- Kiley, Kevin R. *No news at breakfast—I'll take it to go: college students' habits and what they indicate about future news use*. Chapel Hill: UNC, Honors Thesis, 2010. **Chair.**
- Wardle, Sam. *Hangings to hurricanes: what readers want from their community newspaper's web site*. Chapel Hill: UNC, Honors Thesis, 2010. **Chair**
- Williams, Joseph Edgar (Jed). *Wired for the Future? Creative Destruction and the Continual Renewal of the Associated Press*. Chapel Hill: The University of North Carolina at Chapel Hill, Master's Thesis, 2010. **Chair.**
- Parker, Lucia. *Coming back for more: the importance of reader loyalty for FayObserver.com*. Chapel Hill: UNC, Honors Thesis, 2009. **Chair**

*(Jed Williams' thesis was developed into two case studies that were published by Yale University's School of Management, entitled "Creative Destruction and the Associated Press" and Columbia University's School of Journalism, entitled "Buy It or Make It? The Charlotte*

*Observer and the Associated Press.” Both Andrew Gaerig’s and Eric White’s theses were presented at AEJMC.)*

### **Independent Study:**

Fall 2015: “An Examination of Shifting Patterns of Newspaper Ownership and the Implications on Digital Business Models.” Pressley Baird.

Spring 2015: “Leading the Sanford Herald toward Digital Opportunities.” Juliana Semerene.

Spring 2014: “Media Ownership Patterns in the U.S. and N.C., 2004-2014.” Caroline Peterson and Sierra Wingate-Bey

Spring 2014: “Women in Media Leadership Roles, 1970-2010.” Kate Caison.

Spring 2013: “Developing Open Block Rural for Community Newspapers.” Stewart Boss, Gloria Schoeberle, Alexandra Perez.

Spring 2012: “Designing Reader Friendly Multi-Platform Community Pages.” Clayton Gladioux.

Fall 2012: “Calculating the Economic Benefits of Transparency of Public Records.” Eliza Kern.

Spring 2010: “Ethical Quandaries for Media Leaders.” Alex Kowalski.

Fall 2009: “In-depth Exploration of Leadership Concerns for Media Executives.” Jed Williams.

Fall 2008: “Nonprofit Business Models for News Organizations.” Nicole Norfleet.

### **Other:**

2011 UNC Summer Reading Program: Served as co-moderator with Jeffrey Mittelstadt, graduate assistant, for freshman session on *Eating Animals*. In preparation for the discussion and in collaboration with Mittelstadt, developed and produced a short video documentary on a local independent hog farmer. August 2011.

News 21: Powering a Nation. Served as marketing advisor to students at UNC’s School of Journalism and Mass Communication, a Carnegie-Knight supported education initiative. Summer 2009.

### **Service to Journalism Education**

2018 Knight Chair Meeting. Presenter and leader of discussion: “Understanding the Threat of News Deserts.” Miami, Fl., Feb. 16.

2014 AEJMC Conference. Panelist and Presenter: “Thinking Outside the Box.” Preconference workshop, “The Journalism Educator’s Role in the Future of Education.” Montreal, August 5.

2014 AEJMC Conference. Presenter: “Saving Community Journalism: The Role of Educators.” Community Journalism Interest Group, Montreal, August 9.

2011AEJMC Conference. Panelist and presenter. “Should the Government Save Journalism?” St. Louis, Aug. 10.

2011AEJMC Conference. Presenter. “Going Digital, Going Mobile with Community Newspapers. St. Louis, Aug. 11.

### **Service to the School**

#### **Committees**

Master’s Task Force Committee. Fall 2012- current.

Faculty mentor. Fall 2012 to current.

Promotion and Tenure Committee. Fall 2010 to Spring 2013.

Graduate Admissions Committee. Fall 2008 to current.

Faculty Search Committee, Knight Chair in Digital Advertising and Marketing. Fall 2010 to Spring 2012.

MATC (online Master’s) Admissions Committee. 2011 and 2012.

#### **Presentations**

UNC Center for Innovation and Sustainability in Local Media. “Thwarting the Rise of News Deserts in Your Community.” UNC Knight Lenfest/Tablestakes. Rounds 1 and 2. May 8, 2017. May 1, 2018.

UNC Center for Media Law and Policy. “A Rapidly Changing Local News Landscape: New Media Barons and the Emerging Threat of News Deserts. November 10, 2017.

