

Responding to Disruption

The Journalism Digital News Archive Initiative

Edward McCain, Digital Curator of Journalism

Donald W. Reynolds Journalism Institute / University of Missouri Libraries



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“The Donald W. Reynolds Journalism Institute engages media professionals, scholars and other citizens in programs aimed at strengthening journalism in the service of democracy. RJI generates and tests new techniques and new thinking that promise to improve journalism.”

Case Study Analysis Systems Thinking Solution

Responding to Disruption

The Journalism Digital News Archive initiative

RIP Tucson Citizen 1870-2009





The Tucson Citizen Morgue



The Tucson Citizen Morgue



The Tucson Citizen Morgue



The Tucson Citizen Morgue



The Tucson Citizen Morgue



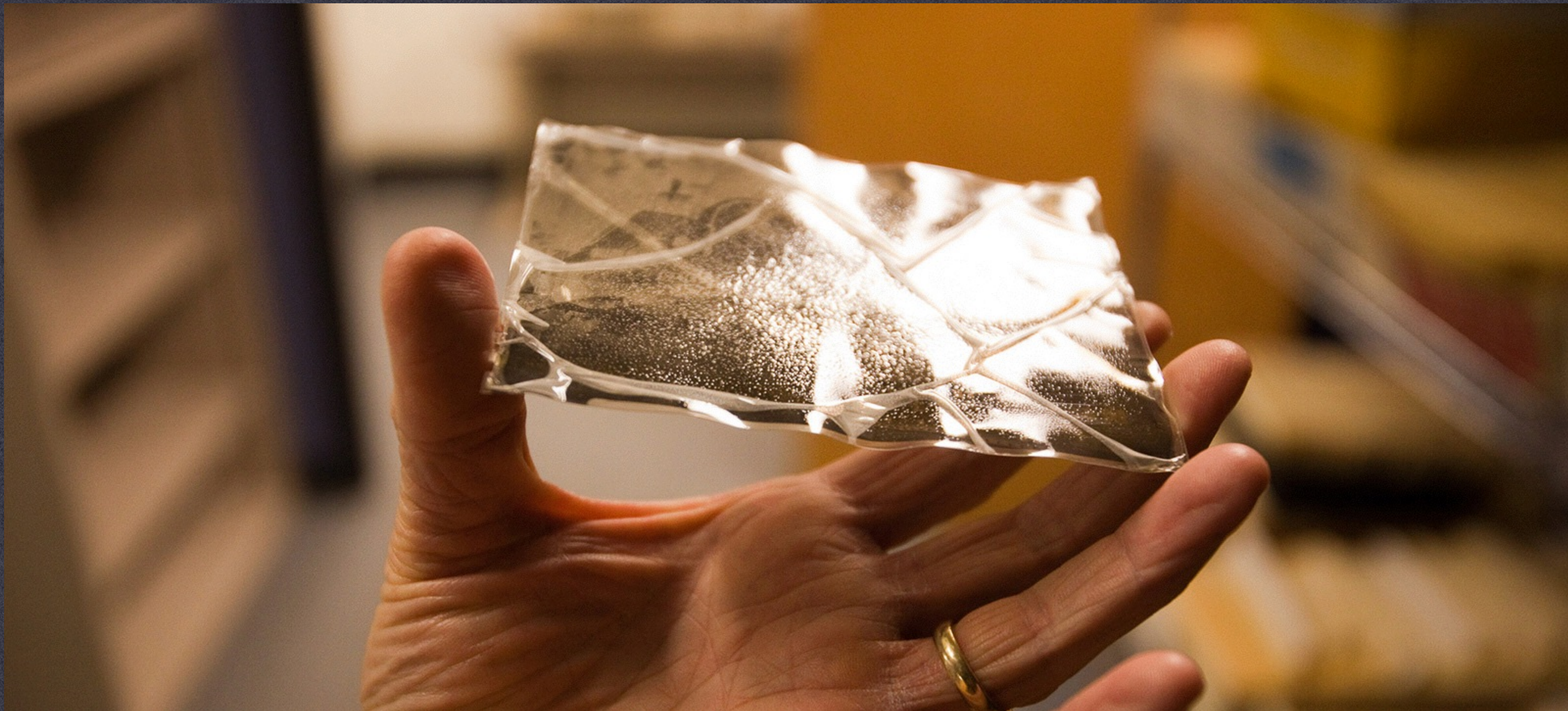
The Tucson Citizen Morgue



The Tucson Citizen Morgue



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The Tucson Citizen Morgue

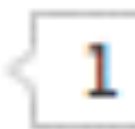
Citizen Online Archive, 2006-2009

This archive contains all the stories that appeared on the Tucson Citizen's website from mid-2006 to June 1, 2009.

In 2010, a power surge fried a server that contained all of videos linked to dozens of stories in this archive. Also, a server that contained all of the databases for dozens of stories was accidentally erased, so all of those links are broken as well. However, all of the text and photos that accompanied some stories have been preserved.

TucsonCitizen.com beta version lau today

by Mark B. Evans on Jun. 01, 2009, under Local



UPDATE: We're working out some last minute glitches and the new site sh

At about noon today, we will switch over to the beta version of the new Tu

The Tucson Citizen Morgue

Search the Citizen

Google™ Custom Search

Search

Our Digital Archive

This blog page archives the entire digital archive of the Tucson Citizen from 1993 to 2009. It was gleaned from a database that was not intended to be displayed as a public web archive. Therefore, some of the text in some stories displays a little oddly. Also, this database did not contain any links to photos, so though the archive contains numerous captions for photos, there are no links to any of those photos.

There are more than 230,000 articles in this archive.

In TucsonCitizen.com Morgue, Part 1, we have preserved the Tucson Citizen newspaper's web archive from 2006 to 2009. To view

TUCSON CITIZEN MORGUE, PART 2 (1993-2009)

Arizona breaks homer record in win

by Tucson Citizen on May. 16, 2009, under Sports



f Recommend

1

Send

Citizen Staff Report
THE FINAL EDITION

Citizen Staff Report

The Arizona softball team broke the national home run record as it beat Tennessee-Martin 9-3 on Friday afternoon in an NCAA regional game in Louisville.

The Wildcats advance to play Louisville at 7 a.m. Tucson time Saturday.

The record-breaking blast came from Stacie Chambers in the third inning. That was the 127th home run of the season for UA, breaking the record held by Arizona's 2001 team.

"I do not think they give a national championship on home runs," said UA coach Mike Candrea in a news release. "It is games that you have to win."

Sarah Akamine (20-6) was the winning pitcher for the Wildcats. She pitched the first three



