

Challenges Graduates Face When Trying to get Their First Job in Television Broadcasting

A Senior Project

presented to

The Faculty of the Journalism Department

California Polytechnic State University, San Luis Obispo

In Partial Fulfillment of the Requirements

for the Bachelor of Science Journalism

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August 2015

ABSTRACT

This study demonstrates the importance and best practices associated with the challenges graduates face when trying to find their first job in television broadcasting. It analyzes what the literature states on this subject and takes a closer look at what hiring experts in two designated market areas say on the matter. This study will provide insight for graduates as they transition from the classroom to the newsroom. Graduates of journalism programs are facing a unique set of challenges because of the transition taking place in newsrooms across the country from a traditional style of news reporting to a multimedia journalist style. The added circumstances of a recent recession, a down-sizing of the industry and rapidly changing technology are all issues that the study investigates. This study not only investigates the challenges facing students when trying to gain employment in broadcast television it also provides insight as to how to successfully face those challenges.

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CHAPTER 1

Introduction

Statement of the Problem

Graduates of journalism programs will be faced with many challenges when trying to obtain their first job in television broadcasting. Advances in technology and the recession have combined to create a down-sized television broadcast industry offering fewer jobs. According to the Bureau of Labor Statistics the employment outlook for reporters, correspondents and broadcast analysts is not bright. The bureau projects a 13% decline in jobs from 2012 to 2022 stating that lower advertising revenue will negatively impact employment growth for these occupations.

While smaller markets are the best place for graduates to begin their career, the number of full-time jobs available at each station remains low. The numbers of jobs available are declining, and the outlook continues to look bleak. To add to the challenge, the skills required to secure entry level employment in broadcast journalism are changing. According to Zitrin (2014), the next generation of broadcast journalists must prepare for evolving models of news and social media in order to succeed (Zitrin, 2014, p. 2).

Other challenges include the rapid pace which technology is changing makes it difficult for university curriculum to keep up with the changes. For journalism educators, keeping pace with the changing technology found in today's broadcast newsrooms will be critical to the successful transition of their students into the working world. Educators are evolving their curricula to give students the best possible chance to succeed in a media environment that changes every day (Malone, 2015).

According to the U.S. Bureau of Labor Statistics (2014), reporters, correspondents,

and broadcast news analysts are expected to face strong competition for jobs.

Background of the problem

Rapid advances in technology and the recent recession have combined to create a down-sized television broadcast industry offering fewer jobs. The challenge for landing that first job in television remains great. Small market television jobs are dwindling. According to an annual staffing survey by Radio Television Digital News Association, the total local TV news employment for 2014 was 27,300, down about 400 from last year. That's a drop of 1.4% (Papper, 2014). Broadcast journalists are expected to face strong competition for jobs because of both the number of workers interested in entering the field and the projected employment declines (Correspondents, 2014).

Purpose of the Study

By taking a close look at the challenges that exist for journalism students in today's job market this study will provide insight for graduates as they transition from student to employee. Graduates of journalism programs are facing a unique set of challenges because of the combined circumstances of the recent recession, a down-sizing of the industry and rapidly changing technology. This study will not only explore the challenges facing students when trying to gain employment in broadcast television but hopefully the findings will provide insight for them as they prepare themselves for their first employment opportunities.

Setting of the Study

This study will take place as a data collection and research driven effort for a senior project at California Polytechnic State University, San Luis Obispo. In person interviews will be done with an Assistant News Director at KNTV in San Jose (Nielsen DMA 6), the

News Director at KSBY in San Luis Obispo (Nielsen DMA 123) and a recent graduate of Cal Poly, San Luis Obispo who is employed at KSBY, San Luis Obispo. The information provided by both the hiring managers and a recent graduate should provide insight to the challenges of the current job market. As an independent study, the research is being undertaken in the Bay Area of California while looking at two different market sizes to compare data.

Research Questions

This study is based on research questions created from literature, articles, studies and electronic sources found discussing the challenges of new employment that exist in the broadcast journalism industry.

This study will focus on the following research questions as a foundation for the subsequent chapters:

1. What skills are employers looking for from the next generation of multi-media journalists?
2. How can students gain the experience necessary to successfully land their first job in a smaller broadcast market?
3. How is down-sizing of the television news industry challenging new graduates trying to obtain an entry level job in the industry?
4. What are the affects of the large mergers & acquisitions on jobs available in television broadcasting?
5. How can college education curriculum keep pace with changing technology required in today's newsroom?
6. Why should journalism students challenge themselves to learn the business side of the industry to help land their first paying job in television broadcasting?

Definitions of Terms

The following terms are defined to assist the reader and provide context to the study.

Multimedia: Silvia & Anzur (2011) defined multimedia as an approach to storytelling that bestows new power, both on the storyteller and the audience.