Numerous Guest Lectures in the School of Media and Journalism: 2016-18 guest lectures included classes on Media Management (spring and fall), PR Campaigns (spring and fall), Community Journalism (spring) and Introduction to Media (fall).

UNC MJ International Scholars: Annual presentations since 2009. Most recent presentation: “Saving Community Journalism: What We Have Learned.” September 11, 2015.

UNC Center for Media Law and Policy. A workshop on how to meet the information needs of communities. “Gaps and Opportunities in Accountability Journalism.” Moderator of panel and presenter. Jan. 20, 2012.

UNC Center for Media Law and Policy, “The FCC, Media Ownership and the Tar Heel State.” Panelist and presenter. UNC-Chapel Hill. Also, invited participant at briefing for former Federal Communications Commission chair Michael Copps. Feb. 20, 2012.

Korean Editors Association. “Digital Media Economics: How Newspapers Will Make Money in the 21<sup>st</sup> Century?” UNC at Chapel Hill. December 3, 2010

Invited Participant: Faculty Briefing for Federal Communications Commission member Mignon Clyburn. Chapel Hill, NC. Oct. 6, 2010.

Carolina Association of Black Journalists. “What is Digital Media Economics?” March 2010.

### **Service to the University**

Faculty Ambassador, UNC’s Five-Year, \$4.5 Billion Capital Campaign, “For All Kind: The Campaign for Carolina.” 2017-2022.

UNC Provost’s Competitive Research and Scholarly Leave Committee. 2011 to 2017.

UNC Provost’s Junior Faculty Development Awards Committee. 2011 to 2017.

MBA@UNC, Kenan-Flagler Business School, “Marketing in the Digital Age.” Instructor and presenter at the June 2014 immersion session in New York City for students in the online Master’s program.

UNC Alumni, “Beyond the Stone Walls,” hosted event. “Saving Community Journalism,” a discussion with David Woronoff, publisher of *The Pilot*, The Country Book Store, Southern Pines, NC, Nov. 11, 2014.

UNC “Dinner with Faculty” series. Carolina Club, Chapel Hill, NC. October 2013.

The Parr Center for Ethics. Lunch & Learn: “New Questions for the Fourth Estate: Ethical Implications of the Growth of Digital Media.” Hyde Hall, Nov. 9, 2011. Co-presenter with Associate Professor Rhonda Gibson.

Leadership Council: Member of a quarterly formal gathering hosted by Kenan-Flagler, with the intended purpose of bringing together faculty and staff involved in leadership development of students to share best practices. 2009-2010.

MBA Leadership Day, Kenan-Flagler Business School. Co-presenter and moderator of the Mt. Everest Leadership and Team Simulation. March 30, 2009.



## Service to the Profession and Community

### **Presentations:**

Numerous keynote addresses and presentations to more than 50 state, regional and national press associations and community groups since 2014 on findings and research behind *Saving Community Journalism: The Path to Profitability* and *The Strategic Digital Media Entrepreneur*, including the following:

North Carolina City and County Communicators, New Bern, NC, April 19, 2017  
Mega-Conference (sponsored by SNPA, LMA, INMA, News Media Alliance), San Diego, CA, Feb. 27, 2018  
Local Media Association (LMA), 2018 Innovation Mission, Feb. 6, 2018  
SNPA, Carmage Walls Leadership Forum, Feb. 5, 2018.  
Kentucky Press Association, Lexington, KY, Jan. 23, 2018.  
Piedmont Media/Fauquier Times. Warrenton, VA, Jan. 11-12, Nov. 3, 2017.  
Texas Press Association/Texas Christian University. Fort Worth, TX, Oct.13-14, 2017.  
Virginia Press Association, Richmond, VA, April 8, 2017  
North Dakota Newspaper Association, Grand Forks, ND, Oct, 14, 2016  
SNPA and Florida Press Association, Sarasota, FL, Sept. 15-16, 2016  
Colorado Press Association, Denver, CO, May 12-13  
Arkansas Press Association, Bentonville, AR, June 24, 2016  
Newspaper Association of America, Washington, DC, April 19, 2016  
Washington Press Association, Everett, WA, Oct. 9, 2015.  
Southern Newspaper Publishers Association, Savannah, GA, Oct. 6, 2015.  
Virginia Press Association, Roanoke, VA, April 18, 2015.  
New York Press Association, Saratoga, NY, March 27, 2015.  
South Carolina Press Association, Myrtle Beach, SC, March 14, 2015.  
NC Scholastic Press Association, Chapel Hill, NC, Feb. 14, 2015.  
Iowa Newspaper Association, Des Moines, Iowa, Feb. 6, 2015.  
Texas Press Association, Galveston, TX, Jan. 24, 2015.  
Potter Conference for Community Papers, Reynolds Journalism Institute, University of Missouri, Nov. 21, 2014.  
New Jersey Press Association, South Brunswick, NY, Nov. 7, 2014.  
Inland Press Association, Chicago, IL, Oct. 19, 2014.  
New England Newspaper and Press Association, Natick, MA, Oct. 9, 2014.  
Southern Newspaper Publishers Association, Charlottesville, Va., Oct. 6, 2014.  
American Society of Newspaper Editors, Chicago IL, Sept. 14, 2014.  
Association of Alternative Newsmedia Conference, Nashville, TN, July 11, 2014.  
Illinois Press Association, Springfield, IL, June 13, 2014

