

**ANNOUNCER:** The Kalb Report is funded by a grant from the Ethics and Excellence in Journalism Foundation.

From the National Press Club in Washington, D.C., this is The Kalb Report with Marvin Kalb.

**MARVIN KALB:** Hello and welcome to the National Press Club and to another edition of the Kalb Report. I'm Marvin Kalb. Down to the Wire: Journalism in Crisis. That's what we're calling our program tonight. Now, a couple of years ago, I would have said that that type was hyped. No longer. Journalism is in crisis. What do these major newspapers have in common? *The Chicago Tribune*, *The L.A. Times*, *The Minneapolis Star Tribune*, *The Philadelphia Inquirer*. They're all in a state of bankruptcy. *The Rocky Mountain News*, shut down, as have 120 other American newspapers in the last year. *The San Francisco Chronicle* loses an estimated \$1 million a week. How long can it go on? *The Christian Science Monitor* folded up and has gone online, as have many other American newspapers.

Job cuts, a cutting indicator of the health of any industry. So far, 300 reporters and editors have been cut from *The L. A. Times*. Two hundred and five from *The Miami Herald*, 156 from *The Atlanta Journal Constitution*, 150 from *The Kansas City Star*. I could go on, but you get the idea. This is an industry in serious trouble. What are the problems and what can be done about them?

We are delighted, honored in fact, to have four panelists who've been thinking very hard about these very questions. They may - may - have some answers for us. To my left, a matter of geography only, Jonathan Klein. He's President of CNN in the United States, has had the job since November, 2004. Before that, he founded FeedRoom.com, a New York City online media company. Before that, he was Executive Vice President of CBS News. To my right, Tom Curley, President and Chief Executive Officer of the Associated Press since 2003. Before that, he was President and Publisher of *USA Today*.

Again to my left, Alberto Ibarguen, President and CEO of the John S. and James L. Knight Foundation, which deals principally with the media. Before that, he was Publisher of *The Miami Herald* and *El Nuevo Herald*. And to my right, Vivian Schiller, the President and CEO of NPR, National Public Radio. Before that, she was Senior Vice President and General Manager of *NewYorkTimes.com*.

Okay, the easy part of the program is over. What specifically can be done to save American journalism? Or, if we are not being too apocalyptic, to ease the serious problems now besetting this industry? And let's start by identifying the problems. And Jon Klein, I want to start with you. From your standpoint running CNN, what is the single most important problem that you face today?

**JON KLEIN:** Roger Ailes. [laughter] No, I'm kidding. I'm just kidding. Now my PR people are going to be angry at me. I love Roger as a person. I'm being facetious. Just speaking about systemic business issues, right this moment the problem is the uncertainty about where revenue-- What revenues are going to be. We know where they're going to come from, we have two streams of revenue so we're fortunate in that respect. But I think the real challenge is the supply of future journalists, making sure that they come our way, because I have no doubt that there are going to continue to be people who want to practice journalism. But the crisis you're speaking of is really one of the business models in crisis. Those are clearly changing. We're never going to have a shortage of folks who want to find things out, and want to tell others about them. And we're not going to have a shortage of people who want to know what's going on. So in that sense, we're all pretty well positioned, we just have to figure out how to take advantage of that.

**MARVIN KALB:** Tom Curley, in your view the single most important problem?

**TOM CURLEY:** Well, it's revenue, there's no question. It's revenue and where it's going and how to get it and how to hold onto it. The market for news is growing. More people are seeking content more times a day in more countries than ever before. This is not about a declining market, this is about a growing market. The problem is the revenue is going in different directions.

**MARVIN KALB:** Alberto Ibargüen, your view?

**ALBERTO IBARGÜEN:** I agree that the immediate problem with the business model is definitely revenue. But I think the bigger conceptual issue, and the one that's very, very hard if you come from a traditional media to try to figure out what's going on, what's going to happen next, is the psychological shift of a news consumer to a news user. The people who used to sit and read the newspaper or watch TV really were from an "I write, you read," or "You write, I read," had that kind of a mentality; you received the information. The consumer now, the user of information, I think in the next generation, expects to be able to use that information, expects to be able to either participate in the information in the discussion of it, use it in some interactive way. I think that goes both for news content, as well as news advertising. And that's why I think banner ads tend to be less successful than ads that actually allow you to do something about it. It's news consumers to news users.

**MARVIN KALB:** Vivian Schiller, point of view of NPR, the most serious problem?

**VIVIAN SCHILLER:** Right. Well, the first three-- My first top three answers were already taken, which are revenue, revenue and revenue, so I'll move onto number four.

**MARVIN KALB:** Revenue.

**VIVIAN SCHILLER:** Yeah, which is revenue. [laughter] It is revenue. But on top of that, I would say, just to add a little something different into the conversation, is something that Alberto was starting to get at, which is how do we take-- We represent some pretty strong brands and some very successful audience stories in the case of NPR still, very, very strong listening audience. How do we, knowing that that audience, especially in the generation coming up, is using media in a different way, how do we create that same satisfying, in our case NPR, experience for them so that they continue to stay with us across all platforms?

**MARVIN KALB:** Okay. If we've isolated the revenue problem, again starting with Jon Klein, how would you solve that?

**JON KLEIN:** Well, we're fortunate in that we do have multiple revenue streams and they're as strong as they've ever been. I mean, they--

**MARVIN KALB:** Even in the current market?

**JON KLEIN:** We've had five straight years of double digit profit growth, double digit growth in profit over the past five years. And yes, like everybody, we're going to take a hit this year, but we think that we're better insulated against that because of the multiple revenue streams and because we're able to sell successfully across platforms. So we, several years ago, began selling television bundled with the internet. We're able to do that because we've got 73 million viewers watching us on television, but also 36 million unique users online, and that's a nice, big chunk of an audience, and that gives us some sway in the marketplace.

**MARVIN KALB:** So it sounds to me like you are not, at CNN, deeply concerned about what is happening now?

**JON KLEIN:** We're very careful about the cost side because when you don't know exactly where the revenue's going to turn out, you've got to be cautious. So we're being prudent, but we are-- We're happy with where we are, we're not in a panic mode.

**MARVIN KALB:** Okay, Tom Curley, how do you handle it?

**TOM CURLEY:** The most important thing we have to face is that the business model for print for the last century is gone. And that is that we relied on advertisers to subsidize the readers or the viewers. We really have to take a page out of cable and CNN and get more money, more revenue, from subscribers, from users and viewers. And that is the big change.

There's another piece of this. The advertising experience that we've all been through for much of the last century also is changing. It is much easier to target using modern technology and that's another big piece of the adjustment we have to make. And for many of us coming from traditional organizations, we are either at the beginning or behind the curve in understanding how to target and how to apply some of those new tools. And we have to get a lot smarter about that a lot faster.

**MARVIN KALB:** Alberto?

**ALBERTO IBARGÜEN:** I'm the only one of the three of your four guests--

**MARVIN KALB:** Don't worry about that. [laughter]

**ALBERTO IBARGÜEN:** --that doesn't run a news organization. And so, I don't-- While I agree about revenue, I'm not so much concerned about it on a daily basis as I am in thinking about how you deliver news and information to communities in an effective and shared way five, ten, fifteen years from now. And I think you begin now thinking in a different-- In a fundamentally different way than "I write, you read." You need to start thinking in a way that uses the web in the democratic way that the best of web technology allows you to do. I think this is a time for experimentation and that's exactly, if you want to talk about it later, but that's exactly what we've been doing at Knight Foundation.