Control over the elements of a big story is no longer the exclusive domain of the print reporter, the broadcaster, or even the web journalist. It's the domain of the storyteller, the person whose skills and judgment contribute to a story that has maximum impact both for and with the audience. We call that level of storytelling *Power Performance*, because it harnesses the power of today's multimedia to tell the story in a more compelling way. It involves every aspect of the storytelling process, from print to broadcast to web. It invites the audience to be part of the process by including them through all forms of social media. (2011, p. 2)

MMJ: According to the U.S. Bureau of Labor Statistics (2014), multimedia journalists typically shoot, report, write and edit their own stories. They also gather the audio, video, or graphics that accompany their stories. (U.S. Bureau of Labor Statistic, 2014, p. 3)

Multiplatform: The U.S. Bureau of Labor Statistics (2014) states that stations are increasingly relying on multimedia journalists to publish content on a variety of platforms, including radio and television stations, websites and mobile devices (Bureau of Labor, 2014, p. 7). The multi-platform story can either be different over each type of media or the same.

MVPD: A multichannel video programming distributor is a service provider that delivers video programming, usually for a subscription fee (pay television).

Nielsen DMA: Designated Market Area. This is the Local Television Market Universe Estimates used by the Nielsen ratings throughout the 2014-2015 television season.

Organization of the Study

The study will be organized into five chapters to help guide the reader through background information on the challenges facing graduates when trying to get their first job in television broadcasting to the data collected and interpreted in this study. Chapter One is a statement of the problem and provides further details of the study. Chapter Two is a literature review providing an overview of what current studies, articles and electronic information is saying about the issue. Chapter Three explains the methodology used during the data collection and personal interviews. Chapter Four includes the research questions, the data collected for each research question, and a comparison of the participants' responses. The last chapter, Chapter Five, summarizes the results of the study and provides recommendations for graduates trying to get their first job in television broadcasting.

CHAPTER 2

Literature Review

The review of literature focuses on the existing literature describing the challenges graduates may face when trying to get their first job in television broadcasting. The review will explore many facets of the broadcast industry that are creating challenges for graduates as they transition from student to employee. The review will also examine what students and educators can do to prepare journalists for their first employment opportunity.

Employers Seek Multi-Media Journalistic Skills

In television broadcasting, skills required to secure entry level employment are changing. The role of reporter has changed and employers are now looking to hire multimedia journalists or MMJs. According to the U.S. Bureau of Labor Statistics stations are increasingly relying on multimedia journalists to publish content on a variety of platforms. “Multimedia journalists typically shoot, report, write and edit their own stories. They also gather the audio, video, or graphics that accompany their stories.” (U.S. Bureau of Labor Statistic, 2014, p. 3)

But what is multimedia? Silvia & Anzur (2011) defined multimedia as an approach to storytelling that bestows new power, both on the storyteller and the audience.

Control over the elements of a big story is no longer the exclusive domain of the print reporter, the broadcaster, or even the web journalist. It’s the domain of the storyteller, the person whose skills and judgment contribute to a story that has maximum impact both for and with the audience. We call that level of storytelling *Power Performance*, because it harnesses the power of today’s multimedia to tell the story in a more compelling way. It involves every aspect of the storytelling process, from print to broadcast to web. It invites

the audience to be part of the process by including them through all forms of social media. (2011, p. 2)

Zitrin (2014) found that the process of training budding broadcasters, by necessity, now involves a new, much more elaborate process. "When we say preparing for television now, that means preparing for television, online and mobile, because there are no just-TV jobs anymore," says Mary Rogus, associate professor at Ohio University's E.W. Scripps School of Journalism (Zitrin, 2014, p. 1).

Research by Wenger and Owens (2012) looked at job advertisements for positions in both the television and newspaper industry. A lot of information about the multi-platform skills that will be required to keep pace in this ever-changing multimedia industry is evident in these ads. Recruiters responsible for hiring candidates for five of the biggest news media companies were interviewed. Virgil Smith, Vice President of talent management at Gannet says that the most significant change is that multimedia is key. (Wenger & Owens, 2012) "Video editing skills, social media skills, blogging—with industry transformation and emergence of new technology, multimedia is now included in all of our job descriptions," said Smith (Wenger & Owens, 2012, p. 18). Smith goes on to add, "We want multimedia journalists with solid basics—the ability to write, inquisitiveness, people who want to dig deeper, who know how to use the tools with an understanding of how their information will be used on multiple platforms" (Wenger & Owens, 2012, p. 19).

The U.S. Bureau of Labor Statistics report that because stations are increasingly publishing content on multiple media platforms, particularly on the web, some employers may prefer applicants with website design and coding skills (2014, p. 7).

According to Zitrin (2014), the next generation of broadcast journalists must prepare for evolving models of news and social media in order to succeed (Zitrin, 2014, p. 2). B. William Silcock, associate professor at Arizona State University's Walter Cronkite School of Journalism and Mass Communication and a former TV news anchor, producer and news director says, "When I started in the business, I had a photographer and an editor; now it's all one-man-band," (Zitrin, 2014, p. 1).

Gaining Experience Is Necessary for Successful Employment

Successfully transitioning from college graduate to employed broadcast journalist will require a new set of skills in today's job market. Hodgson and Wong (2011) found that while the craft of writing and reporting is essential for success in journalism, graduates are also expected to be proficient in oral and written communication and technically competent when they move into their future careers (Hodgson & Wong, 2011, p. 2)

Students must use their time in the classroom to learn the technical skills they will need to gain employment. More and more college Journalism programs are incorporating hands on technical activities into their curriculum. Wenger and Owens (2011) found for broadcast positions, 31.8 percent of anchor openings mentioned multimedia skills, as did 38.5 percent of reporter/anchor positions. For many of the broadcast positions advertised, multimedia skills, web skills and nonlinear editing skills were required (Wenger & Owens, 2011, p. 22). "For journalism educators in general, these findings should reinforce the notion that cross-platform skills are and will continue to be important in helping students find employment" (Wenger & Owens, 2011, p. 22).