North Carolina Press Association Academy, Luncheon Panel Convener and Moderator, “Saving Community Journalism: The Path to Profitability.” Presentation to 175 invited guests and 72 attendees of the Academy. Panel included publishers from four of the 12 innovative newspapers

featured in the book, including *Santa Rosa Press Democrat* and *Rutland Herald*. Chapel Hill, North Carolina. May 8, 2014.

Western Association of University Publications Managers. “How Newspapers Can Make Money in a Digital Age.” Presentation to 80 general managers of college newspapers throughout the country. Charleston, South Carolina, May 17, 2012.

SUN (Southern University Newspapers) group. “Leading a College Newspaper in a Digital Age.” UNC at Chapel Hill, Student Union. Presentation to students and general managers. Sept. 27, 2011.

Three-day workshop on business models for ethnic newspapers, Chicago, July, September, November, 2011

Written response to FCC regarding the Standardization and Enhanced Disclosure Requirements for Television Broadcast Licensee Public Interest Obligations; Washington, DC, January 2012.

Day-long strategy workshop. *The Charlotte Observer*. Presented finding of community news research project on community building and revenue generation to senior executives of The Observer. September 2011.

Day-long workshop on business models for community newspapers, NC Press Association, May 14, 2010.

www2010. International Worldwide Web conference, held annually since 1994. Raleigh Convention Center, with participants including Tim Berners-Lee and Vint Cerf. Panelist and presenter: “The Future of Media and the Web.” April 29, 2010.

New York Press Association, “Your Paper in 2015: Transformed or Sidelined? Formulating a Game Plan for Survival in the Digital Arena”, March 26-28, 2010.

Two-day workshop on business models for rural newspapers, presented to the West Virginia Uncovered group of community news organizations, University of West Virginia, March 5, 6, 2010.

Triangle Association of Black Journalists. Panelist: “The Economy’s Impact on the Media.” Edwards Music Building. NCCU. Durham. Sept. 29, 2009.

SABEW Annual Conference 2009. Panelist: “Bleeding Red Ink: How Newspapers Plan to Stop the Flow.” Denver, CO. April 27, 2009.

11<sup>th</sup> Annual National Historic Black Colleges and Universities Student News Media Conference. Keynote Address: “Media Leadership in a Digital Age.” North Carolina Central University. Durham. February 12, 2009.

Strategy conference. *The News & Observer*. Brown-bag lunch discussion on revenue potential for advertising sales staff. Hosted by Orage Quarles, publisher. January 2009.

National Press Club Centennial Forum. “The First Amendment, Freedom of the Press and the Future of Journalism.” Panelist. Carroll Hall. October 7, 2008.

### **Advisory Positions:**

Document Cloud: Board of Advisors to a Knight Foundation News Challenge Winner in 2009 and 2011. Provide advice on how to generate revenue and develop a sustainable business model. Spring 2015 to Spring 2016.

UNC Center for Media Law and Policy: Board of Advisors. Spring 2015 to present.

Education NC: Board of Advisors to online educational news service aimed at legislators, educators and nonprofits. Appointed to one-year term, Fall 2014.

Knight Prototype Grant: Adviser to Charles Duncan, Duke University Master’s Student, winner of a Knight Foundation Innovation grant to develop a non-profit business model for a computer application that scans public documents for critical information. Fall 2013-Spring 2014.