I think we need to encourage the kind of thinking that Tom just suggested. We should think about news as utility. That's basically what you're saying. You know, you pay the light bill, you pay the cable bill, maybe you pay a news bill, I don't know. But we ought to have all of these things on the table and stop trying to figure out, how do we get back to 1970?

**MARVIN KALB:** Vivian?

**VIVIAN SCHILLER:** Well, we really have five major revenue streams at NPR, and some of them are doing pretty well and others are suffering. Our main revenue stream comes from license fees and membership dues from our member stations. They are, in large part, supported by listeners like you. That's actually-- [laughter] I encourage all of you to support your local public radio station. That's actually doing pretty well. I think people understand that now, more than ever, people need to support their local public radio station, so that's doing pretty well.

Our next biggest revenue stream is underwriting and sponsorship and that's being hammered, just like advertising is for all legacy media. So that's suffering, I'll make no bones about it. We have grants from funds including from Alberto's, and we're very grateful for that, that helps support what we do. We have major donors, major gifts that give to the NPR Foundation, and we have investment earnings, which are really suffering. So, the two-- And there's a misperception that we get government-- A lot of money from the government; actually less than one percent of our funding comes from CPB through the government. But, between investment earnings and sponsorship, we're taking a pretty big hit there.

**MARVIN KALB:** But what can you do about it?

**VIVIAN SCHILLER:** What we can do is, well, we believe, because we don't have an audience problem, we have a revenue problem, I believe that the investment piece of this will come back. We have to tighten our belt temporarily. And in terms of sponsorship and underwriting, we need to-- First of all, we need to bolster our other revenue streams and we need to think a little bit differently about how we go about that part of the business.

**MARVIN KALB:** Jon Klein, I am told that you have started something which is an equivalent to a wire service, or you're in the midst of that kind of an adventure. Tell us how you're doing in that respect and why you're doing it?

**JON KLEIN:** We're always exploring new ways to make money and looking at the needs in the marketplace. Now, one thing we're not trying to do is replicate the Associated Press. We couldn't match the vast reach and the far corners of the earth that they can touch and the expertise. However, there may be certain areas in which we can provide services to newspapers, TV stations especially have been interested, radio stations--

**MARVIN KALB:** --[simultaneous conversation] is providing the newspapers?

**JON KLEIN:** Well, but we want to see whether what we turn out in our way, in the course of doing our business because we've got 800 local affiliates around the country. We've got bureaus all over the world. We've got people generating journalism throughout the day, 24 hours a day. So, what we've begun to do is have conversations with newspaper editors, television station owners, radio station owners, to just see what needs do they perceive out there and whether there's a match with that. And we're seeing some early interest. I'd say that's about where we're at.

**MARVIN KALB:** Do you think that that's going to take off?

**JON KLEIN:** I think it'll be enough to launch something.

**MARVIN KALB:** When?

**JON KLEIN:** Probably some time this year, we think. You know, the beauty of this is we're already doing this. I mean, we're already creating the journalism. We're covering the stories, et cetera, so it's not a huge investment for us. We just have to sort of shape the product to fit the needs of potential customers.

**MARVIN KALB:** Tom, Associate Press, do you regard what CNN is attempting to launch a direct threat, challenge to the AP?

**TOM CURLEY:** You know, Marvin, you don't have to get up very early these days to be especially paranoid. [laughter] There are a lot of prospective competitors out there, and if they

take a couple of steps in that direction, sure. But the truth is that we have a thousand byline stories every day from the United States and it would be tough to replicate that. The challenge for us is to be able to maintain the sole general interest news agency out there. And we expect competition on these vertical segments such as sports, entertainment, financial. And the truth is, whether it's CNN or the BBC, or ESPN or Bloomberg, there's a lot of prospective customers, and it's not many steps from what they do to what we do in some particular area.

So yes, there will be competitors. I have said before I am pleased that they have some money to spend, that says some good things. And obviously, the market for content is growing and those strong enough to take advantage of it should.

**JON KLEIN:** I was going to say, by the way, that shows you that there is a vigorous market still out there, lest we bury the profession of journalism prematurely, or the business of journalism anyway, prematurely. There are customers out there.

**MARVIN KALB:** Tom, can you tell us how the AP is doing financially?

**TOM CURLEY:** Certainly. Last year, we had cash flow in excess of \$80 million. This year, we'll be down. We have some give backs that we've done for the newspaper industry and other contract negotiations.

**MARVIN KALB:** What about a year before the 80 million?

**TOM CURLEY:** We were still at about 80 million. So, we've been at record levels for us. We have no debt, and we are in very good financial position. We have about 35 million in the bank, so we are okay.

**MARVIN KALB:** Can you imagine a confluence of circumstance where new technology, dwindling revenues, might make the AP a passing enterprise?

**TOM CURLEY:** No. [laughter]

**MARVIN KALB:** But if you could, what would it look like?

**TOM CURLEY:** The demand for content is very, very strong. We have several businesses that are still growing. They were growing in double digits through January, and they're not growing in double digits now. Obviously, the core service that supports newspapers, local TV and local radio is struggling. And we really should pause, though, for a second here and say, "We're not the only industry suffering." And as best I can tell, with the exception of bankruptcy attorneys, everybody is going through a very miserable time. So, we should not whine specifically. There are some secular changes that we're talking about. But if you go around the world, the demand for content is up and we have a video news business, we have a software business that's still growing. We have the images, still, images. We have an archive, we have video and film that go back to 1903. We have one of the greatest collections of pictures in the history of the world, all these things.

**MARVIN KALB:** So 20, 30, 40 years from now, there's going to be an AP?

**TOM CURLEY:** Yes, absolutely.

**MARVIN KALB:** Okay. Alberto, there were so many ways that the public now can pick up information, Twitter, this new phenomenon.

**ALBERTO IBARGÜEN:** Well, I want you to know that we--

**MARVIN KALB:** Well, maybe it's an old phenomenon by now.

**TOM CURLEY:** No, you're right.

**JON KLEIN:** It's been five minutes.

**VIVIAN SCHILLER:** We're being Twittered (sic) as you speak, yeah. [laughter]

**ALBERTO IBARGÜEN:** Our foundation sponsored the Shorty Awards, which is for the best use of Twitter in televised conversations in 20 different categories.

**MARVIN KALB:** Do all of the--

**ALBERTO IBARGÜEN:** We got 145 characters--

**MARVIN KALB:** No, no, but do all of the new technologies add to the quality of good journalism?

**ALBERTO IBARGÜEN:** Of course they don't, any more than every story that was ever published or every radio program. You can't say that they all added to the quality. Some of them are going to be irresponsible, and some of them are going to be absolutely fabulous.