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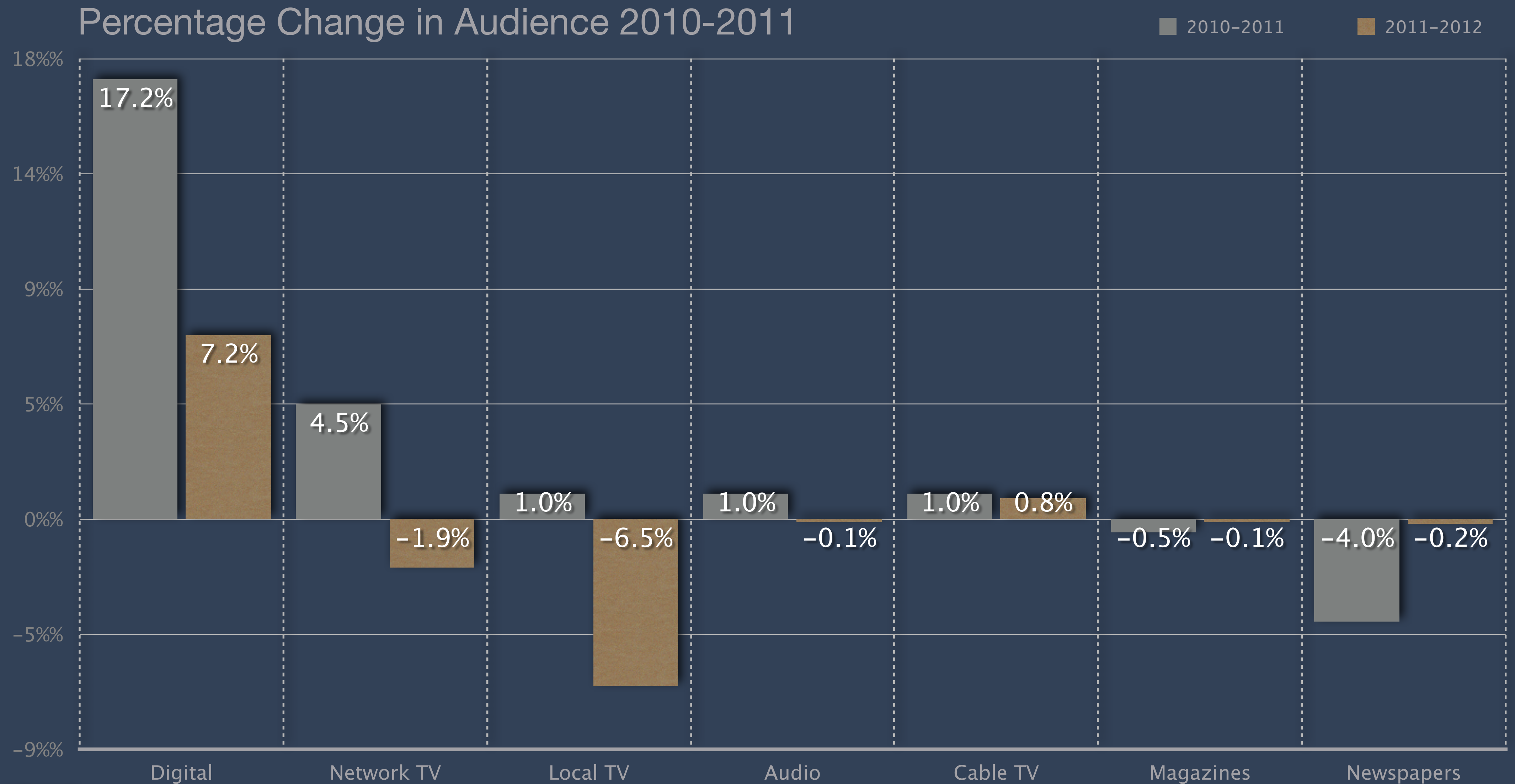
The Tucson Citizen Morgue



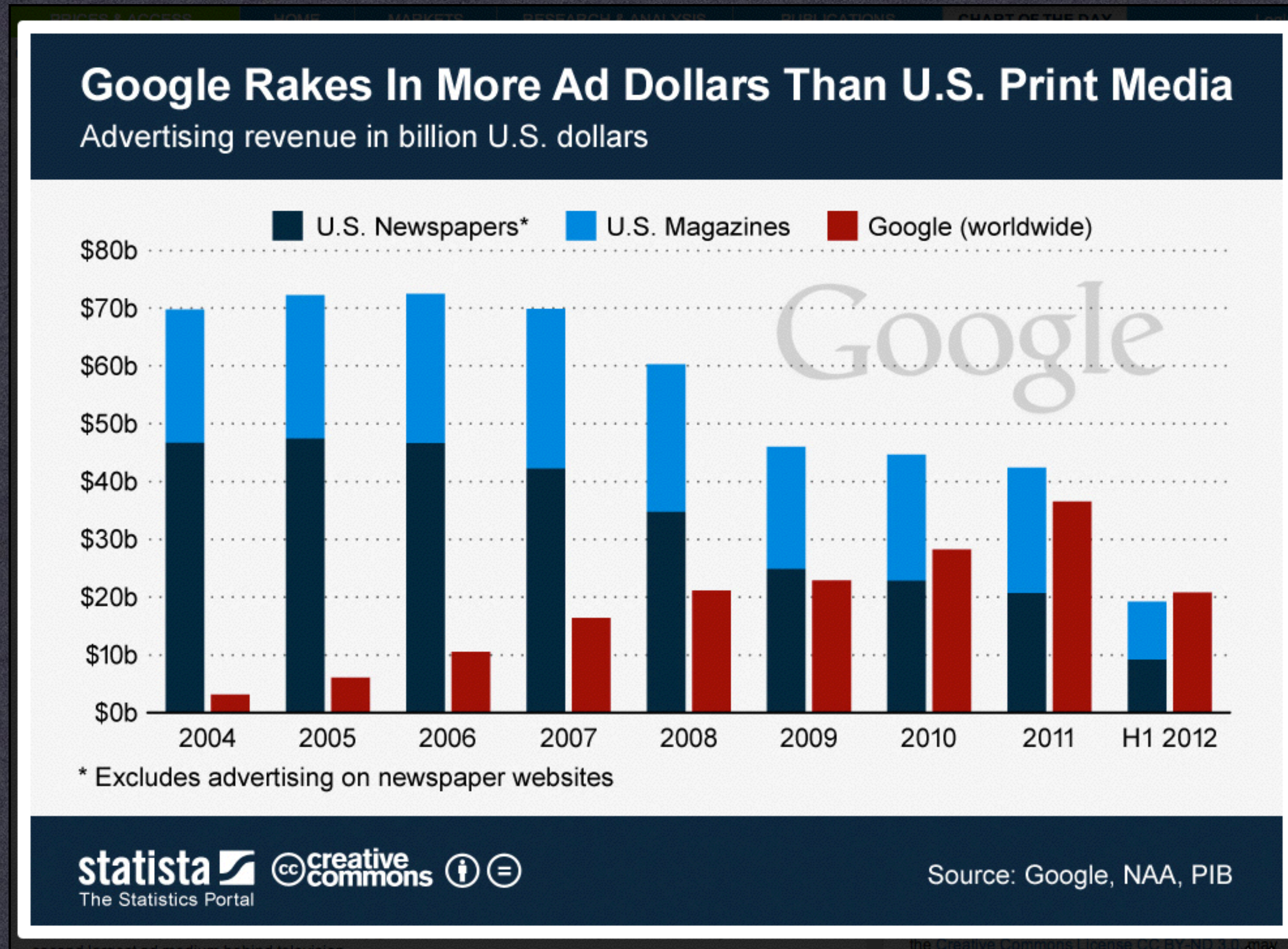
The Tucson Citizen Morgue

What happened?

What happened?



What happened?



What happened?



Jeff Bercovici
Forbes Staff

FOLLOW

I cover technology with an emphasis on social and digital media.
[full bio →](#)



MEDIA & ENTERTAINMENT 8/14/2013 @ 7:40AM | 11,743 views

Sorry, Craig: Study Finds Craigslist Took \$5 Billion From Newspapers

16 comments, 8 called-out + Comment Now + Follow Comments

For years, newspaper publishers have been saying Craigslist cut the legs out from under their industry by offering a cheap, easy online alternative to their classified advertising pages. For years, Craigslist's creator, Craig Newmark, has been refusing to shoulder the blame.

[As recently as this week](#), in fact, he was insisting it was still far from a settled question. "I'm still waiting to see any hard evidence for cause-and-effect," he told the New York Times. "I've been paying attention for a long time."

Well, Craig, you can stop waiting. [A new study](#) by two business school professors examined the issue and concluded that, indeed, Craigslist took a giant bite out of newspapers' revenues — some \$5 billion between the years 2000 and 2007. And that's not even looking at the Times, the [Wall Street](#) Journal or USA Today, which the authors left out in order to have a more homogeneous sample.

"Our study definitely suggests that Craigslist has had a huge effect on newspapers," says Robert Seamans, an assistant professor of management and organizations at the NYU Stern School of [Business](#). Coauthored with Feng Zhu of Harvard Business School, the paper will be published by the journal [Management Science](#).