### **Non-Profit Board Memberships include:**

2004-2009 Board of Advisors, Knight Bagehot Fellowship, Columbia University  
2001-2003 Executive Board Member, Magazine Publishers Association  
1999-2008 Board of Visitors, UNC at Chapel Hill, JOMC  
1998-2009 Board of Visitors, UNC at Greensboro  
1996-1999 Board Member, New York State Publishers Association  
1994-2009 Charter Board Member, Alliance for Young Artists and Writers, which oversaw the annual Scholastic Art and Writing Awards

### **Interviews with Press:**

2008-2018: Numerous in-person, telephone and video interviews with reporters for national and regional publications, including: the *Wall Street Journal*, *Fortune*, *Vanity Fair*, *The New York Times*, *Associated Press*, *Bloomberg*, *Die Welt*, the *Guardian*, *Fox Business News*, *Wisconsin Public Radio*, *Triangle Business News*, *The News & Observer*, the *Little Rock Gazette*, the *Chronicle of Higher Education UNC Alumni Affairs*. Interviews have been on the record (about research I have authored) or on background (helping reporters understand the financial statements of publicly held media companies).

There were more than three dozen articles in the press July 2017 to June 2018, related to research on news deserts, newspaper ownership and development of business strategies for legacy news organizations:

- July 6, 2017 - Editor & Publisher – “In Search of an Oasis” by Nu Yang  
[www.editorandpublisher.com/columns/editorial-in-search-of-an-oasis/](http://www.editorandpublisher.com/columns/editorial-in-search-of-an-oasis/)

- July 12, 2017 - Let's Be Reasonable – “What Is the Future of the Hampshire Gazette?” By Oliver Broudy [letsbereasonable.libsyn.com/what-is-the-future-of-the-hampshire-gazette](https://letsbereasonable.libsyn.com/what-is-the-future-of-the-hampshire-gazette)
- July 17, 2017 - The Washington Post – “What happens to local news when there is no local media to cover it” by Paul Fahri [www.washingtonpost.com/lifestyle/style/what-happens-to-local-news-when-there-is-no-local-media-to-cover-it/2017/07/](https://www.washingtonpost.com/lifestyle/style/what-happens-to-local-news-when-there-is-no-local-media-to-cover-it/2017/07/)
- July 19, 2017 – The Portland Press Herald – “Sun Journal Owner Reade Brower to Purchase Two More Maine Daily Newspapers,” by Megan Doyle [www.sunjournal.com/sun-journal-owner-reade-brower-to-purchase-2-more-maine-daily-newspapers](https://www.sunjournal.com/sun-journal-owner-reade-brower-to-purchase-2-more-maine-daily-newspapers)
- August 22, 2017 - Media Shift – “Impact is a Business Metric for Local News” by Jason Alcorn [mediashift.org/2017/08/impact-is-a-business-metric-for-local-news/](https://mediashift.org/2017/08/impact-is-a-business-metric-for-local-news/)
- September 27, 2017 - The Nation – “How Many Palm Beach Mansions Does a Wall Street Tycoon Need?” By Julie Reynolds [www.thenation.com/article/how-many-palm-beach-mansions-does-a-wall-street-tycoon-need/](https://www.thenation.com/article/how-many-palm-beach-mansions-does-a-wall-street-tycoon-need/)
- October 9, 2017 - Editor and Publisher – “Newspapers Hunt for Local Ad Dollars as Main Street Evolves” by Sean Stroh [www.editorandpublisher.com/feature/newspapers-hunt-for-local-ad-dollars-as-main-street-evolves/](https://www.editorandpublisher.com/feature/newspapers-hunt-for-local-ad-dollars-as-main-street-evolves/)
- November 8, 2017 - Newsy – “DNAinfo, Gothamist Closings Highlight an Issue With Local News” by Cat Sandoval [www.newsy.com/stories/dnainfo-gothamist-closings-highlight-issue-with-local-news/](https://www.newsy.com/stories/dnainfo-gothamist-closings-highlight-issue-with-local-news/)
- November 16, 2017, “How Bruce Sherman Can Make Money on the Marlins,” by Keith Larson (former student) [www.bizjournals.com/southflorida/news/2017/11/16/how-bruce-sherman-can-make-money-on-the.html](https://www.bizjournals.com/southflorida/news/2017/11/16/how-bruce-sherman-can-make-money-on-the.html)
- November 17, 2017 - Columbia Journalism Review – “Small-market Newspapers in the Digital Age” by Christopher Ali and Damian Radcliffe [www.cjr.org/tow\\_center\\_reports/local-small-market-newspapers-study.php](https://www.cjr.org/tow_center_reports/local-small-market-newspapers-study.php)
- December 27, 2017 - American Prospect – “Saving the Free Press from Private Equity” by Robert Kuttner and Hildy Zenger [prospect.org/article/saving-free-press-private-equity](https://prospect.org/article/saving-free-press-private-equity)
- January 7, 2018 - Press Uncuffed – “The Decline of Local Journalism and Public Trust in the Media” by Julie Depenbrock [pressuncuffed.org/2018/01/07/the-decline-of-local-journalism-and-public-trust-in-the-media/](https://pressuncuffed.org/2018/01/07/the-decline-of-local-journalism-and-public-trust-in-the-media/)
- January 13, 2018 – The Boston Globe – Boston Herald Bidder Known for Cost-Cutting, by Mark Arsenalut, [www.ksre.k-state.edu/news/radio-network/perspective-mp3/PER-051818.mp3](https://www.ksre.k-state.edu/news/radio-network/perspective-mp3/PER-051818.mp3)
- February 6, 2018 - Local Media Association – “31 Tweets from the Innovation Mission we’re still talking about” by Jed Williams (former student) [www.localmedia.org/a-few-light-bulb-moments-from-meetings-with-leading-media-companies-and-research-institutions/](https://www.localmedia.org/a-few-light-bulb-moments-from-meetings-with-leading-media-companies-and-research-institutions/)
- February 19, 2018 - Local Media Association – “A few light-bulb moments from meetings with leading media companies and research institutions” by Jed Williams (former student) [localmedia.org/32-tweets-from-the-innovation-mission-were-still-talking-about/](https://localmedia.org/32-tweets-from-the-innovation-mission-were-still-talking-about/)
- March 2, 2018 – Business North Carolina – “NC Public Radio Makes Noise Amid Media Tumult,” by Kent Bernhard [businessnc.com/n-c-public-radio-makes-noise-amid-media-tumult/](https://businessnc.com/n-c-public-radio-makes-noise-amid-media-tumult/)