**MARVIN KALB:** So what can we do about it, with the irresponsible ones?

**ALBERTO IBARGÜEN:** I think the same thing as with newspapers; you don't read them, you don't buy them. Eventually, people figure out a way of figuring out what they trust and what they don't. We gave a grant to a fellow named Tim Berners-Lee, who is a professor at MIT, he's the fellow who happens to have actually invented the worldwide web, wrote the code for it. And he's concerned that the web should remain free and universal. And he thinks that the greatest danger to a free and universal web is that what he calls the lack of authenticity. So now, you or I would have said, "Okay, then what you need is a thousand fact checkers, or ten thousand fact checkers, copy editors to check all that out." He's an engineer and so his response is to write code so that he can deliver a program, which he's working on now, that will allow you and me and everybody else to be our own fact checkers.

I think that's the way of the world, and I don't want to lose my turn talking to say that one of the things I really love about what CNN is doing is that they are one of the most open to citizen journalists with their I-Reports. I think this is fantastic. Is every I-Report either completely accurate, vetted, great reporting? Almost certainly not, but boy do I think that's exactly what organizations ought to be doing.

**JON KLEIN:** They are vetted, though.

**MARVIN KALB:** They are?

**JON KLEIN:** Oh absolutely, before they go on CNN.

**MARVIN KALB:** Vivian, my colleague at the Kennedy School at Harvard, Joe Nye, has written about the paradox of plenty. And let me quote him for a second. "A plenitude of information leads to a poverty of attention. Attention, rather than information, becomes the scarce resource. And those who can distinguish valuable information from background clutter gain power." How, in your view, should one begin to distinguish between the good stuff and the clutter? Do you leave it to the public? Can you help the public? What would be your sense?

**VIVIAN SCHILLER:** Well, one thing that would help is for drive times to be longer and longer so we have people locked in their car so they listen to NPR longer. [laughter] So that helps us, that takes care of the attention problem right there. But I'm sorry, your question was about-- I kept thinking about the-- Yeah, attention.

**MARVIN KALB:** With all of the clutter, I mean, what Joe was essentially saying is that you listen constantly and after a while you get the impression that it's all clutter. But what you should be getting is some news in there as well. And what I'm trying to figure out, and I really am seeking an answer, how do you help the public work its way through the clutter and get to what is substantive, get to what is news, get to what is important to them to make up their minds about this country?

**VIVIAN SCHILLER:** You know, I think underlying that question is a lack of trust or a lack of trust in the intelligence and the discerning power of the audience. I actually think that most of the listening, viewing, using audience is pretty good at discerning clutter from real stuff and they will self select. Of course, there are going to be people that are interested only in salacious material, or the kinds of things that are coming out, celebrity gossip, and that's fine, there's a place for them. I think there's a place for everything that we've talked about. There's a place for Wikipedia, there's a place for every form of content out there. There's no bad content.

But there also is tens of millions of highly intelligent news consumers who gravitate towards information that has authority, that has authenticity, that is credible. And that is why brands like NPR, like CNN, like *The New York Times*, like a lot of the outlets that AP serves will continue. If we can figure out how to better deliver content to them, they will stick with us. I actually have much more confidence in the audience than that.

**MARVIN KALB:** And you believe there is no such thing as bad content?

**VIVIAN SCHILLER:** There--

**MARVIN KALB:** That's what you said, right?

**VIVIAN SCHILLER:** Well, that's right. That's right.

**MARVIN KALB:** Is that what you believe?

**VIVIAN SCHILLER:** I think bad content is news-- Is something that dresses itself up as news and pretends to be factual. But I have no problem with TMZ, I have no problem with Wikipedia, I have no problem with any of those sites. I think that that it's a big tent and people have voracious appetites. And especially on the web, people are-- You know, users are very promiscuous in their usage, and that's just a reality of what it is. So no, there's not bad content. There's bad content pretending to be something else.

**MARVIN KALB:** Okay. Tom, I'm old enough to remember, because I worked with them, people like Ed Murrow and Walter Cronkite, and there was no question about the trust that they engendered in the American people. The American people trusted what it is that they said. Is there the same degree of trust today, and I've got a follow up.

**TOM CURLEY:** Well, absolutely not.

**MARVIN KALB:** Why?

**TOM CURLEY:** There's no question. Well, it's been politicized, for one thing. And people are pointing out the foibles. But, there has been a lot of progress. When you and I were cub reporters way back--

**MARVIN KALB:** Boy, that takes us back a while. [laughter]

**TOM CURLEY:** You know, it would take hours, days, to get some of the information that we can get through the sources that Vivian mentioned in literally seconds and minutes. So, the overall comprehensive nature of the reports today are so much better. The ability to tell the story is so much better. The fact that it can go around the world in seconds most of the time is better, especially if the report is accurate. So, there are things that are better. But clearly, the trust, the identification, the "Father Knows Best" mentality that guided the three screen newscasts of yesteryear, that has all changed. It's competitive, it's white hot competitive, and people are angry.

**MARVIN KALB:** I must say, to listen to you, I would imagine there's no problem with journalism at all. I mean, so what are you all complaining about? Why are you talking about revenues? Why are you talking about this and that? Everything is great.

**JON KLEIN:** I think for the reasons that Tom was just mentioning, we have a lot to be encouraged about. What you're talking about, really, is democratization of media. Media has become more--

**MARVIN KALB:** I know, but do you use that word and that ends up from your lips sounding as if it is it's perfect, it's wonderful. In a democracy, that's what you should have.

**JON KLEIN:** It's got a lot of potential. And we shouldn't be afraid of it. We should embrace it and figure out how our brands live in that environment. Now, I would have been really scared about 12 years ago when the web really took off, 1995. So what is that, 14 years ago? That's when at CNN-- You would have thought that CNN's business model was in serious trouble because our whole premise up until then had been, "Hey, you can get the news throughout the day." But the web made the news available throughout the day wherever you happened to be, as long as it was near a computer. Well, that should have killed us. And instead 14 years later, we're the number one news and information website online.

So that sort of tells you that you can figure out a way to make a trusted brand live in this wild west of a world that discerning viewers, the ones that Vivian believes in, will find you even if they come to you from Wikipedia or from Google or other sites that don't have the imprimatur. That's all encouraging.

**TOM CURLEY:** One quick post script here. There was something about those good old days, too, that we have to remember. There were several communities which didn't get covered.

**MARVIN KALB:** Several communities? Many.

**TOM CURLEY:** Many communities that didn't get covered, many stories, many major issues did not get covered. We're better at that today.

**MARVIN KALB:** And you think that you're covering all of those very important stories now?

**TOM CURLEY:** We still have herd instinct, we still make mistakes. There are things we miss, no question about that. But we're endeavoring to do a much more comprehensive job.

**MARVIN KALB:** Hang on a second, Alberto. I just want to take a moment now to remind our viewers and listeners that this is the *Kalb Report*. I'm Marvin Kalb and discussing the state of American journalism with Jon Klein of CNN, Alberto Iburgüen of the Knight Foundation, Vivian Schiller of NPR, and Tom Curley of the Associated Press. Alberto, I didn't mean to cut you off.

**ALBERTO IBARGÜEN:** That's all right. Just in that democratization, those communities, whether it's women, blacks, Hispanics, that didn't get covered before, or didn't get cover or were not written about in 1960 typically by women, by blacks, by Hispanics, now have access to media in a way that they simply have never had before.