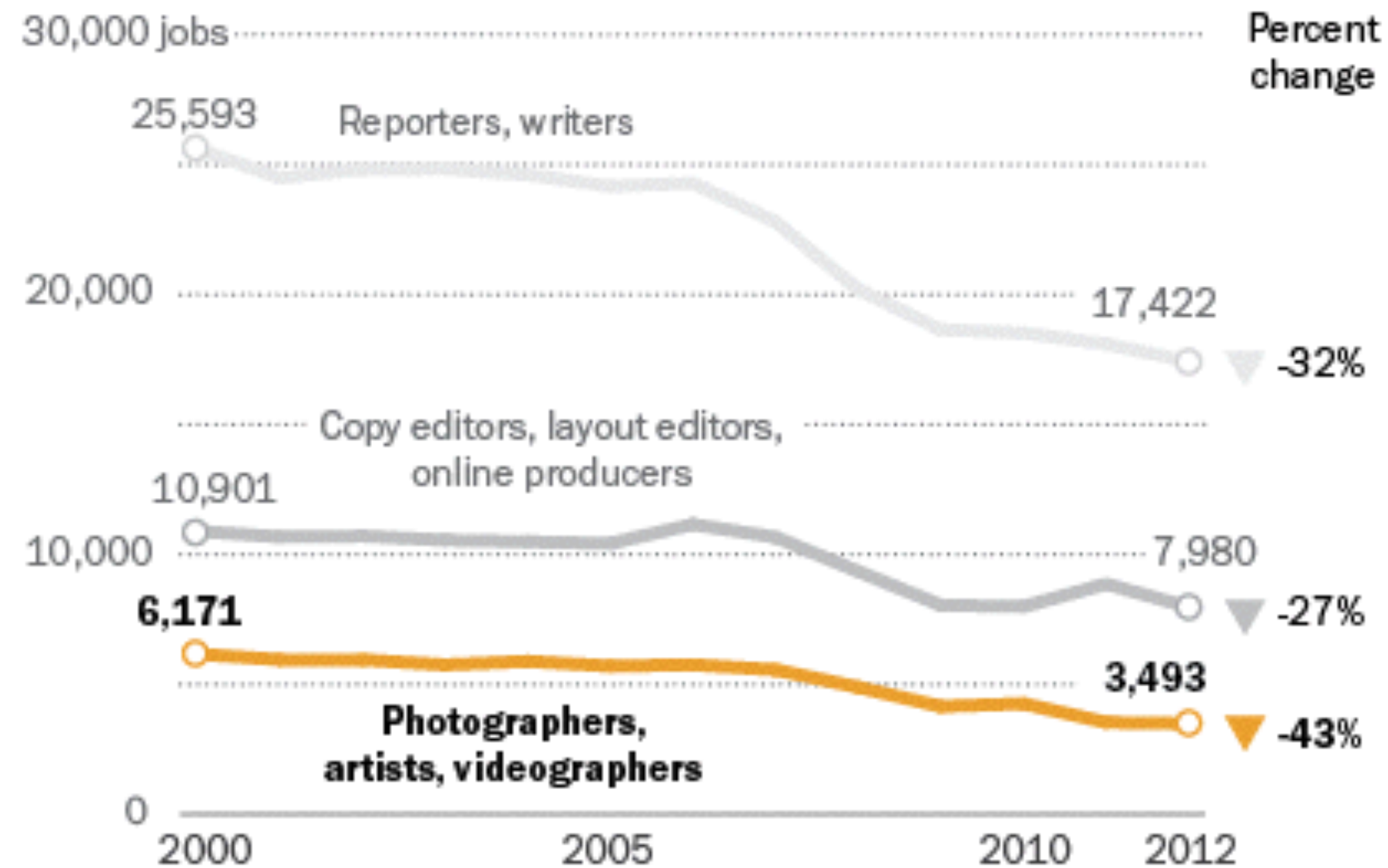


Wrong, but not a killer. (Photo credit: Wikipedia)

What happened?

Photographers Among Those Hit Hardest by Job Cuts

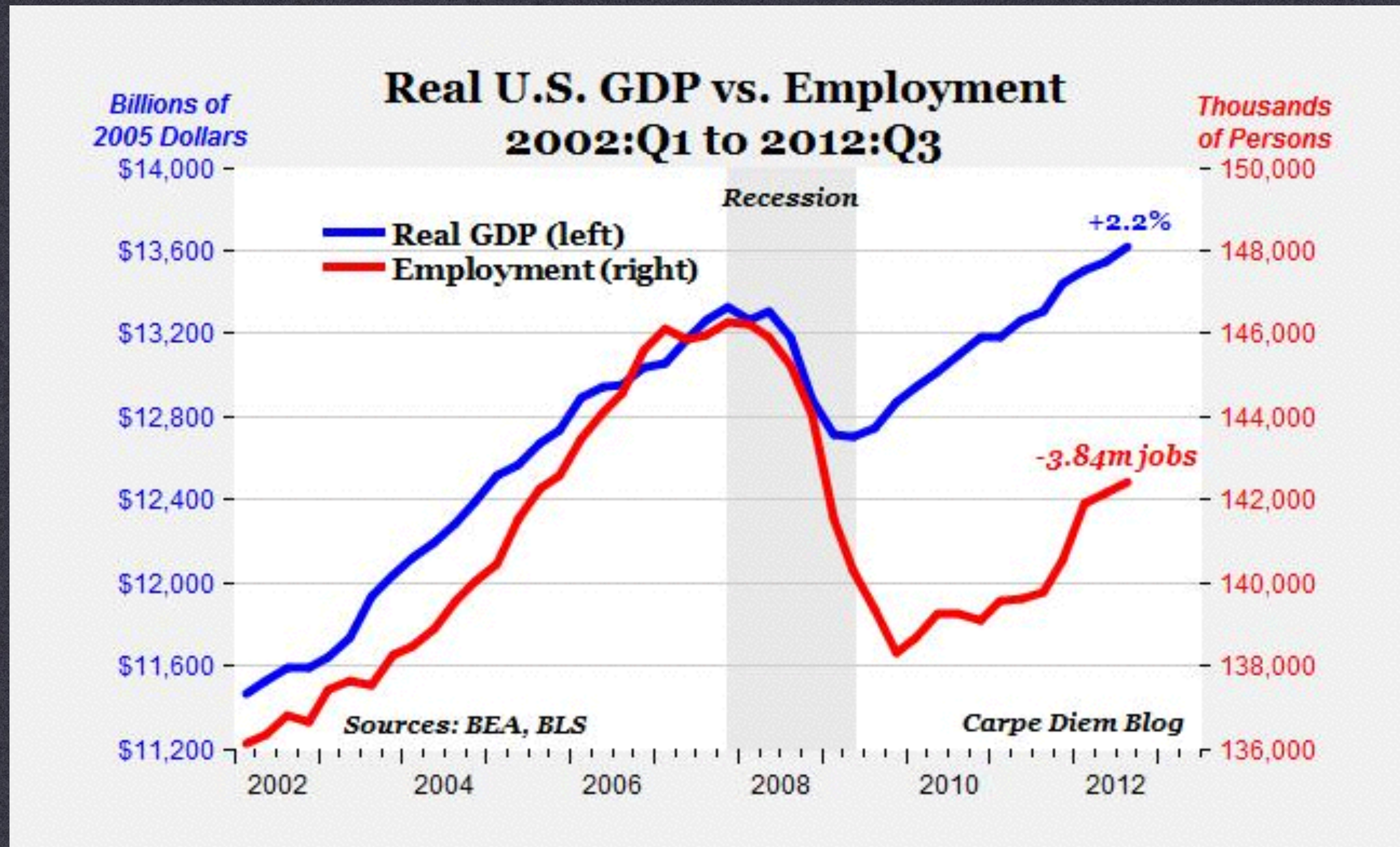
Number of U.S. newspaper jobs, by job category



Source: American Society of News Editors

PEW RESEARCH CENTER

What happened?



What happened?