A study conducted by Bor (2014) on teaching social media showed that when teaching social media reporting, it is useful to emphasize how in-class activities can support students'

career development, as this emphasis can improve students' enthusiasm and participation (Bor, 2014, p. 249). A second finding of the study revealed the importance in emphasizing the potential for students to use in-class activities to develop audiences and work experience that will extend beyond the parameters of the classroom to enhance their employability (Bor, 2014, p. 252).

Hearst Television VP of news Barbara Maushard says the best job candidates have experience producing content for multiple platforms. "That can come from a strong on-campus broadcast experience or an internship" (Zittrich, 2014, p. 1).

In Kuban's study (2014), students also agreed that hands-on practice is what is needed to prepare for employment. They listed confidence as the most important interpersonal skill and said they gained the most confidence in their skills from practical experience. One student said, "You've got to do it and experience it." Another recommended multiple internships because they help prepare you to know what to expect (Kuban, 2014, p. 9).

According to the U.S. Bureau of Labor Statistics (2014), reporters, correspondents, and broadcast news analysts are expected to face strong competition for jobs. Those with experience in the field - experience often gained through internships or by working for school newspapers, television stations, or radio stations - should have the best job prospects. The Labor Statistics also points out that multimedia journalism experience, including shooting and editing pieces, should improve job prospects (Bureau of Labor, 2014, p. 7)

Opportunities for employment will likely be better in small market television because competition is higher in large metropolitan areas with larger viewing audiences. After gaining work experience in smaller markets, reporters and correspondents can advance by moving from

smaller cities to larger cities. Larger markets offer job opportunities with higher pay and more responsibility and challenges (Bureau of Labor, 2014, p. 5).

Down-Sizing of Television Industry Creates Challenges

Advances in technology and the recession have combined to create a down-sized television broadcast industry offering fewer jobs. The challenge for landing that first job in television remains great. Small market television jobs are dwindling. According to an annual staffing survey by Radio Television Digital News Association, the total local TV news employment for 2014 was 27,300, down about 400 from last year. That's a drop of 1.4% (Papper, 2014). While smaller markets are the best place for graduates to begin their career, the number of full-time jobs available at each station remains low. The average number of full time news room positions in market sizes 1-50 is just 56 employees. Whereas the average number of full time positions in market sizes greater than 50 are only 27 employees (Papper, 2014, table).

The Bureau of Labor Statistics points out that the employment outlook for reporters, correspondents and broadcast analysts is not bright. The bureau projects a 13% decline in jobs from 2012 to 2022 stating that lower advertising revenue will negatively impact employment growth for these occupations. The study shows further that, “news organizations will continue to consolidate and share resources, staff and content with other media outlets. Reporters are able to gather and report on news for multiple media stations owned by the same corporation” (Reporters, Correspondents, 2014).

According to Malone (2015), while a job in local television remains a dream for many, those posts aren't always the prestigious stops they once were (Malone, 2015). With so many news and entertainment sources for viewers, the local station doesn't wield the clout it did in a

previous era. “The recent recession caused widespread “right-sizing” of staffs and salaries – which are now the right size for owners way more than for employees (Malone, 2015).

According to the U.S. Bureau of Labor Statistics the median annual salary for reporters and correspondents in May 2014 was \$36,000. The median wage is the wage at which half the workers in an occupation earned more than that amount and half earned less.

Broadcast journalists are expected to face strong competition for jobs because of both the number of workers interested in entering the field and the projected employment declines (Correspondents, 2014).

Affects of Mergers & Acquisitions on Employment Opportunities

According to Cynthia Littleton (2014), managing editor of television for Variety.com, mergers of broadcast companies have been taking place at breakneck speed over the past two years (Littleton, 2014). “Broadcasters maintain they need more size and scope to give their local outlets clout in dealing with national advertisers and MVPD giants — an arena that promises to see more consolidation a la the pending union of Comcast and Time Warner Cable” (Littleton, 2014). Local station operators are also facing more pressure from network partners to fork over annual fees to help pay for pricey primetime programming and sports rights (Littleton, 2014).

With jobs in television broadcasting forecasted to decline, some say that the mass consolidations within the industry are also detracting from the quality of life related to working for a locally owned company (Malone, 2014).

“Following a merger or content-sharing agreements, some news agencies may reduce the number of reporters and correspondents on staff. However, in some instances, consolidations may help limit the loss of jobs. Mergers may allow financially troubled newspapers, radio

stations, and television stations to keep staff because of increased funding and resources from the larger organization (Reporters, Correspondents, 2014, p. 7).

According to Edmonds of Poynter.org (2013), there are five main reasons driving the mergers and acquisitions in broadcasting.