I also think that-- I agree with the comment you made about brands. I think that the younger the news user, the more likely that person is to trust somebody he or she knows. And so, I think that has a lot to do with the popularity of MySpace and Facebook and that sort of thing. And that tends to be in almost every poll you look at, there's a greater and greater importance on knowing the source.

**MARVIN KALB:** Understood. And let me talk a little bit about this young audience. They've all been raised in the digital age. They're skilled in acquiring information in a hundred different ways. At the same time, you all are not only reaching for them, but you're trying to hold onto an older audience. Am I correct?

**JON KLEIN:** Absolutely.

**MARVIN KALB:** Yes, okay. I know that you're absorbed with this. How successful are you, Jon, with you?

**JON KLEIN:** Extremely successful because we live-- We're one of the most popular brands online, so for people who access their news on the web, we're the number one choice. For those who access their news wirelessly, we're among the very top choices. Now, that's a nascent market. We have to fight to keep that foothold, but boy that was a nice revelation when we discovered-- And we didn't have a strategy to insure this, it just happened through word of mouth, probably, or because of their familiarity with our brand on television and online. Now, they're starting to use us on mobile devices. So, we're pleased with it and that could be a harbinger of the future. Maybe ten years from now, we'll be sitting here and my successor will be running the vast wireless empire of CNN and TV will be a little afterthought that I'll still run.

**MARVIN KALB:** Jon, we may have you back in ten years.

**JON KLEIN:** I'd be happy to be back. [laughter]

**MARVIN KALB:** You don't find, Vivian, any difference between the younger crowd and the older crowd and what it is that they want and your search--

**VIVIAN SCHILLER:** Oh, absolutely.

**MARVIN KALB:** Do you feel that you're giving both audiences what they want and need?

**VIVIAN SCHILLER:** Not completely yet. I think we're giving, as proven by our most recent audience numbers, which are just coming out today from last fall, we're at record numbers. And so we are most definitely delivering our radio audience what they want. I mean, over 27 million people tune into NPR programming every week. It's extraordinary.

**MARVIN KALB:** Do you know whether they're young or old?

**VIVIAN SCHILLER:** The average age is in the upper 40s. What we've discovered--

**MARVIN KALB:** Do you consider that old or young? [laughter]

**VIVIAN SCHILLER:** Well, it depends. It's about on par for the median age from my last employer. I'm sorry to say this, Jon, but it's lower than the cable news network median age by about a decade. But, what's happening is we track it. The median age is not rising. People are aging into that medium, so that's fine. I mean, to me if our median age was rising, then I'd think we have a problem. But the fact is, people are growing into this medium. So the answer is what do we do about the younger generation? And the answer, the way that you do it isn't that simple, but the solution is very simple. Which is you have to reach the younger generation in the way they're using media today, which is not necessarily-- About 40 percent of our audience listens to NPR programming driving in their car, about 40 percent in their homes. Most younger people are not listening to radio in their homes. But, if you look at our Podcast median age, it's in the low to mid-30s. So that just shows that we've got to do a better-- So where are we not doing as good a job? We need to do a better job in delivering NPR quality content in other formats. And that is what we're intending to do.

**MARVIN KALB:** Alberto, how much of what we hear and see and read is noise and how much is news?

**ALBERTO IBARGÜEN:** I don't think I can give you a percentage. I mean, I think it always was probably more noise. I don't know that I would have said that--

**MARVIN KALB:** Always more noise?

**ALBERTO IBARGÜEN:** I think so. I think if you look at-- How many car crashes and fires have you ever looked at in local television news? I'd say you probably didn't look at it--

**MARVIN KALB:** [simultaneous conversation]

**ALBERTO IBARGÜEN:** But the percent, if you had looked at them all, the percentage would have been really, really high. So as Tom was suggesting, not everything was golden, not everything was perfect back then. I think as ever, we really need to figure out how-- We need to find signposts, we need to find ways for people to figure out what they value, what they don't. My concern with new media is the way that it can isolate because it's so efficient. It's so easy for you to only listen to people who are right wing, or for you to only listen to people who are left wing. And the beauty, and the thing that I-- I mean, I'm a newspaper guy. Now, I think and fund everything I can in new media, but my heart still belongs to a newspaper that gave a general report that was generally shared. That's really important. It was generally shared. It may not have included everybody, but it set a ground rule, it set an agenda, it defined things. And so you said, "Okay, that's a table. What are we going to do if we want to put something on it?" And the community can then go and determine its own interests and what they want to do about it.

**MARVIN KALB:** I want to just mention--

**ALBERTO IBARGÜEN:** Based on shared values, based on shared values.

**MARVIN KALB:** That raises another question. But I just wanted to mention, for all of us to know, that in preparing for this program, we invited the Publisher and the Chief Editor of *The New York Times* and *The Washington Post* and all four of these people said that they were busy tonight, which may be the case. But that's a shame--

**VIVIAN SCHILLER:** It would have been [simultaneous conversation]

**MARVIN KALB:** --because the newspapers are in this meltdown state right now that flies in the face of a lot of the upbeat stuff that we've been listening to up to this point on this program. And that is, for a lot of people, the heart and soul of the media. Because you wonder at a certain point what will the media be in 10, 15 years without newspapers? Or with such a reduction in the newspapers that it begins to affect the way we think about news, it begins to affect the way we think about democracy, for that matter. And I'm wondering, Jon, do you sit back from your perch, which seems a contented one at the moment from what you're telling us, do you recognize this linkage between a failing newspaper industry and the nature of journalism as we see it, understand it and think it may be?

**JON KLEIN:** I think we have to let go of that. That's a big emotional connection that a lot of people feel and it's not necessarily worthwhile.

**MARVIN KALB:** Explain that to me.

**JON KLEIN:** The world is changing. There are many other ways evolving for humans to commit journalism. You know, journalism, it's not really a profession, it's an obsession, you know? It's not really an occupation, it's a preoccupation for people who want-- Right? We would have all done it for nothing, right?

**MARVIN KALB:** No, you would not have.

**JON KLEIN:** We would too have. How much did you get paid for your first job? [laughter] We got paid dirt, nothing, but we do it because we just love it so much. And there are still going to be people who are just dying to get out there and talk about and find out about what's going on in their communities, and they're going to have more tools at their disposal.

**MARVIN KALB:** Have you had to fire anybody in the last year?

**JON KLEIN:** Sure.

**MARVIN KALB:** How many?

**JON KLEIN:** Fortunately, not that many. It's close to single digits, actually.

**MARVIN KALB:** Really?

**JON KLEIN:** Yeah, and that was part of the normal process of taking stock of what we really need and balancing that with where we need to be moving forward.

**MARVIN KALB:** What about all of the other parts of the media that are losing jobs left and right? You pick up a newspaper on any given day, you're going to read about 'X' newspaper having fired 'X' number of people. Vivian?

**VIVIAN SCHILLER:** I want to take a slightly counter point of view to Jon's, having just recently left *The New York Times* and I still feel *The New York Times* in my bloodstream and probably always will. I agree that we need to let go of a love of newsprint. I think that that is not necessarily-- I mean, I personally, even though I was running *The New York Times* website, I did during that entire time, and still do, read *The New York Times* in print every day. But I guess I'm-- That makes me a dinosaur. But I think-- I agree that we do need to let that go.