Citizen Library

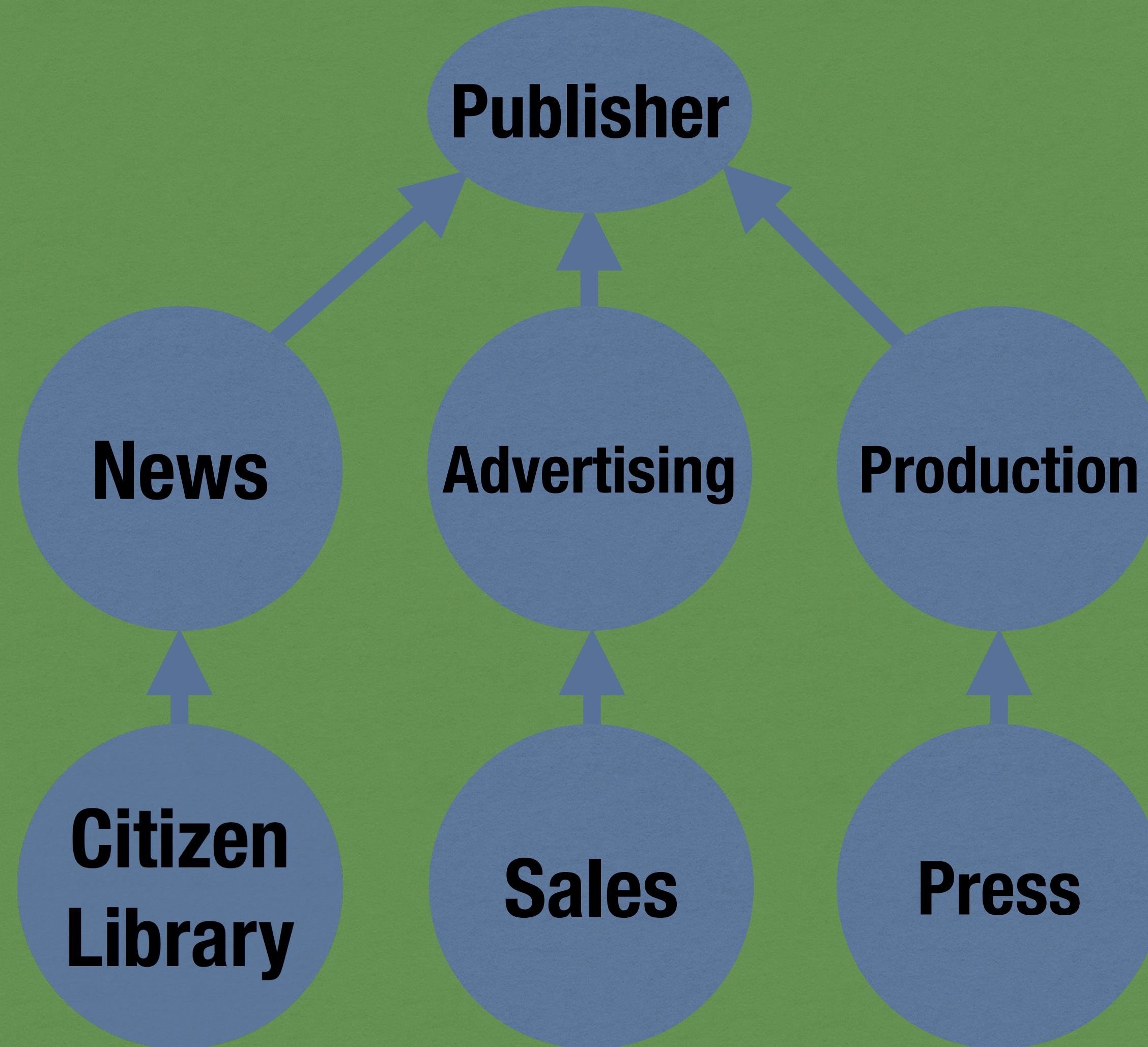
Clippings
Microform
Photographs
Digital Formats

What happened?



**Citizen
Library**

The Tucson Citizen



Gannett Newspapers

USA Today

The Montgomery Advertiser

The Arizona Republic, Phoenix

The Tucson Citizen

The Baxter Bulletin

The Desert Sun, Palm Springs

The Salinas Californian

Tulare Advance-Register

Visalia Times-Delta

Fort Collins Coloradoan

The News Journal,

Wilmington

Florida Today, Brevard County

Fort Myers News-Press

Tallahassee Democrat

FSView & Florida Flambeau

Central Florida Future

Seminole Chronicle

Pacific Daily News, Hagatna

The Indianapolis Star

Journal and Courier, Lafayette

Chronicle-Tribune, Marion

The Star Press, Muncie

Palladium-Item, Richmond

The Des Moines Register

Iowa City Press-Citizen

The Courier-Journal,

Louisville

The Town Talk, Alexandria

The Daily Advertiser, Lafayette

The News-Star, Monroe

Daily World, Opelousas

The Times, Shreveport

The Daily Times, Salisbury

Battle Creek Enquirer

Detroit Free Press

Lansing State Journal

Times Herald, Port Huron

Press & Argus, Livingston

County

St. Cloud Times

Mississippi

Hattiesburg American

Springfield News-Leader,

Springfield

Reno Gazette-Journal

Asbury Park Press

Courier-News, Bridgewater

The Courier-Post, Cherry Hill

Home News Tribune, East

Brunswick

Daily Record, Morristown

The Daily Journal, Vineland

Ocean County Observer, Toms

River

Press & Sun-Bulletin,

Binghamton

Star-Gazette, Elmira

The Ithaca Journal

Poughkeepsie Journal

Democrat and Chronicle,

Rochester

The Journal News,

Westchester County

Asheville Citizen-Times

Newspaper Network of

Central Ohio

Telegraph-Forum, Bucyrus

Chillicothe Gazette

The Cincinnati Enquirer

Coshocton Tribune

The News-Messenger,

Fremont

Lancaster Eagle-Gazette

Mansfield News Journal,

Mansfield

The Marion Star

The Advocate (Newark),

Newark

News Herald, Port Clinton

Times Recorder, Zanesville

Statesman Journal, Salem

The Greenville News

Link (magazine)

Argus Leader, Sioux Falls

Dell Rapids Tribune, Dell

Rapids

The Leaf-Chronicle,

Clarksville

The Jackson Sun

The Daily News Journal,

Murfreesboro

The Tennessean, Nashville

The Spectrum, St. George

The Burlington Free Press

The News Leader, Staunton

Door County Advocate

The Post-Crescent, Appleton

The Reporter, Fond du Lac

The Green Bay News-

Chronicle (folded 6/3/05)

Green Bay Press-Gazette

Herald Times Reporter,

Manitowoc

Marshfield News-Herald

Oshkosh Northwestern,

Oshkosh

The Sheboygan Press

Wausau Daily Herald

Wisconsin Rapids Daily

Tribune, Wisconsin Rapids

Gannett Newspapers

USA Today

The Montgomery Advertiser

The Arizona Republic, Phoenix

The Tucson Citizen

The Baxter Bulletin

The Desert Sun, Palm Springs

The Salinas Californian

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Marshfield News-Herald

Oshkosh Northwestern,

Oshkosh

The Sheboygan Press

Wausau Daily Herald

Wisconsin Rapids Daily

Tribune, Wisconsin Rapids

GANNETT

It's all within reach.

Gannett Newspapers

Gannett Broadcasting

Gannett Government Media

Newsquest (UK)

The Big Lead

Captivate Network

Clipper Magazine

Gannett Foundation

Gannett Digital

Gannett Healthcare Group

MMAjunkie.com

Pointroll Inc.

ShopLocal

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ShopLocal

World's top 10 media conglomerates



TimeWarner

VIACOM

News Corp



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World's top 10 media conglomerates



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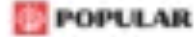








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It's all within reach.

BERTELSMANN

World's biggest public companies

1767		Popular	United States	\$2.2 B	\$0.2 B	\$36.5 B	\$2.9 B
1768		AOL	United States	\$2.2 B	\$1 B	\$2.8 B	\$2.6 B
1768		Gannett	United States	\$5.4 B	\$0.4 B	\$6.4 B	\$5 B
1770		Hokkoku Bank	Japan	\$0.8 B	\$0.1 B	\$41.3 B	\$1.3 B
1771		CC Media Holdings	United States	\$6.2 B	\$-0.4 B	\$16.3 B	\$0.2 B
1771		Quanta Services	United States	\$5.9 B	\$0.3 B	\$5.1 B	\$6.3 B
1773		Kimberly-Clark de Mexico	Mexico	\$2.3 B	\$0.3 B	\$2.2 B	\$9.6 B

What happened?

"Dramatic changes in our industry combined with the difficult economy ... means it is no longer viable to produce two daily printed newspapers in Tucson"

- Bob Dickey, president of Gannett's U.S. Community Publishing Division

Profits for Gannett and Lee's business partnership, Tucson Newspapers Inc., were \$16.5 million in 2008 and its profit margins exceeded 19%

USA Today, May 16, 2009

The news prompted Attorney General Terry Goddard to file a motion for a temporary restraining order and a lawsuit alleging that the Citizen's closure violates state and federal antitrust laws

USA Today, May 16, 2009

What happened?

Some factors:

- ✱ News library dependence entirely on funds from one organization
- ✱ Newspaper management slow to react to the Internet
- ✱ Other organizations created more attractive models for advertising
- ✱ Corporate focus on quarterly profits makes long-term investments less attractive

What happened?

Some factors:

- * A joint operating agreement between the Citizen and Star had unexpected consequences
- * News libraries seen as cost centers, not as assets
- * Many potential news library stakeholders not part of the process
- * No chain of custody in place for content

A systems thinking approach

- ✱ **Systems thinking** has roots in General System Theory advanced by Ludwig von Bertalanffy (1940s) and Ross Ashby (1950s)
- ✱ Systems thinking has been defined as an approach to problem solving, by viewing "problems" as parts of an overall system, rather than reacting to specific parts, outcomes or events and potentially contributing to further development of unintended consequences.