- Local television business is strong and should be for the next several years. Political advertising continues to boost revenue every two year and stations are recovering from the recession years of 2007-2009.
- There is an abundance of financing available and interest rates are low.
- Pent up demand. Potential sellers held back during difficult times and now find a host of eager potential buyers.
- These mergers should yield savings by eliminating duplicated central management functions. They also create large sales force and better opportunity for advertising revenue.
- They create a windfall in retransmission fees that the cable and satellite systems pay to carry the stations.

According to the Rochester Institute of Technology, consolidation and convergence should continue in the publishing and broadcasting industries. These mergers should allow companies to better allocate their news analysts, reporters, and correspondents to cover news stories. The good news is that improving technology may eventually lead to more employment growth in this occupation by opening up new areas of work, such as online or mobile news divisions. The continued demand for news will create some job opportunities (Miller & Contomanolis, 2014).

College Curriculum Keeping Pace with Changing Technology

For journalism educators, keeping pace with the changing technology found in today's broadcast newsrooms will be critical to the successful transition of their students into the working world.

Results of a study by Wenger and Owens on what employers are looking for when hiring should reinforce for journalism educators the notion that cross-platform skills are important in helping students find employment (Wenger & Owens, 2012, p. 22). The study found specifically that web/multimedia skills received more mentions than any other. Web/multimedia skills in this case meaning the ability to post to the Web and the ability to write for the Web.

The curricular challenge is to develop "newer," or contemporary, skills such as multi-platform storytelling but not at the expense of traditional skills. In a study on teaching social media, the data demonstrates that when teaching social media reporting, it is important to review principles of ethical journalism and to show how they are applicable in the digital context of social media platforms (Bor, 2014, p. 249). Bor also found that students had a difficult time understanding the differences between using social media for professional and personal reasons. The findings suggest that it would be helpful for instructors to acknowledge students previous experiences using social media and emphasize the different techniques that should be used when using the technology for professional reasons (Bor, 2014, p. 250).

The good news for journalism students is that some studies show that skills learned in the classroom are enough to prepare students for their entry level employment opportunities. According to Finberg (2013), this speaks to the notion that technological skills, while important in entry-level journalists' preparation, are not paramount. Instead, students' familiarity with such

devices via the classroom should provide them with enough exposure and practice to learn how to use something similar if their first job requires it (Finberg, 2013, p. 8).

Journalism students at many Universities will be departing with a more holistic approach to media than simply broadcast journalism. Educators are evolving their curricula to give students the best possible chance to succeed in a media environment that changes every day (Malone, 2015). Professors are challenged to figure out what among the newer trends have merit but the overall philosophy of digital first is prevalent. Even the name of the journalism major is changing at some schools. At Ohio University what was a broadcast journalism major is now “News and Information”.

Business Side of Industry May Help Overcome Declining Job Opportunities

Given the projected decline in prospects for graduates within legacy mass media industries some journalism schools are experimenting with entrepreneurial based skills courses. According to Stephanie Ferrier (2013), these courses differ from traditional media management courses and are designed to introduce entrepreneurship, freelancing and the startup culture. “Whether the focus is on entrepreneurship or intrapreneurship—innovation within existing organizations—educators are developing courses that foster creativity, identification of opportunity, business know-how, and other startup skills (Ferrier, 2013, p. 223).

The employment opportunities of the future journalist are as an independent/self-employed contractor. The current state of the industry is volatile and employment trends are not showing much improvement on the horizon. Faculty members interviewed by Ferrier recognized that students would be changing jobs often and perhaps creating employment for themselves as intrapreneurs, freelancers, or media startups (Ferrier, 2013, p. 231). Faculty cited the need to develop the confidence in students to take initiative, learn new skills, and to develop a working

knowledge of how to move projects and ideas forward. “Journalists must be ready to strike out on their own—without fear. They must also innovate from within an organization. So to me, entrepreneurship should be an essential element of journalism education from this point forward (Ferrier, 2013, p. 231).

At the Association for Education in Journalism & Mass Communication convention in 2011, presenters were calling on journalism/mass communication students to develop new skills. Journalism students must be innovative, entrepreneurial, flexible, competitive, highly educated, lifelong learners, resourceful, persistent/resilient and internationally minded. These skills are in addition to the traditional journalistic skills already required (Claussen, 2011, p. 211). Not all students will reach these standards. It is a bar that has been set high but these skills may help the next generation of journalism graduates create their dream job.

Traditional news work and career paths appear to be dissolving. Careers that new graduates begin are likely to feature periods of long-term employment, short-term contracts, self-employment and temporary special projects (Baines & Kennedy, 2010, p. 97). Students must gain skills and knowledge to act as reliable analysts and brokers of information in complex social and political contexts while also developing creative, innovative and entrepreneurial approaches to journalism (Baines & Kennedy, 2010, p. 97). Given the extent of self-employment and a trend towards short-term fragmented work, there is a strong argument for journalism programs to provide business skills necessary to support periods of self-employment (Baines & Kennedy, 2010, p. 104).