But what newspapers have, and unfortunately I think that the business model perhaps is just going to be unsustainable going forward, that I don't see existing very well in any other media, is true, in-depth enterprise and investigative reporting. There are pockets of it. There's no question there are pockets of it. You guys at CNN do a little bit, we do a very little bit. There are, of course, some wonderful television programs like *60 Minutes*, like *Frontline*, and some online investigative reporting. But I really fear for the absence of that and worry that other news media-- The expense of that type of reporting that newspapers really have dominated, not just in national newspapers but on the local level, that going away is a truly frightening proposition that I think we all need to grapple with. [applause]

**ALBERTO IBARGÜEN:** I don't think you even need to go to the national reporting. I've mainly worked in local newspapers, and think about what the food pages of a local newspaper did. They told you not just recipes, they told you about neighbors, they told you about people who came from other places, who did interesting things, who had different sets of beliefs. And this is also part of what a newspaper used to do and it was a shared-- It helped to share values.

I think what we need to be doing now, though, is experimenting to figure out how to deliver that going forward rather than bemoan the fact that print is leaving us. I think local radio, local television and local newspapers have all significantly withdrawn from, or are significantly diminished and maybe for the first time in the history of the republic, while we're living in this information paradox that you referenced earlier, we have more data, more information than we've ever had before. But we might well know more about the fact that there's a crisis in Darfur than about what the Board of Education did.

**MARVIN KALB:** And you may know less, as a matter of fact, because there is a tendency in cable news and the tendency on talk radio to go with stories hour after hour, sometimes week after week, and it becomes a soap opera. Each story becomes its own massive *Gone With The Wind*. And at a certain point, you only have a certain amount of time. And a few at CNN or Fox or MSNBC spend an enormous amount of time working on one story. You, then, deny to the public what they might have got of a very serious nature, by the way, if you had used a different set of judgments on the news. And I'm just wondering, Jon, from your point of view, are you worried that in an obsessive way, dealing with one story, that you are not covering-- You cut off the time when you could be covering other things like, for instance, an invasion of Iraq, like for example an oncoming economic meltdown?

**JON KLEIN:** Sure, and our entire strategy is built upon that concern. We don't report on--

**MARVIN KALB:** What are you doing about that?

**JON KLEIN:** We don't report on Natalee Holloway anymore, for example. We let the other networks-- We looked around. I came in four years ago, and we looked around at the landscape and we said, "Boy, the other--" To Vivian's point about new opinion or crap masquerading as news, we looked around and we saw, "Boy, they're called news channels, but a lot of these so-called news channels aren't really covering anything that that's important or worth anybody knowing. What if we were to cover that? What if we were to fill that niche and cover the real news?" Well, p.s., I mean, it takes a while to line your troops up behind that because keep in mind that's a new habit for folks, you know, who had been used to covering stories in a certain way.

But four years later, we owned television election coverage. We not only beat the other cable networks, we beat the broadcast networks because we devoted ourselves to covering the campaign in terms of the substance of the issues and who were these people and what were they going to do as President? And we studiously tried to avoid the food fight du jour. And now we're

trying to carry that over into our coverage of the economy. Last week, we devoted the entire week to our Road To Rescue coverage--

**MARVIN KALB:** I understand.

**JON KLEIN:** --as an exercise, almost, for our own staff at what is it like when you eschew and avoid those other subjects that just don't matter as much. It's working for us.

**MARVIN KALB:** Go ahead, Alberto.

**ALBERTO IBARGÜEN:** Marvin, if I could. Every one of the newspapers you mentioned earlier are local papers. There are some major metros involved. The ones that have--

**MARVIN KALB:** Chicago, L. A.?

**ALBERTO IBARGÜEN:** Well, that are in bankruptcy. They are the source of information for Los Angeles, they're the source of information for Denver. If you look at Boston, it's all the same. So when those go, who is going to provide that bonding information? Who is going to provide the information where democracy actually lives, where you actually are structuring-- Have structured the democracy? And that's my point about for the first time in the history of the republic, I think, we're delivering information in a way that is not consistent with the way we've structured democracy. We have either a global web or we have national organizations that deliver whatever the kind of national news, whether good, bad or indifferent. But nevertheless still taking a national perspective. But those newspapers that you mentioned were the ones that look at mayors, looked at congress people, looked at councilmen and women and that is happening shamefully less and less, even without going into bankruptcy.

**MARVIN KALB:** And state capitals are no longer being covered.

**ALBERTO IBARGÜEN:** Absolutely.

**MARVIN KALB:** And what you've got now is not the rich coverage of a rich democracy, the democracy, I hope, continues to be rich. But the coverage isn't. And Tom, you've been at this for a while. Are you not concerned that we are reaching a point where newspapers get thinner, not just literally thinner, but thinner in content, where you come upon a situation where ABC News strikes a deal with the BBC to cover Iraq, for example, and other places in the Middle East? Where on NPR you will as frequently come upon a British accent as opposed to an American reporter covering a story, which is an interesting question as to why?

**VIVIAN SCHILLER:** But there might be an NPR reporter with a British accent.

**MARVIN KALB:** That is correct. No, that's what I'm getting at. Why? But I'm asking Tom this because of sort of perspective on this issue. Do you sit there with the comfort that I am sensing here, when so much of this industry is in pain?

**TOM CURLEY:** No, you can't sit here and be comfortable with what's going on. But it's also no time to cry wolf and unduly punish ourselves. There are some tremendous opportunities in the coverage area. We have expanded international coverage because of some of the cutbacks elsewhere. We take our duties and our mission even more seriously than we did before.

**MARVIN KALB:** I'm sure.

**TOM CURLEY:** Now, on the state coverage and local and regional, first of all, Alberto has been part of something that's very special to try to understand this and he's put some serious dollars behind filling out some of these content niches. But, I'm also seeing this come from the private sector now. If we are stupid in what we fail to cover, if we make bad decisions, I have confidence, going back to what Vivian said earlier, that somebody is going to fill it in. It's not going to immediately be along the lines that it used to be, but it will be-- It's a gap that will be closed.

**MARVIN KALB:** But will this someone be a trained journalist who was there to cover news, understands the difference between opinion and the acquisition of hard information?

**TOM CURLEY:** Yes, there are many--

**MARVIN KALB:** But we're firing people left and right.

**TOM CURLEY:** That's true, but there are many people out there with expertise in given areas and who have a passion about it. You start to see it happen on the state level. You know, people care about the news. They are engaging with news in a way that they have not for decades. We're seeing it at all levels; local, state, national and internationally. And if we make the wrong decisions, those gaps will be closed. Not overnight, not exactly in the same way.

But I also need to pause here and say something since I do have a feeling the panel buried print, and I want to make the case that there will be print with us for decades. And some of the newspapers that you mentioned will be smaller, but I do believe they will be doing at least as much investigative or context reporting as they do now, and probably more because some of the breaking news function might go elsewhere, to Blackberry devices and mobile devices and other ways that news gets covered. But, there will be other, new players, new entrants. There will be more free newspapers, and many of them may be targeted at things such as entertainment, but also around issues. So, I think you'll see more media, for better or worse, but I think the opportunity is for people to go out and start things.

There is private equity money forming around filling some of those content gaps, and I believe over the next four to six weeks you'll see some announcements about online journalism and a new age of funding.