- March 9, 2018 – Rhode Island Monthly, Ellen Lieberman, “What’s Happening To Our Local News Outlets?” [www.rimonthly.com/local-media-outlets/](http://www.rimonthly.com/local-media-outlets/)
- March 27, 2018 - News Matters – “The ‘Ghost Newspapers’ are Here” by Julie Reynolds [dfmworkers.org/the-ghost-newspapers-are-here/](http://dfmworkers.org/the-ghost-newspapers-are-here/)
- March 27, 2018 - News & Tech – “Executives share market expertise and vision” (editorial) [newsandtech.com/in\\_this\\_issue/executives-share-market-expertise-and-vision/article\\_92ac4f8a-31f3-11e8-a539-2f485bd11e98.html](http://newsandtech.com/in_this_issue/executives-share-market-expertise-and-vision/article_92ac4f8a-31f3-11e8-a539-2f485bd11e98.html)
- March 29, 2018 - CJR – “Meet the journalist tracking Digital First Media’s hedge fund owner” by Corey Hutchins [www.cjr.org/united\\_states\\_project/digital-first-alden-newsmatters.php](http://www.cjr.org/united_states_project/digital-first-alden-newsmatters.php)
- April 8, 2018 – Politico – “Trump thrives in areas that lack traditional news outlets” by Shawn Musgrave and Matthew Nussbaum [www.politico.com/story/2018/04/08/news-subscriptions-decline-donald-trump-voters-505605](http://www.politico.com/story/2018/04/08/news-subscriptions-decline-donald-trump-voters-505605)
- April 9, 2018 - Nieman Lab – “That Politico article on “news deserts” doesn’t really show what it claims to show” by Joshua Benton [www.niemanlab.org/2018/04/that-politico-article-on-news-deserts-doesnt-really-show-what-it-claims-to-show/](http://www.niemanlab.org/2018/04/that-politico-article-on-news-deserts-doesnt-really-show-what-it-claims-to-show/)
- April 12, 2018 - K-State Collegian – “Journalism is saved by moving beyond tradition, lecturer said” by William Ridge [www.kstatecollegian.com/2018/04/12/journalism-is-saved-by-moving-beyond-tradition-lecturer-said/](http://www.kstatecollegian.com/2018/04/12/journalism-is-saved-by-moving-beyond-tradition-lecturer-said/)
- April 12, 2018 - K-State Channel 8 News – “The Uncertain Future of Community Journalism” by Chase Swenson [www.youtube.com/watch?v=XPfA1-hRGDQ](http://www.youtube.com/watch?v=XPfA1-hRGDQ)
- April 13, 2018 - The Manhattan Mercury – “Journo exec says newspapers anchors of democracy amid fakery” by Ned Seaton [themercury.com/opinion/journo-exec-says-newspapers-anchors-of-democracy-amid-fakery/article\\_e43fb28b-0fd4-5132-96d3-45f477fb9e30.html](http://themercury.com/opinion/journo-exec-says-newspapers-anchors-of-democracy-amid-fakery/article_e43fb28b-0fd4-5132-96d3-45f477fb9e30.html)
- April 16, 2018 - API Need to Know newsletter – “‘News deserts’ are both a supply and demand issue in communities” [www.americanpressinstitute.org/need-to-know/need-to-know-april-16-2018/](http://www.americanpressinstitute.org/need-to-know/need-to-know-april-16-2018/)
- April 19, 2018 - Daily Beast – “The Gordon Gekko of Newspapers: A Vulture Capitalist Kneecapping Journalists” by Lloyd Grove [www.thedailybeast.com/the-gordon-gekko-of-newspapers-a-vulture-capitalist-kneecapping-journalists](http://www.thedailybeast.com/the-gordon-gekko-of-newspapers-a-vulture-capitalist-kneecapping-journalists)
- April 24, 2018 - Institutional Investor – “When Hedge Funds Try Journalism” by Alicia McElhaney [www.institutionalinvestor.com/article/b17xgx6r4hltwn/when-hedge-funds-try-journalism](http://www.institutionalinvestor.com/article/b17xgx6r4hltwn/when-hedge-funds-try-journalism)
- May 8, 2018 - NPR – “Can a new business model save small-town papers?” By Frank Morris [www.npr.org/2018/05/08/609304180/can-a-new-business-model-save-small-town-papers](http://www.npr.org/2018/05/08/609304180/can-a-new-business-model-save-small-town-papers)
- May 14, 2018 - Pen America – “Protect Journalism – why it matters” by Donald Vincent [pen.org/protect-journalism-why-it-matters/](http://pen.org/protect-journalism-why-it-matters/)
- May 15, 2018 - CJR – “In an era of disinvestment, how should local news push back?” By Anna Clark [www.cjr.org/business\\_of\\_news/local-news-layoffs-cuts.php](http://www.cjr.org/business_of_news/local-news-layoffs-cuts.php)
- May 15, 2018 - Philadelphia Inquirer – “Philly’s Digital First papers face harsh cuts, potential ‘lights-out scenario’” by Bob Fernandez [www.philly.com/philly/columnists/bob-fernandez/digital-first-media-philly-papers-cuts-profits-hedge-fund-dissent-20180515.html](http://www.philly.com/philly/columnists/bob-fernandez/digital-first-media-philly-papers-cuts-profits-hedge-fund-dissent-20180515.html)