Baines and Kennedy found (2010), that Because of technological advances, opportunities exist for individual journalists and small teams of journalists to develop enterprises which engage directly with audiences and are not dependent on the traditional freelance model of

dependency on other media organizations (Baines & Kennedy, 2010, p. 109). The establishment of such an enterprise can offer independence sought by many would-be journalists. In order to prepare for these opportunities students must develop skills, knowledge and qualities that may or may not be provided within a traditional journalism program. Baines and Kennedy (2010) found that in order to turn an innovative idea into a self-supporting enterprise, students need to acquire business skills and knowledge and they may need to find this education outside of class. (Baines & Kennedy, 2010, p. 109)

CHAPTER 3

Methodology

In this chapter we will discuss the methodology used to collect data for this study. Data will be collected using in person interviews of subject matter experts in two different television market sizes.

Data Sources

The data collection for this study came from three different subjects. One is the Assistant News Director at KNTV, NBC Bay Area in San Jose, California. The second is the News Director at KSBY, NBC in San Luis Obispo, California. The third is a recent graduate of Cal Poly San Luis Obispo currently employed at KSBY, NBC in San Luis Obispo. The interview questions were designed to garner responses that would shed light on the challenges graduates face when trying to get their first job in the broadcast television industry.

Participants

The participants of the study are recognized as subject matter experts in their respective markets. Participants include: Stephanie Adrouny, Doug Barden and Christina Favuzzi. Stephanie Adrouny is the Assistant News Director at KNTV, San Jose, California. KNTV is recognized as DMA 6 in the Nielsen ratings. Adrouny has been Assistant News Director at KNTV for almost one year. Prior to working at KNTV she was the Assistant News Director at KGO, San Francisco for eight years. Doug Barden is the News Director at KSBY, San Luis Obispo. KSBY is recognized at DMA 123 in the Nielsen ratings. Barden has been the News Director at KSBY for four years. Prior to KSBY he was News Director at KBAK/KBFX in Bakersfield DMA 127. The third participant is Christina Favuzzi graduated from Cal Poly, San Luis Obispo in June 2015. Favuzzi is currently working as a Reporter/MMJ at KSBY, San Luis

Obispo.

Interview Design

The following questions were given to each participant, with exceptions and additions based on each subject's specialty (hiring manager/employee). The questions were focused around the study's research questions to understand the challenges that graduates will face when trying to get their first job in broadcast television. The answers will further explain and give different perspectives on these challenges and possible insight to overcoming them for successful employment.

Interview Questions

This study used the following interview questions:

1. What skills are you looking for when hiring a reporter? Why are these skills important? Are these skills different than they were 5 years ago? Are multimedia skills important? Why?
2. In your opinion what is the best entry level position to gain employment in television broadcasting?
3. Is experience necessary for any entry level position? If yes, what experience? How important are internships for experience?
4. Prospects for employment in television are expected to continue to decline. Has your station felt the effects of this down-sizing? Do you have fewer full time permanent employees in 2015 than in 2010? If yes, are you still doing the same amount of news with fewer employees? If yes, how?
Do you use per diem or freelance workers to fill any gaps? If yes, for what type of work?

5. Has your station been affected by any of the large mergers & acquisitions in the broadcast industry? In your opinion are the mergers helping or hurting the industry? How? Are there other side effects you see as a result of these large mergers?
6. Has the recent recession had any long lasting effects on the operations of your newsroom? If yes, what?
7. Are graduates coming to you technically prepared to work in your newsroom? If yes, what skills do they have that make them employable? If no, what skills are they lacking?
8. In your opinion what skills are most important to prepare applicants for . positions you have available?
9. If you could create/teach one college course to help prepare the next generation of journalism students to work in television what class would that be? Why?
10. Research shows that some schools are preparing journalists to work for themselves as entrepreneurs or freelancers to supplement their down time between jobs. Do you think it's important for students to understand the business side of television before going to work in the industry? If yes, why? If not, why not?

Data Collection

The data collection methodology for this study will be three separate interviews. The three interviews will take place face to face at the work location of each participant. The interviews will ask general questions about the challenges graduates face when trying to gain entry-level employment in broadcast television. The interviews will also ask for any personal

insight as to what may help students achieve the goal of finding employment in television.

Data Presentation

Communication will take place in person unless additional follow up questions are required. Any follow up questions will be communicated via email or phone conversation. The interviews will be recorded using a digital voice recorder and transcribed after the interviews to thoroughly document the communication. This method of data collection and presentation ensures that the information will be presented in the most complete and objective way possible.

Limitations

There are some boundaries in the study that are out of control of the study. The first being that this study fit within an eight-week academic quarter. Due to this constraint, only the three interviews planned fit within the time allotted of this quarter. This research study is also taking place alongside a normal forty hour work schedule which also causes time constraints.

Delimitations

There are limitations to this study based on the scope of the information collected through the interview process. Due to time and cost restraints, I have decided to narrow the scope of interviews to subject matter experts in two different television market sizes. One interview will take place in the San Francisco Bay Area and the other two in San Luis Obispo.

CHAPTER 4

Data Analysis

This chapter will provide descriptions of the experts interviewed in the study and will summarize the respondents' answers to the research questionnaire. The data was collected through recorded in-person interviews and will be presented in the form of direct quotes or paraphrased responses. The answers will then be analyzed and compared to the research questions and the existing literature on the challenges graduates face when trying to get their first job in television broadcasting.