**MARVIN KALB:** Alberto, do you believe that foundations like the Knight Foundation can join up with other foundations and become the source of the resources necessary to either help existing news organizations or create new ones?

**ALBERTO IBARGÜEN:** I think probably the short answer is no. I don't think there's nearly enough money. I think you have to look for the kind of private investment that Tom was just talking about. I do think that foundations, and I wish there were other, more foundations like the Ethics and Excellence in Journalism Foundation, Carnegie is involved to some extent, Ford is involved to some extent, MacArthur is involved to some extent. And certainly that's one of our main missions. But there's not nearly enough money. What we should be doing is funding experiments. I think Tom just laid out a scenario where you could go in a hundred different directions, depending on which kinds of experiments, whether you go with mobile telephony or if you go with other kinds of wireless, it really depends-- It really will affect the nature of the business. We need to fund those experiments.

And then I really look forward to the day when we have some sense of how people want to receive their news. And then at that point, Knight Foundation and others can then step back and start funding best practices again. We used to be the main funder of journalism programs. We stopped funding a lot of those programs for the simple reason that you're going to teach best

practices for a world you can't define. And so we better figure out how folks want to get-- We've hardly touched on telephony, and if you think the medium is the message with a computer, wait until you try to figure out the delivery of news on a cell phone as the main source for an entire country.

**TOM CURLEY:** Just quick context. To fund the nonprofit part of AP, the base news agency, would take \$6 billion. Alberto, how much do you have? [laughter]

**ALBERTO IBARGÜEN:** I'll put in a third.

**MARVIN KALB:** This program is going to come to a close in about five minutes or so, but I wanted to use the remaining time to point out to you the obvious, which is that our audience is composed of a lot of young, aspiring reporters. And I would like to tell them certain things based on your own experience, and start with you, Vivian. What is the most important thing that you could point out to someone who is not yet in the business, but looks toward work in it?

**VIVIAN SCHILLER:** I would encourage them to-- You know, I'm fearful when I hear people who are thinking about journalism going, "Oh, there's no jobs, people are getting laid off. I'm not going to go into journalism." That scares me to death. We need everybody in this room to-- Every student in this room to be committed to a career in journalism because, I'm sorry, if I can speak on behalf of all my panelists, we're too old to figure out what the next delivery method is going to be. I'm sorry, but it's true. [laughter] We are, so we need you guys to figure it out, and so we need you to understand deeply the fundamentals of good journalism. We need deep news literacy in this country so that you carry the good habits forward and bring it into new platforms and new ways of telling the news.

**MARVIN KALB:** Jon, listening to all of you, I would say that it's an open question as to whether the old values of journalism, those that I was raised on, you were raised on, whether they'll still be around in ten years, and in what form.

**JON KLEIN:** Well, I think the audience is going to demand that those values are preserved because they demand accuracy above all else. They want to know that what they're reading or watching or listening to is for real and that they can count on it. And by the way, I would urge these guys in school to only go into it if you would do it for nothing because that's what will keep you driving. I mean, you'll probably get paid, but it's what keeps me going every day, is that I love it. It's just so much fun and every day is different and you have the urge and you can't help it. And that's what a journalist is, whatever vehicle happens to distribute the information you gather.

**MARVIN KALB:** Hey Jon, you can contribute your annual salary. [laughter]

**VIVIAN SCHILLER:** It may come to that.

**MARVIN KALB:** Tom, do you think that journalism schools are places where young journalists should go to pick up some of these value systems and technique?

**TOM CURLEY:** Well, absolutely. They still teach communication, they still teach storytelling, these are skills that can be used in any profession. But I also think our profession is going to undergo some enormous growth after we get through this valley. So, I would not give up on it. I think Jon is right, you do need to be flexible about how you're going to eat for a period of time. [laughter] And you make no bones about it, the next couple of years are going to be tough. But I would not give up on it, the opportunities abound.

**MARVIN KALB:** Okay. And Alberto, what about the watchdog role of journalism? Do you see it in this new world of connectivity, if there's such a word?

**ALBERTO IBARGÜEN:** Absolutely.

**MARVIN KALB:** Do you see the watchdog part of it?

**ALBERTO IBARGÜEN:** *The Voice of San Diego*, an online publication, I'll call it, an online news operation, breaks as much in San Diego as the newspaper in San Diego does. This is something - I mean, whenever I go through the airport in Miami, which is every week, I think about what my old newspaper, *The Miami Herald*, did to expose corruption, to show the kinds of problems that we were having back at that point. And I think not only is it fun, not only is it fun to find out stuff and tell it in a compelling way, but it's also important. It also really matters to the community. The community is better. We have a better airport, we have a better school system, we have a better whatever it happens to be. And I don't see any reason why that should only be thought about on paper.

**JON KLEIN:** We're not being naively Pollyanna, we can't afford to be. You're hearing people who are engaged every day in figuring out how to continue growing our businesses and this is the direction that we're going, we believe in it.

**MARVIN KALB:** And journalism will continue, more or less, in a recognizable shape?

**ALBERTO IBARGÜEN:** I think that's a big maybe.

**MARVIN KALB:** It's a big maybe?

**ALBERTO IBARGÜEN:** Yeah, I don't know where--

**MARVIN KALB:** Because it may not be recognizable?

**ALBERTO IBARGÜEN:** I don't know what we're going to look at as journalism. I think figuring out the truth is always going to be important.

**TOM CURLEY:** It depends on what you consider this.

**MARVIN KALB:** I know what I consider that. But in any case-- [laughter]

**TOM CURLEY:** You have all the stories and pictures and video you need right here. You know, I traveled through the Mideast this fall--

**MARVIN KALB:** No, no, time out, Tom. Tom, our time's up. You've heard that phrase before. I want to thank, first of all, our wonderful audience. You've really been terrific. But most important, I want to thank our panelists who've been absolutely splendid in defending your point of view. [laughter] Jon Klein, Alberto Ibarguen, Vivian Schiller and Tom Curley. I'm Marvin Kalb, and to all of you out there who still cherish a free press and a free society, stick to it, fight for it. Good night, and good luck. Thank you.

[applause]

**MARVIN KALB:** Ladies and gentlemen, this is now your turn to ask questions. And in the darkness out there, I think there are microphones, yes? And another one out here. If you have a question, please stand up and walk around to where the two microphones are located. I ask you,

please, to ask a question, keep it brief because there are a lot of people who would like to. Identify yourself, ask your question, starting here on the left, please?

**QUESTION:** Okay, my name is--

**MARVIN KALB:** Go ahead.

**QUESTION:** My name's Rob Runyan and I'm one of those young, aspiring journalists you talked about and--

**MARVIN KALB:** Are you still at GW? Are you at GW?

**QUESTION:** No, actually I just graduated from the Medill master's program.

**MARVIN KALB:** Oh okay, thank you. Please, go ahead?

**QUESTION:** So, it seems like the future is sustainable for the news industry, but for people who are trying to make a go of it as reporters, I feel a little bit like an actor who's watched reality stars take over prime time TV. They don't do it as well as they do, but they do it for free. So what would you say to people who are trying to make a go of it and how does the future look for us?