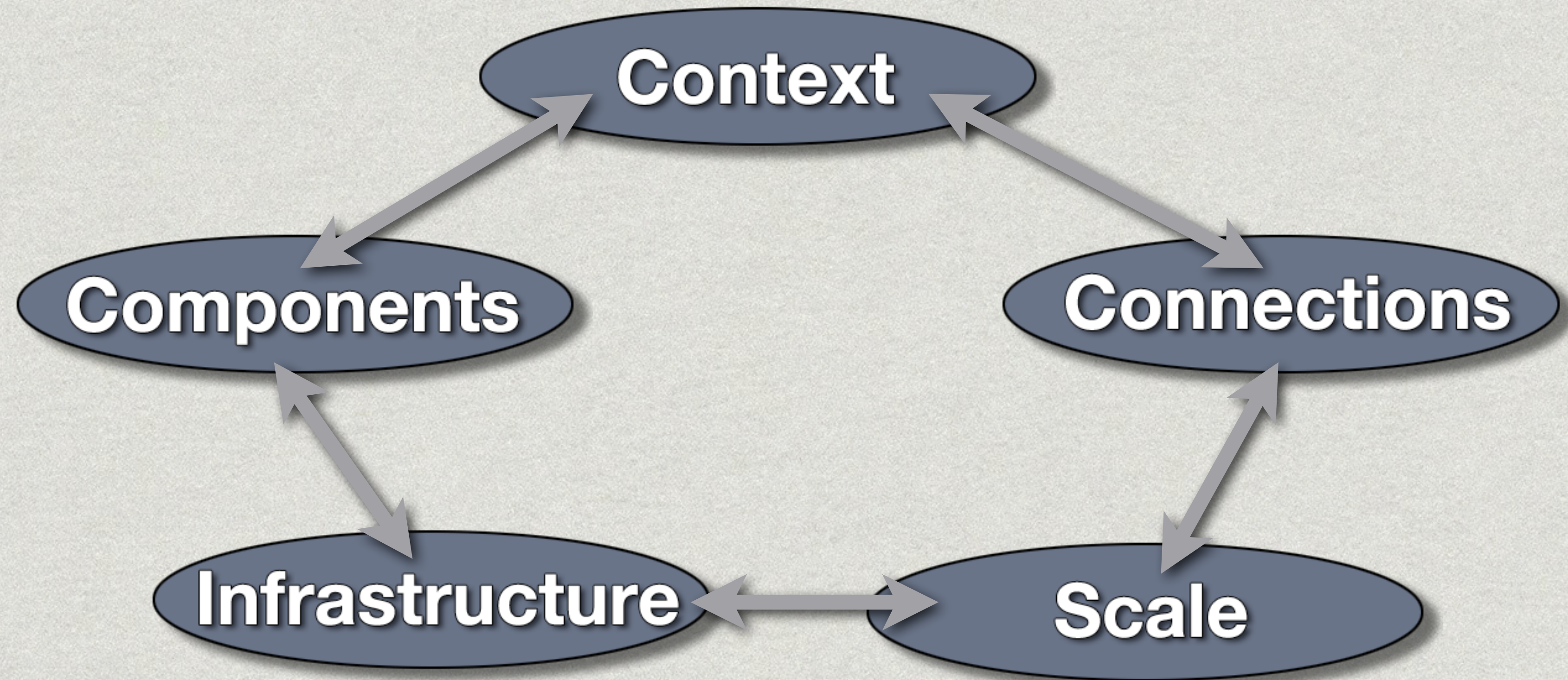
A systems thinking approach

A system is a set of interacting or interdependent components which interact with each other within the system's boundaries to function as an integrated whole. The nature of the whole is always different from and greater than the sum of its unassembled individual parts.

A systems thinking approach

- ✱ **Systems initiatives** are organized efforts to improve a system and its impacts. They can be publicly or privately funded or a combination of the two.
- ✱ **Systems initiatives** are also called **systems building**, **systems change**, or **systems reform**. Systems building often refers to efforts to create policies, funding, programs or services that make up the system. Systems change or reform efforts tend to take place on the “front lines” of practice.

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Context

– Improving the political environment that surrounds the system so it produces the policy and funding changes needed to create and sustain it.

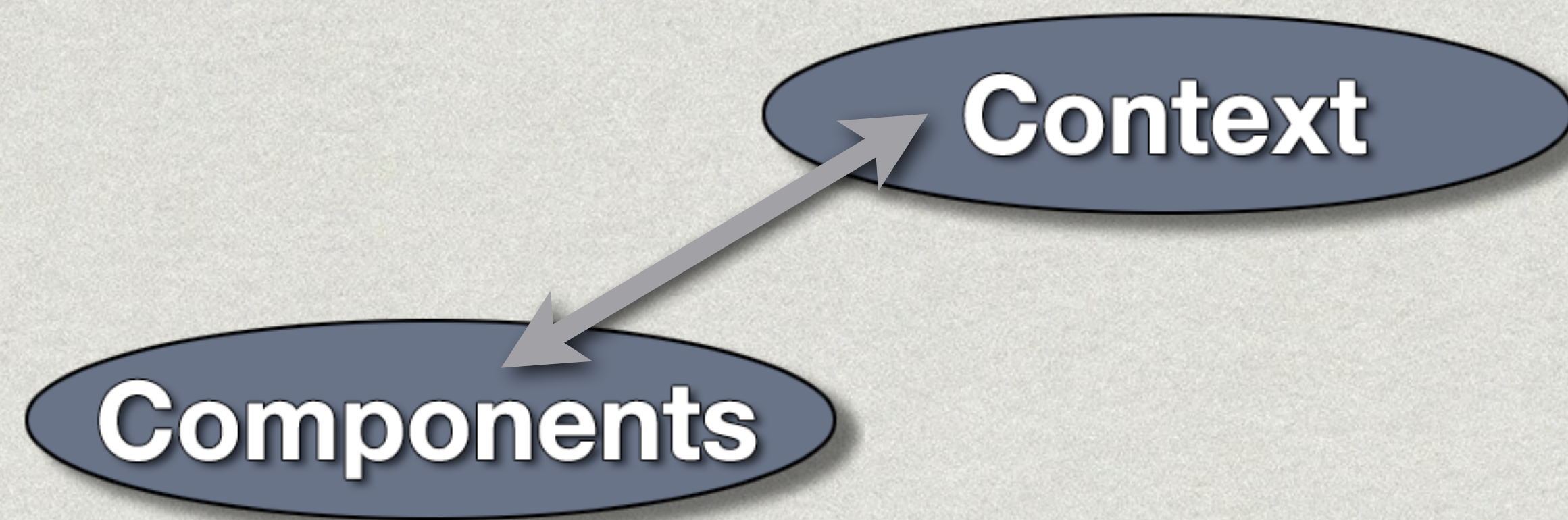
- Cultural Heritage
- Education
- Private Enterprise
- Journalism / Media
- Government
- Individual Users

Context

— Improving the political environment that surrounds the system so it produces the policy and funding changes needed to create and sustain it.

- Government - influence policy makers to shape policy that supports media preservation

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Components — Establishing high-performance programs and services within the system that produce results for system beneficiaries