Description of Participating Experts in Related Fields

Television Hiring Manager – Large Market

Stephanie Adrouny is one of the hiring managers interviewed for the study. Adrouny has served as Assistant News Director at KNTV, NBC Bay Area for the past eleven months. Before coming to KNTV, Adrouny was Assistant News Director at KGO, ABC7 in San Francisco for eight years. Adrouny graduated from the University of California Santa Barbara with a degree in Political Science. She began her career as an Assignment Editor at KEYT in Santa Barbara; what she called a small market station. She moved from Assignment Editor to Executive Producer at KEYT in Santa Barbara and then moved back to the San Francisco Bay Area where she went to work for KNTV as Weekend Producer. Adrouny went from weekend producer at KGO, to night side Producer and eventually Assistant News Director at KGO and then to her current role at KNTV.

Television Hiring Manager – Small Market

Doug Barden is a hiring manager that was interviewed for the study. Barden is the News Director at KSBY, San Luis Obispo. He has been the News Director at KSBY for four years and

prior to his post at KSBY he was News Director at KBAK/KBFX in Bakersfield, California. Barden says he stumbled onto the business of television and had no aspirations of being in news. Barden attended the University of Wyoming and got his degree in Communication and Media Studies. After graduating Barden became a photographer for KGWN, then worked into a one man band position, then to producer/anchor and finally became the News Director at twenty-four years old. Barden was the youngest News Director in the country at the time. He found his passion in management and enjoyed mentoring and coaching his news team. He moved to a position as Assistant News Director in Reno, then to Assistant News Director in Salt Lake City to gain experience. From there he took the News Director role at KBAK/KBFX in Bakersfield and ultimately to News Director at KSBY in San Luis Obispo.

Recent Graduate – Newly Employed in Small Market

Christina Favuzzi graduated from California Polytechnic State University, San Luis Obispo in June 2015 and was recently hired at KSBY, San Luis Obispo as a MultiMedia Journalist/Reporter. Favuzzi graduated with a Bachelors of Science in Broadcast Journalism and a Minor in Dance and Law. Favuzzi is currently working as a Reporter/MMJ at KSBY, San Luis Obispo. Prior to her position at KSBY, Favuzzi completed a three month internship at KEYT NewsChannel 3, Santa Maria. Favuzzi also completed a four month news internship at NBC Universal in Los Angeles, a reporting internship at KCBX, Central Coast Public Radio and a News Internship at KSBY, San Luis Obispo. Favuzzi said she found her passion for television when she completed her last internship at NBC Universal in Los Angeles and has aspirations to work as a reporter in the Los Angeles market.

Questionnaire

Each subject matter expert was asked to respond to the following ten questions and

follow ups regarding the challenges that graduates will face when trying to get their first job in television.

Question #1 asked: What skills are you looking for when hiring a reporter? Why are these skills important? Are these skills different than they were five years ago? Are multimedia skills important? Why?

Question #1 was asked to gain insight from a hiring manager/new employee as to what skills employers are looking for from the next generation of multimedia journalists.

- Stephanie Adrouny: “It depends. The way our world is now we have different kinds of reporters. We have the traditional kinds of reporters that are out there on the streets everyday. We have MMJ’s, multimedia journalists that need to have a few more skills than the traditional reporter. We have some reporters that shoot, write and edit all their own pieces. Still we have a hybrid situation today where we still have some reporters that are purely work with a photographer, go out and turn stories. For us, experience counts. If you are talking about a traditional reporter, than I am looking for somebody that can dig, do research and enterprise stories. That and in the past reporters didn’t have to shoot or edit and now I would say a lot of folks that are graduating from college now, graduate understanding that they need to have those skills too.” Adrouny says that multimedia skills are absolutely important because that is where the world is going for news (Appendix A).
- Doug Barden: “To me they aren’t really reporters; they are multimedia journalists. There are a lot of little things; I want you to be really savvy in social media, I want them to be able to work smart, not hard, be able to multi-task and be able to

get it all done on a deadline. But honestly what I look for is work ethic. I look for hunger and drive and for people that don't whine. Someone that takes constructive criticism and want to make themselves better. I look for potential." Barden says multimedia skills are the most important skills to him when hiring. "You've got to be savvy on all of it because the way people are consuming news now is not how people were consuming news two years ago and it's sure not how people were consuming news ten years ago" (Appendix B).

- Christina Favuzzi: "A lot of them want to know whether you can be a One Man Band. Can you shoot and can you edit and can you write well. At the end of the day this job is about storytelling and how well you can write and how well you present yourself. Do you have a good voice, do you have a good look. In small markets, they want to know can you shoot well, can you edit, and write well and do it all efficiently. And are you versatile. They want to know that you are going to be someone that they can throw into any situation" (Appendix C).

Question #2 asked: In your opinion what is the best entry level position to gain employment in television broadcasting?

Question #2 was asked to gain insight as to what positions students should focus on when applying for their first job in television broadcasting.

- Stephanie Adrouny: "What I would tell college students coming through is that they have to intern as much as they possibly can. Two reasons; there are many jobs these graduates don't even know about until they get into a newsroom. A lot of people don't understand that we have producers, writers, editors, assignment desk folks, transmission folks, engineers and IT. They don't understand that

television industry is not just about reporters and producers or the people you see. I always say, they need to intern and get that on their resume. I am looking for somebody that has interned so that they come to it with some basic knowledge of the real world experience. Not just classroom experience” (Appendix A).