**MARVIN KALB:** Okay, Vivian you start.

**VIVIAN SCHILLER:** Well, don't give up. I mean, the good news-- I mean, the bad news is you're going to have trouble eating, as Tom said, for the next few years. The good news is there are more and more media outlets available. I think we've mentioned a lot of them on the panel tonight, so there are the traditional media organizations that some of us represent. But there are so many new online outlets that there are opportunities for you to be a working journalist, especially with your training, pretty quickly. So, you can begin to make your mark, the business model is a bit of an issue.

**ALBERTO IBARGÜEN:** I think it's a tough time. You know it personally, but if you think back-- I read an article in one of the Harvard magazines, they talked about 1400, 1500, 1600. Somewhere in there, Gutenberg invents the printing press. So before you've got a couple of monks who read *The Bible*, and then you've got almost anybody can read almost anything in between. And the point was that historians tend to focus on what was there before and then what we know occurred later with the rise of literacy and so forth and connected companies, and so on.

But in between in that 1500 part, when we were trying to figure out what the medium was going to be, what skills you really need to have, it must have been a really, really difficult time. Just like, I think, it's a very difficult time now. So you need to concentrate on the skills that I think are enduring, the skills of reporting, of figuring out what the facts, as best you can, what the facts really are, and the skills of storytelling. I think there's an explosion of storytelling going on, it's just not going on in the same mediums as when you and I first started to read.

**JON KLEIN:** By the way, those will be the same skills you need in order to get the job, we'll test your reporting. Information gathering, persuasion, telling your own story, identifying who the key players are. That's all what reporters do day in and day out. So, the test starts now.

**MARVIN KALB:** Okay, a question out there, please?

**QUESTION:** Yes, my name is Robert Branham and I am a veteran. And how do you respond to those in the community who still feel that the news is presented through the prism as represented by this audience?

**MARVIN KALB:** Represented by?

**QUESTION:** As represented by the makeup of this audience, the delivery of news?

**MARVIN KALB:** What are you trying to say?

**QUESTION:** What I'm trying to say is much of the news that is coming, print and on television, is seen through special lenses, targeted lenses, rather than reaching out to be more inclusive and represent and tell the story of other-- In a more positive vein rather than those gut-- As was mentioned earlier, the fire and the havoc that's going, rather than people who are successful.

**MARVIN KALB:** Got you. Okay, who would like to take a crack at that? Alberto, you were talking earlier about so many more people who were involved, so many different stories now?

**ALBERTO IBARGÜEN:** Yeah, I think the issue that you're raising will always be with us. I think whenever you put together a newsroom, you always had to ask the question, "Are we all in the room? Are we-- Do we actually represent the stories we're telling, the people we're trying to reach?" And I think most of the time in American journalism, the answer was no. And I think that's true, whether you're talking about African-Americans, whether you're talking about Hispanics, or until very, very recently, whether you were talking about women in newsrooms.

What I love about this small 'd' democratic new technology is that it doesn't ask for permission, it takes and it allows people access. How that then gets played out, how your story gets looked at, heard, can you get it on-- You can get something on You Tube, that's a recommended site, you've hit the jackpot. But how then you disseminate the news, that's a part of the business models that we're going to be figuring out. But the barriers to entry are definitely lowering.

**MARVIN KALB:** Okay, let's move on. Question over here, please?

**QUESTION:** My name's Farrell Uri (?), I just started working at Associated Press Television. And lately, I've been seeing sites where reporters pitch stories and then ask for citizens to donate money in different increments to fund these reporting projects. So I'm interested in your opinion on this philanthropic model of journalism whereby it's not seen so much as a business model, but as almost community service?

**MARVIN KALB:** Jon, take a crack. Did you want to get in--

**VIVIAN SCHILLER:** No, go ahead.

**JON KLEIN:** Was there a question in there?

**VIVIAN SCHILLER:** Because we've been doing it for a number of years, so but go ahead.

**JON KLEIN:** Oh, well go ahead.

**VIVIAN SCHILLER:** No, but you should talk about where the model is for commercial, yeah. Well, we do do that in public radio. I mean, that's one of the-- Especially on the station level. NPR doesn't solicit contributions directly from listeners. But all of our member stations do. So when you hear pledge drive, which I'm sure is your favorite time of the year for listening, but it's an

important part of the model and that also translates online, you know, it's an imperfect system for funding journalism, it's certainly not the complete picture. But, it has served us well, at least in noncommercial media, and I do not see it going away any time soon. I think, if anything, we are going to be more and more counting and encouraging our listeners to support us. But I think the notion of it extending to other forms of commercial media is a very interesting one, so.

**MARVIN KALB:** Do you think it will, Jon?

**JON KLEIN:** Not on those of us who are at the fat end, you know the long tail idea, right? That's more of a long tail kind of idea. A lot of micro niche interests can be fueled that way, kind of a pay as you go. It's like when you pay for the parking on the street and then you walk inside at the mini meter. I couldn't see it just agglomerating enough dough for a big, honking national or international.

**MARVIN KALB:** Yes, please?

**QUESTION:** My name is A. R. Hogan, I'm a science journalist who's a journalist and doctoral student at the University of Maryland. And it's often been stated that newspapers and wire services provide the first rough draft of history, and newspapers provide such a central identity to communities in the four or five hundred years since proto newspapers emerged. What I'm worried about, I'd like to get the panelists to comment on, is what will future historians do and the wider public, without this rich contemporaneous depth of coverage of what it was like to live through these times so we can go back and create a picture of what this piece of history was like to live through if we don't have those newspapers to draw on?

**MARVIN KALB:** Tom, you want to take a crack?

**TOM CURLEY:** Well look, there have been some serious cutbacks and in some cities, you can see it and you can feel it. And none of us can sit here and deny that that has occurred. But overall, there has been a lot of strong journalism that continues, it's not going away. There are still tens of thousands of reporters out there, our staffing is pretty close to what it has been historically. There are organizations that are expanding. So again, the public is there and the public is funding a lot of this.

I also want to point out in terms of the information flow, there's something called an iPod and you can get books on iPod, you can get access to material and use it in so many different ways. So, we just can't deny the fact that there is a new, rich stream of information that's being created and you can make fun of my mobile, but I was able to get through everywhere but Havana in the last year, including throughout the Middle East, and get complete report, the top 25 AP stories, the top pictures, some video and access to other news sites on the web.

So, there is a stream out there and we do have access to information in ways that have never been better, frankly.

**MARVIN KALB:** Out there, please?

**QUESTION:** Hi, my name is Jessica Weinstein. I'm a freelance reporter and producer. And my question is something that I know you all are debating in your newsrooms, quality versus quantity. A lot of us, I've been doing this ten years, are retraining. We're trying to figure out what you want so we can continue doing what we love to do. But what is the threshold for quantity? How much growing room do we have to continue doing and having some job satisfaction and consider that we're doing quality work when we need to be learning these new media?

**MARVIN KALB:** Hmm. Vivian?

**VIVIAN SCHILLER:** I'll take that one, because I think the issue for us is not so much-- I mean, we have fixed number of hours a day we produce programming, radio programming. I think the time challenge for our newsroom is how do you feed multiple beasts now that you have-- You know, we have our radio programs, but we want to use the brain power and the talent and the knowledge of our reporters to also feed our website, to create text pieces for our website, to do supplemental audio, to do blogs. And part of it is obviously people's time is not infinite.