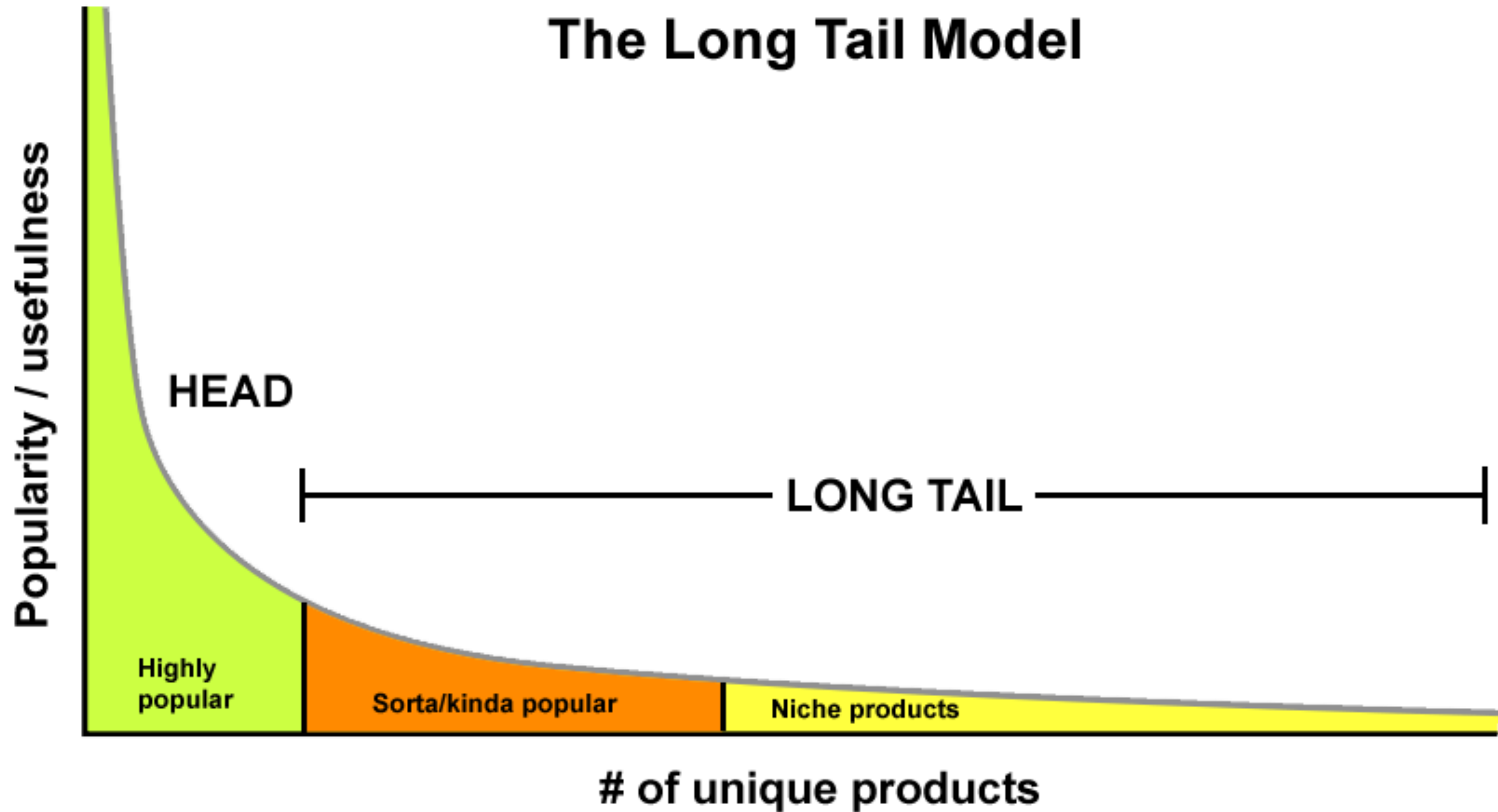
- New Business Models
- Grant writing
- Preservation Services
- Asset mapping
- Inventory of Archives
- Service Coordination
- Marketing
- Training / Conferences

Components — Establishing high-performance programs and services within the system that produce results for system beneficiaries

- Offer new business frameworks that leverage efficiencies in technology along with the market reach of long-tail monetization models.

Components

The Long Tail Model



Components



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and added personalization

Components

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- Musical Instruments
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- DVD
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- Music
- Video
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- Electronics
- Audio & Video
- Camera & Photo
- Office Products
- Software
- Computer & Video Games
- Computers
- Cell Phones & Service

Kids & Baby

- Toys & Games
- Baby
- Imaginarium

Home & Garden

- Bed & Bath
- Furniture & Décor
- Home & Garden
- Kitchen & Housewares
- Outdoor Living
- Pet Supplies
- Tools & Hardware

Sports & Fitness

- Exercise & Fitness
- Sports & Outdoors

Gifts & Registries


- Baby Registry
- Free e-Cards
- Gift Certificates
- Gift Store
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See more details on our 4-for-3 page

Bodygroom for Men: Shave Everywhere



Grooming from the neck up only is so 2005. Watch the clever (and slightly shocking) [video](#) and join the man-scaping trend with the brand-new [Philips Norelco BG2020 Men's Bodygroom](#). It's available now in the Amazon.com Health & Personal Care Store. [Order yours today](#). Get FREE Super Saver Shipping on orders over \$25 (restrictions apply).


\$40 Bonus Offer on Sonicare and Norelco



Look fabulous and feel fantastic about it. You'll get \$40 off a future purchase when you spend \$139 on select Sonicare and Norelco items in Health & Personal Care. Choose from the popular [Norelco 9160XL SmartTouch-XL Men's Shaver](#), the [Sonicare Elite 7500 Power Toothbrush](#), plus many more women's epilators, men's shavers, and high-tech oral care. [Here's how](#) (restrictions apply).


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\$15 Instant Rebate on Kraft



Save \$15 instantly when you spend \$39 or more on [Kraft products](#) offered by Amazon.com. [Here's how](#). Plus, orders over \$25 ship free.

Wet Ears?



Banish bacteria now. Discover the [DryEar Portable Ear Dryer](#) and solve that swimmer's ear problem once and for all.

Content can be a gateway to marketing other things

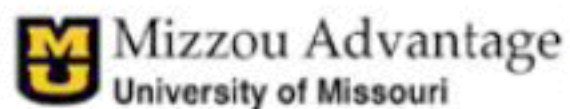
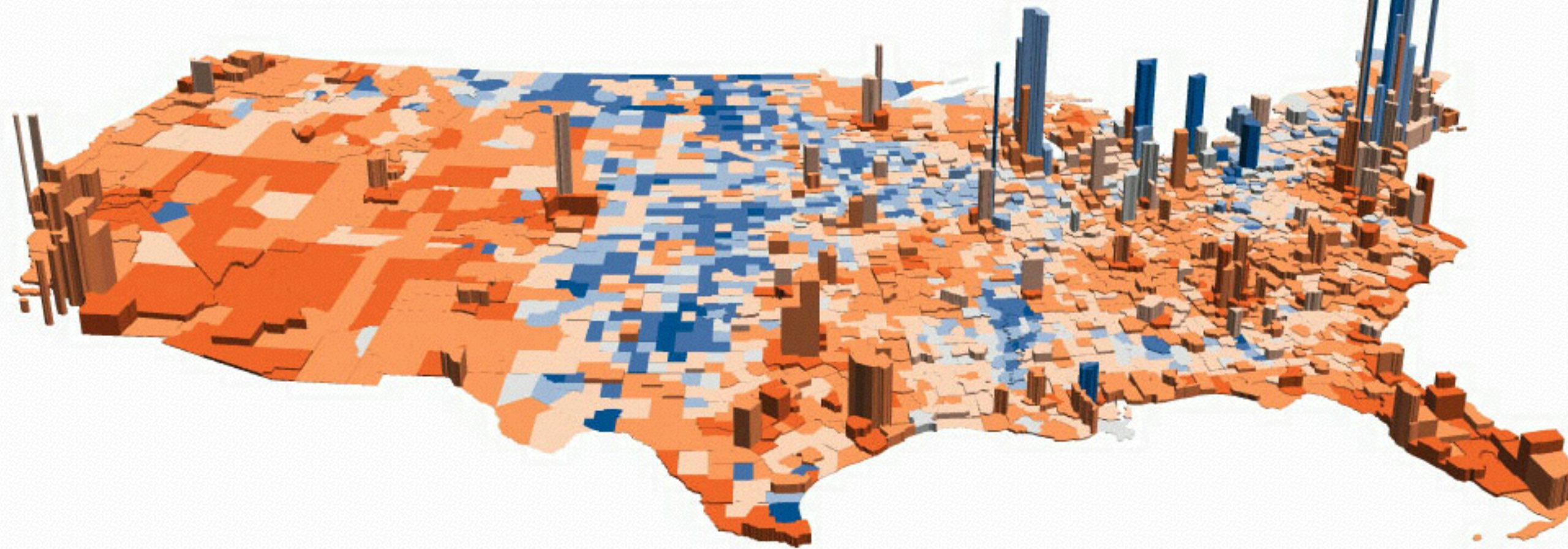
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Components — Establishing high-performance programs and services within the system that produce results for system beneficiaries

- Create a real-time online map of news archives showing their level of risk, research value, geographic representation, temporal coverage, completeness, diversity, copyright issues and unique qualities