- Doug Barden: “The easiest is to go into producing because we need producers. I always say if I meet somebody and they say I want to be a producer, I say welcome to the business. It’s really hard to find a good producer. Nobody wants to be a producer; they all want to be on-air. But if you love news and that’s really why you are in it, then go into producing. Producing is the easiest way. Reporting is a whole different ball game” (Appendix B).
- Christina Favuzzi: “I think starting out your options are as a reporter or as a producer. Some advice I had heard from news directors is that if it’s been six months, a year or eighteen months and you’re not getting those reporting jobs then you are going to have to go for the producing jobs. There’s no one size fits all recipe for getting started in this business. I have friends that took production assistant jobs in larger markets to get their foot in the door. Not everyone knows when they are in college what they want to do. You may just be figuring things out and so to get a PA job is a great way to start out” (Appendix C).

Question #3 asked: Is experience necessary for an entry level position? If yes, what experience? How important are internships for experience?

Question #3 was asked to gain insight on what experience might be necessary to meet the hiring requirements of an entry level position in television.

- Stephanie Adrouny: “Pretty much. Now I will say this. There are different jobs

that are available. There are entry level positions here as Production Assistants. They are doing the nitty gritty. They are running scripts. They are pulling file video; answering the phones. There are ways to get an entry level position here but I don't expect those folks to stay. I expect them to understand how the news room operates in real time and for them to go Oh maybe I want to be a director instead of an Anchor. But I can't remember a time when I have hired somebody or a reporter without any experience. So there is no entry level there in this market" (Appendix A)

- Doug Barden: "I always tell students to stop worrying so much about their grades because whatever class you are taking you are not going to remember five – ten years from now. I don't remember a single thing from college but I remember everything from my internship. Internships are key. Don't go intern at the Today Show. Don't intern at Dateline NBC. Don't intern at KNBC or in the Bay Area. Because you are going to get coffee and watch how other people do things. You go to the smallest market imaginable. They are going to give you a camera and you will go out and turn content. Go learn something in a small market because you are going to learn by doing. And then you become valuable because now you have that experience. You can learn everything through internships" (Appendix B).
- Christina Favuzzi: "Yeah I definitely do. For me I've had so many internships, an abnormal amount really. I did think am I really ready for this? Should I take a PA job in Los Angeles and transition out of college into the working world? And although I haven't been on the air it's just one more step and my reel showed that

I could do it and I have the potential. Those internships were a game changer for me. It's the best piece of advice. Internships are going to give you a good sense if you want to do this" (Appendix C).

Question #4 asked: Prospects for employment in television are expected to continue to decline. Has your station felt the effects of this down-sizing? If yes, how so? Do you have fewer full time permanent employees in 2015 than in 2010? Do you use per diem or freelance workers to fill any gaps? If yes, for what type of work?

Questions #4 was asked to substantiate whether the television stations are feeling the effects of employment decline. It was also asked to confirm or deny if they are experiencing a decline in employment opportunities.

- Stephanie Adrouny: "In the traditional sense maybe a little bit. But some things are going away and other things are coming. Five years ago we may have had more traditional reporters but as far as I know this station hasn't down sized on the number of reporters. However we have a bigger digital team than we have ever had before. Our digital team are still journalists they are just doing a different jobs. We have added to our assignment desk since I've been here so those jobs are growing. The traditional jobs of just being a reporter or just being a photographer or just being an anchor I think arguably within the industry that's going down but there are other jobs that are coming up as we find this balance between digital and traditional broadcast" (Appendix A).
- Doug Barden: "Oh yeah, it's brutal. It's very, very different. I was having a lunch with our photographer down in Santa Maria and he's been here; he started here in 2004. When he started here we had ten photographers on staff. We had

seven reporters is what he was saying. One in Santa Barbara, another three in Santa Maria, a bunch up here and photographers spread all over. Now I've got three photographers, and maybe four reporters that are MMJ's. Our job as managers is to do the best we can with what we have." Barden says the number of full time employees hasn't changed at KSBY from 2010 to today but that they are doing more news now with the same number of staff. Barden does not use freelancers because it's not in the budget. (Appendix B).

- Christina Favuzzi: When I first started at KSBY I was brought on as a part time freelancer as a sort of test drive. I did wonder if I would ultimately get hired. It's always better to be permanent than freelance. There's not a whole lot of job security in this business. I was worried. I hadn't really been applying for other jobs. About eight weeks into the ten week position I found out that I would be full time after graduation. (Appendix C).

Question #5 asked: Has your station been affected by any of the large mergers & acquisitions in the broadcast industry? In your opinion are the mergers helping or hurting the industry? How? Are there other side effects you see as a result of these large mergers?

Question #5 was asked to gain insight as to how the large mergers & acquisitions are affecting jobs available in television broadcasting.

- Stephanie Adrouny: When I was here at this television station in the 90's it was a Granite television station, it lost its affiliation and Granite sold it. GE ended up taking over and then Comcast did. I wasn't here for any of that but I would say yes, the answer is yes. It's good to have competition and there are some very large television groups out there. Of course, ABC, Fox, Sinclair, Gannett, Hearst,

of course Comcast. I don't know if there is a single answer to that question. I think it can help in some markets and I think it can be dangerous in others (Appendix A).