But one of the things we're trying to do, actually, with a lot of support from the Knight Foundation, so I'll take the opportunity to thank you, is Knight has funded multimedia training for our entire newsroom. We're sending every journalist, every radio journalist at NPR through this training so that when they conceive a story from the beginning, they're conceiving it in multimedia and thinking about what's the best way to convey the story? This is the best way to convey it in audio, but what are other ways to deliver it? It doesn't expand the number of hours a day, but it gets you thinking on multiple levels at the same time.

**JON KLEIN:** So one really well-told story or deeply-researched story can then live on multiple platforms if you conceive of it from the beginning the way that Vivian's talking about. And that, then, solves your time versus-- You know, do fewer things with greater depth and intelligence and you can feed back to various platforms much more easily.

**MARVIN KALB:** That's a question that I'd like to-- Forgive me, I've got to ask a question-- You're a White House correspondent and you're trying to cover the news, and it's hard to do. It takes time; you got to read, you got to talk to people. And what you want is for that reporter not only to do the piece for the morning news or *All Things Considered* in the afternoon, but all of these other platforms that you're talking about. When does that reporter have that additional time to call, to check, to double check, to find out what the heck is going on? There was a reporter, I won't mention the name, working for CNN--

**JON KLEIN:** So scary when you point like that, you know? [laughter]

**MARVIN KALB:** No, no, at--

**TOM CURLEY:** We'll call him O'Reilly.

**MARVIN KALB:** At CNN, there was a reporter once who said, on the air, "Stop asking me these questions, I've got to talk to somebody." You know? So when does this happen? This is, I think, a very serious problem. Yes, please?

**QUESTION:** My name is Anne Leiko (?) and I'm probably the consumer of a lot of your news and someone who has been a subscriber to multiple newspapers, who watches television. And I know from going around the country, particularly in campaigns, I'm a minority by a long shot of Americans. I am really concerned about the loss of so many of our great newspapers, both for the depth and the breadth of the news that they do. I'm concerned about the loss of all those editors that are under appreciated, including the copy editors, of the archives, of the history, of the librarians.

**MARVIN KALB:** Question, please?

**QUESTION:** Of all those people. And what I am concerned about, you're talking about new media, is people going to all these different things, including the internet. But when the studies

show what they're going to are the major newspaper sites like BBC, *The New York Times*, *The Washington Post* and others, and when those disappear--

**MARVIN KALB:** Ask your question, please?

**QUESTION:** Where are we going to get the news, because that's where the news, the headlines on radio and television all come from, are the front pages of our newspapers. And without that and the breadth I'm concerned about, is the-- In terms of democracy as a people having what you talked about a little bit--

**MARVIN KALB:** I got you.

**QUESTION:** A common sense of the issues and the values.

**MARVIN KALB:** Got you.

**QUESTION:** What is going to replace that with these little--

**MARVIN KALB:** We're with you. We're with you.

**QUESTION:** These little electronic things?

**MARVIN KALB:** I tried to ask that question for an hour. [laughter] Alberto, you try to answer it again.

**ALBERTO IBARGÜEN:** And for an hour, I told you that I share this concern. But what we've got to be doing now is doing experiments. We've got to experiment like the Spot.us that somebody referenced. I think you're probably right about that as a national. I think you're also probably right about that place where people bid on a story and support a story. I think that is going to be a very interesting way for local newspapers to do local reporting. We're going to find it out. We have to, because I think people do value sharing information, they value the truth. And if it isn't in the old business model, we'll find the new one. I really believe that.

**MARVIN KALB:** Good. Yes, please?

**QUESTION:** Hi, An Yong (?) with New Tang Dynasty TV, an independent Chinese-American TV network based in New York. Two months ago in Beijing, they held the Annual Foreign Propaganda Conference and things, you know, Beijing nowadays way being cash, they were eyeing the western media as some investment options. And if you were some CEOs or board members of a financially difficult media here in the United States, would you consider those offers? Oh by the way, in their discussions, CNN is especially mentioned [laughter] because--

**VIVIAN SCHILLER:** There you go, Tom.

**JON KLEIN:** Our problems are solved.

**MARVIN KALB:** [simultaneous conversation] --Jon.

**QUESTION:** Because Beijing felt their way of battling CNN and other western media, of your badmouthing and bad imaging of-- Especially regarding Tibet and pre-Olympics broadcast is not sustainable. So why don't we own some western media?

**MARVIN KALB:** Thank you.

**JON KLEIN:** If you can't beat 'em, buy 'em, right? Well, see in the specific case of CNN, we're part of a big, multinational conglomerate called Time Warner, so it's a lot more complex discussion than you might think. No one can just buy CNN unless Time Warner tired of us as an asset, but we're highly profitable for them and kind of the jewel in the crown. So, that's not likely to happen. But, you know, who's to say that some foreign entity couldn't scoop up a domestic--

**TOM CURLEY:** Well, there are some rules, but it's possible--

**JON KLEIN:** Depending what they are.

**TOM CURLEY:** We had a conversation, as you know, Carlos Slim made an investment in *The New York Times* and you could roll up the U.S. newspaper industry with a few billion dollars now. And billion sounds like a lot of money, but it's a lot less than what it was a few weeks ago. [laughter] And it is very possible that someone can come in, who believes in newspapers and sees a model and sees it maybe as a telecommunications industry where there are a few major players and comes in and tries something like that. So it is not out of the question. I don't think we should pick on China or Mexico or anybody else tonight, but I think everyone needs to understand, somebody with a vision, somebody with an idea and some heart and guts can do it and really for a couple billion dollars own many, many media properties.

**JON KLEIN:** But if you wanted to build for the future, you'd probably buy online or wireless entities before you'd buy newspapers.

**MARVIN KALB:** Yes, please?

**QUESTION:** Hi, I am Audrey and I'm an undergrad studying here doing an internship for this semester. But I recently lost my job at Tribune Broadcast when the whole bureau got laid off. So, I'm really worried about my future as a video journalist. And I was just wondering what skills, what specific career path would look best on my resume, or what path I should take?

**MARVIN KALB:** Well, thank you for that question, by the way, thank you very much. Who would like to attempt an answer, wide open. Tom?

**TOM CURLEY:** There are a couple of things. First of all, the storytelling is moving to video. So, this is going to be a fast expanding area as soon as we get through some period of time. We really are not trying to hedge and run from the questions, but as Jon said earlier, it is a very difficult moment and it's almost impossible to know what's going to happen next week. It's very difficult for any of us to plan. Anyone who's running an organization today gets up and asks, "How much cash is in the bank? We need to know that." And things are that tough.

But beyond that, the trend is toward video. A number of us need to hire video journalists, or shift resources into video journalists. So, I would say don't give up. The other quick point I'll make is go where we ain't. If state coverage now matters, go to some states where it is mattering more. And I can name a whole lot of names out there where the public is very interested. There has been a cutback in the number of journalists. Somewhere, there's an opportunity. Somewhere, somebody will fund you.

**MARVIN KALB:** I think that's a good place to end our discussion. I want to again thank our panelists and again thank all of you. God bless you.

[applause]

END