JDNA Initiative

At-Risk Media Archives in the United States



Components

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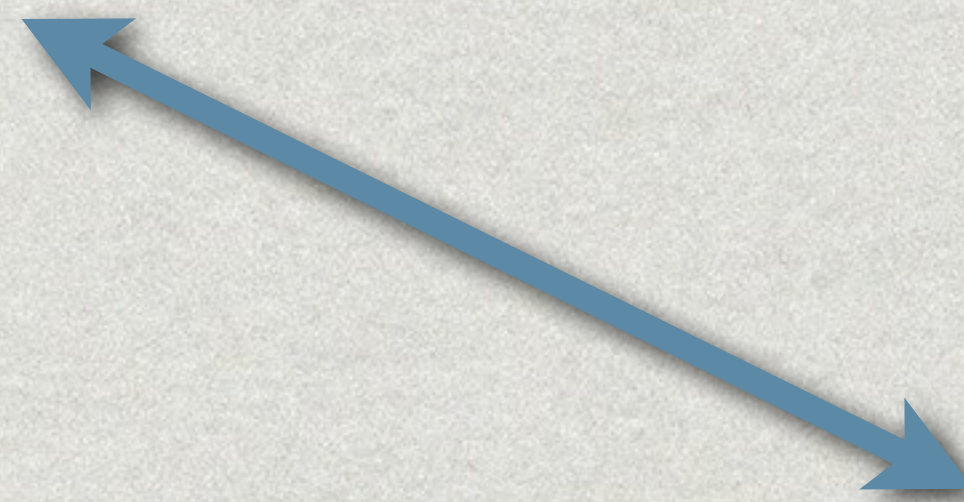
Connections — Creating strong and effective linkages and access across system components that further improve results for system beneficiaries

- Journalists
- Archivists
- Corporations / Business
- Historians
- Legal Counsel
- Educators / Institutions
- Mass Media
- Genealogists
- Entrepreneurs
- Students

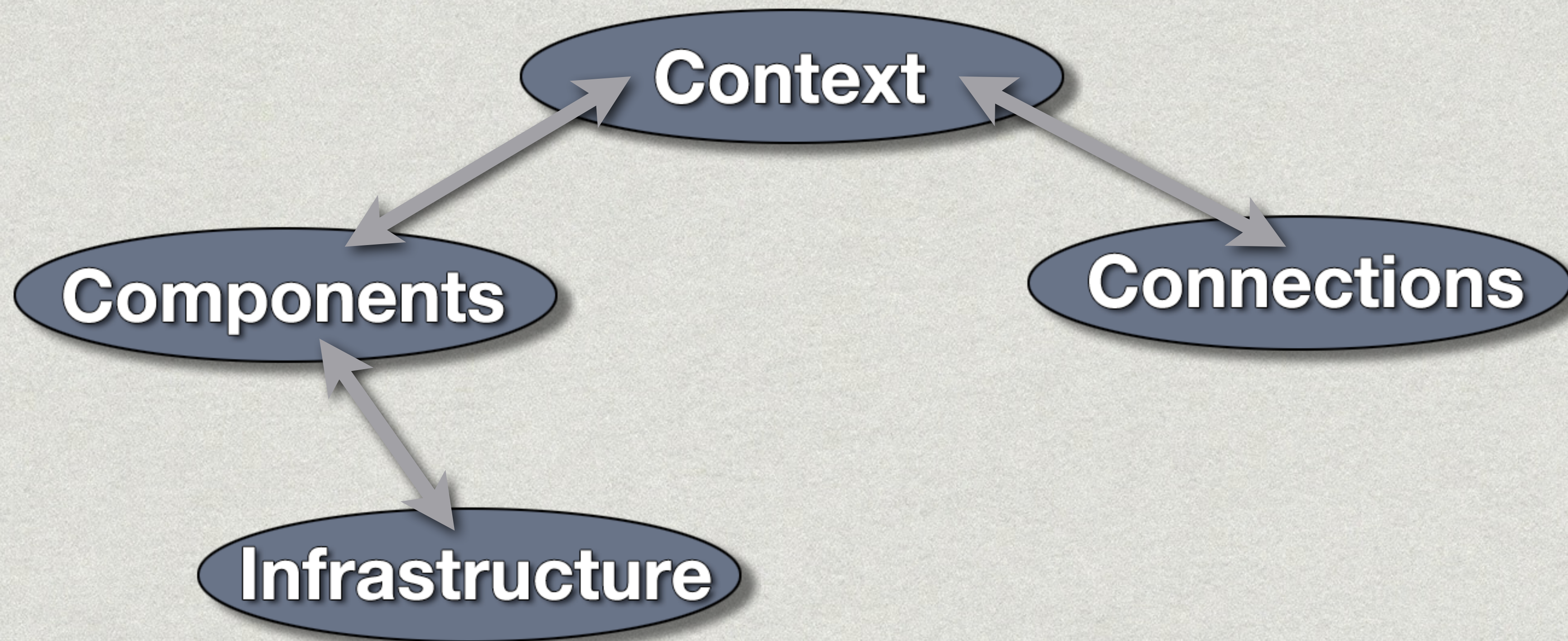
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JDNA



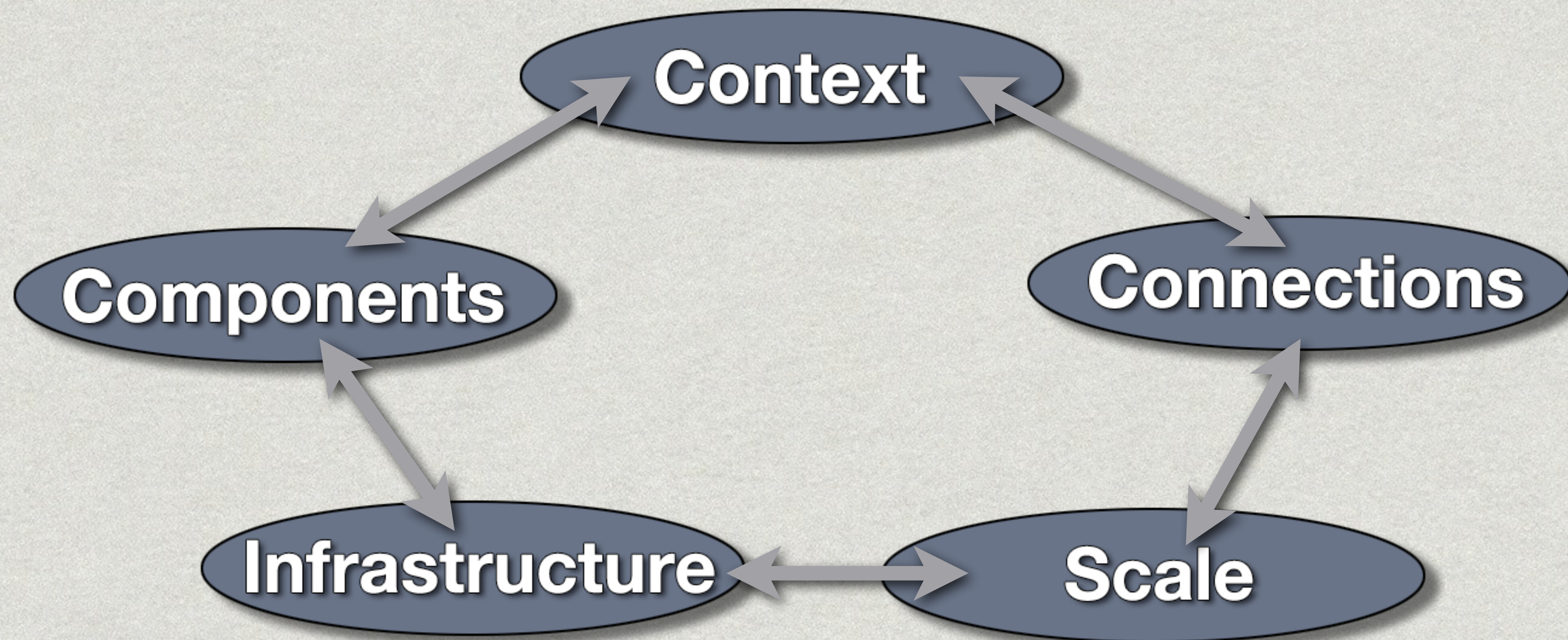
Infrastructure — Developing the support systems needed to function effectively and with quality

- Organizational structure
- Staff
- Communication systems
- Standards
- Timeline
- Collective goals
- Computer systems - software and hardware
- Measurable outcome data / Evaluation
- Research

Infrastructure — Developing the support systems needed to function effectively and with quality

- Website
- Monetization models
- Petascale servers
- Gamification
- Improve or replace OCR
- Crowdsourcing