- May 18, 2018, Kansas State Radio Network, “Preserving Local News,” “Perspective” by Richard Baker [www.ksre.k-state.edu/news/radio-network/perspective-mp3/PER-051818.mp3](http://www.ksre.k-state.edu/news/radio-network/perspective-mp3/PER-051818.mp3)
- June 1, 2018 - Poynter – “New data tracks how fast news deserts are spreading” by Tom Stites [www.poynter.org/news/new-data-tracks-how-fast-news-deserts-are-spreading](http://www.poynter.org/news/new-data-tracks-how-fast-news-deserts-are-spreading)
- June 4, 2018 - In These Times – “The Chicago Tribune is Finally union as the media organizing wave intensifies” by Stephen Franklin [inthesetimes.com/working/entry/21182/chicago\\_tribune\\_union\\_labor\\_media\\_tronc\\_news\\_guild](http://inthesetimes.com/working/entry/21182/chicago_tribune_union_labor_media_tronc_news_guild)

*Unpublished press accounts soon to be released:*

CNBC (Chloe Aiello), The Economist (Leo Mirani), Mother Jones (Kate Harloe), NBC (Jesse Abbruzzese, Asahi Shimbun (Satoshi Ukai), Dustin Cohen (Independent documentarian, referred by Margaret Sullivan, Washington Post)