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Scale

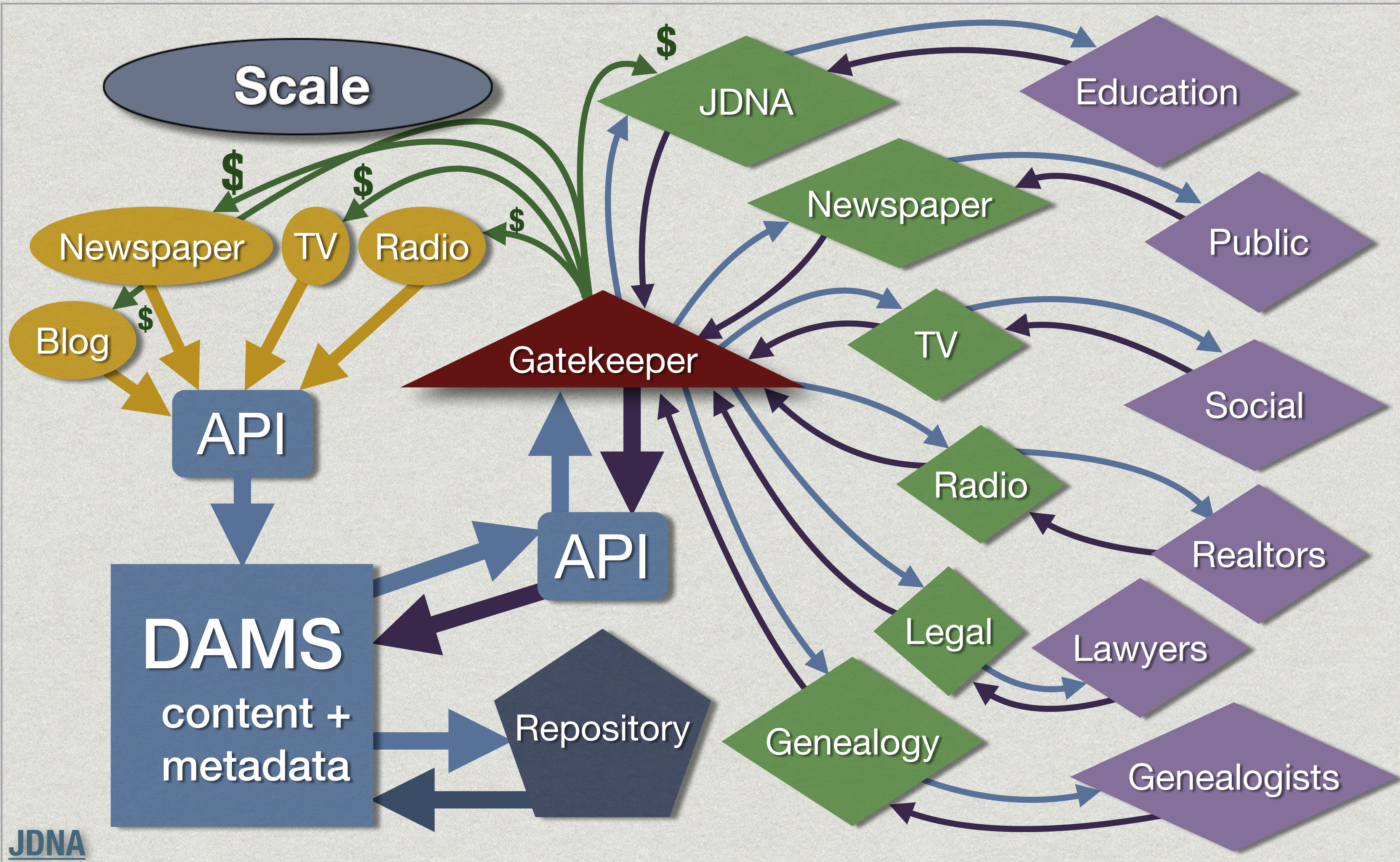
— Ensuring a comprehensive system is available to as many people as possible so it produces broad and inclusive results for system beneficiaries.

- Models
- Publicity
- Meetings / Conferences
- Partnerships / Federations
- Education
- Outreach

Scale

— Ensuring a comprehensive system is available to as many people as possible so it produces broad and inclusive results for system beneficiaries.

- Open source software system as trusted third-party to provide preservation and access services for digital news content
- Develop model using Columbia Missourian, KBIA and KOMU media assets as a test bed

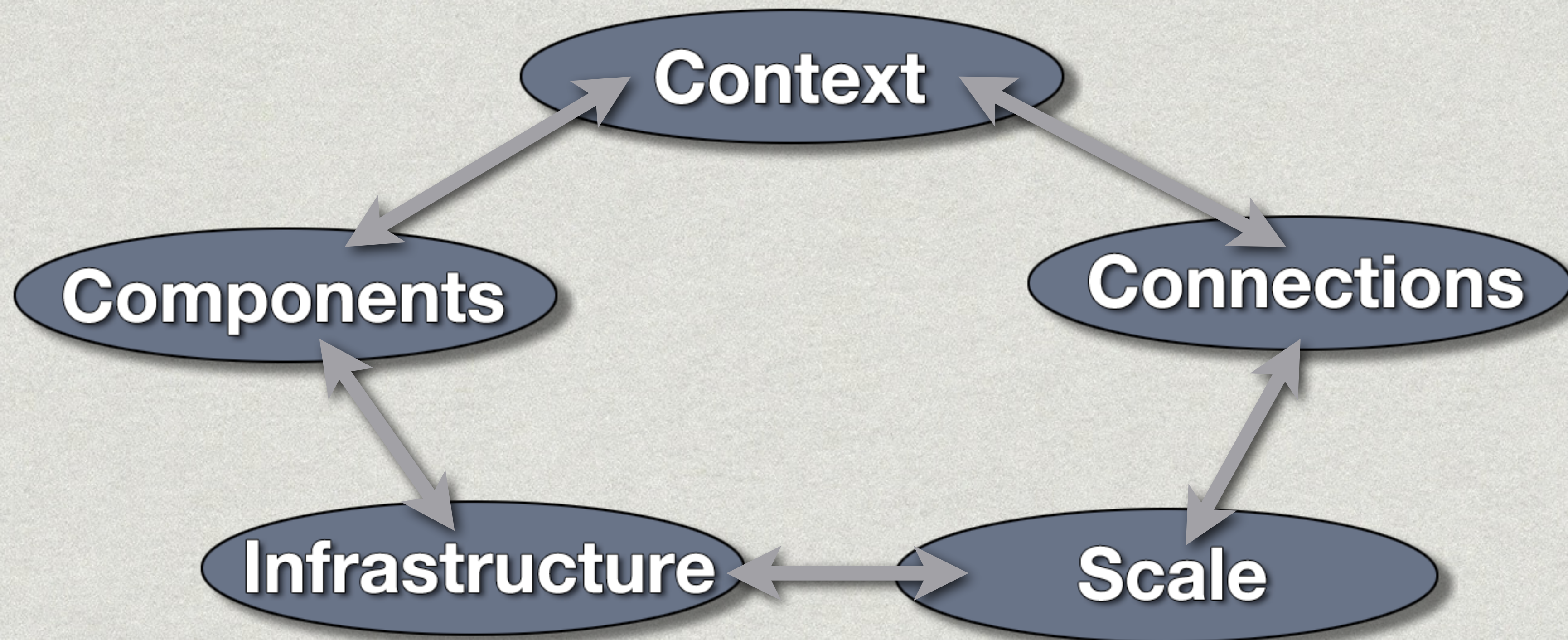


Scale

— Ensuring a comprehensive system is available to as many people as possible so it produces broad and inclusive results for system beneficiaries.

- Facilitate public/private partnerships to underwrite the cost of archive preservation and access

JDNA





What if?

JDNA Rapid Response Team

Components

Monitoring of at-risk collections

Context

Agreements in advance of closing

Infrastructure

Ongoing relationship with archive owner

Infrastructure

Specialized equipment and software for accessing and downloading digital assets

Components

Logistics to move team in and out of site efficiently

Connections

Coordination with appropriate cultural heritage organizations

[Ideas](#)[Experiments](#)[Research](#)[Topics](#)[News](#)[Blog](#)[Events](#)

JNDA initiative saves Citizen archive - will be available online soon!

RJI / Missouri School of Journalism /
MU Libraries save Arizona library

[JDNA rescues Arizona
news archive](#)[Enhancing the
newspaper industry](#)[RJI at SXSW](#)[POYi 70th annual
winners announced](#)[How RJI came to be
on TV](#)

A New News Archive Scenario

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