- Doug Barden: "No, we are owned by a company out of South Carolina called Evening Post Publishing. Their broadcast division is known as Cordillera Communications. It's a debt-free private company. They own small to mid size markets in desirable locations. That is an anomaly in this business because a they are all being gobbled up by these massive conglomerates and the larger the company the more red tape you've got" (Appendix B).
- Christina Favuzzi: "I'm not an expert on that so much. I was interning at KCOY and they had their newsrooms at KEYT. They had merged. What I observed was that more priority, more resources were given the KEYT than KCOY. Their newsroom was run-down; their stories didn't run on both stations. The feeling I got was that KCOY was less appreciated than KEYT. Of course there is always down-sizing everywhere because there isn't as much money in this business as people think there is. I don't think there is one right answer to whether mergers are helping or hurting. It can be good for some stations. It's a mixed bag" (Appendix C).

Question #6 asked: Has the recent recession had any long lasting effects on the operations of your newsroom? If yes, what?

Questions #6 was asked to see if television stations are operating any differently since the recovery of the recession.

- Stephanie Adrouny: "I think everybody is very conscious of the dollar in terms of

you never know what's coming down the road. Everybody is much more cautious about their budget and where we spend money and how we spend it. Long term planning has changed because of that you know to be a little bit more weary.

Television stations laid people off, for sure that definitely happened. I am not sure if more experienced people left as a whole. I think we are looking at because of the recession more journalists coming into the market with more skills. They have to know how to shoot and edit. That's because there is that demand to have more people or the same amount of people in the newsroom but that have more skills than they have in the past" (Appendix A).

- Doug Barden: "No, we were really trim to begin with. I think most small markets didn't really feel the pinch of it as much. The bigger markets laid off many. But what one of my reporters or mmjs does, in San Francisco or Los Angeles it takes five or six people" (Appendix B).

Question # 7 asked: Are graduates coming to you technically prepared to work in your newsroom? If yes, what skills do they have that make them employable? If no, what skills are they lacking?

Questions #7 was asked to see if college curriculum is keeping pace with the changing technology required in today's newsroom.

- Stephanie Adrouny: "We don't really see a lot of immediate graduates here. I would say and I don't really see reporters here on their first job. It is really hard for me to answer that question" (Appendix A).
- Doug Barden: "Some. It's really hard to find good writers. Really hard. And that's something that's something you can't teach. The on air presence; you can

work with someone's on air presence. You can work with voice, you can work with delivery. You can work with shooting. You can work with lighting and sound. You can teach skills like that. But I think it takes a creative person. I think news people need to be critical thinkers. The ones with creativity grasp the writing, and the shooting and the sequencing and put it all together" (Appendix B).

- Christina Favuzzi: "It depends on the program you're in. Where you go to school and what sort of training that you get. At Cal Poly I think there are some of us that came out of that program very well prepared and I think I was one of them. But not everyone does. And it boils down to how devoted you are to learning those skills and mastering those skills. In this digital age they are going to want multimedia skills, social media skills are huge. In TV knowing how to shoot and edit video is crucial" (Appendix C).

Question #8 asked: In your opinion what skills are most important to prepare applicants for positions you have available?

Question #8 was asked to gain insight into the skills television broadcast employers are seeking when hiring.

- Stephanie Adrouny: "I think it is depends on what job they are looking for. If I am hiring a digital journalist they have to be an expert in all social media. They have to know how it works, they have to know how the metrics work, they have to understand our research, what the viewers who watch us may want to see. So that's important. But if I am looking for a reporter, they need to know how to tell a story; a master of the English language. Whenever I give advice to college

students that want to be a journalist I say master the English language” (Appendix A)

- Doug Barden: They’ve got to be critical thinkers. And they’ve got to question everything. They’ve got to be able to question authority. I want my staff to challenge me and ask why are we doing it this way? They’ve got to do the same thing in the field; they’ve got to be journalists. That’s our responsibility. I am looking for people that don’t accept things the way they are just because they are. You need to ask why. Just ask questions on a daily basis” (Appendix B).
- Christina Favuzzi: “Shooting video and editing is huge. If you are on TV you have to have experience reporting on air. That would be proven in your reel. And your writing and your ability to communicate and tell stories should all be evidence in your reporting and writing. The digital skills are crucial” (Appendix C).

Question #9 asked: If you could create/teach one college course to help prepare the next generation of journalism students to work in television what class would that be? Why?

Question #9 was asked to get insight into what skills might be missing in college curriculum currently.

- Stephanie Adrouny: I think it would definitely have to be curating social media to find sources. Source driven reporting; how do you do it; how do you get sources? I think there is an art to developing a source and I think electronics have gotten in the way a little bit of that. Not with everybody certainly. But I think the course I would teach would be how to get a source; how to enterprise a story. Because really in order to survive we have to have original content. The course would be

source driven reporting and how to do it” (Appendix A).

- Doug Barden: “I would teach a class on how to find good stories. So it would be a class on the unbelievable world of the internet. Where I think most people when they go to the internet they maybe tackle about two percent of what the internet can really give you. It’s a wealth of information; you just have to know where to look.
- Christina Favuzzi: “I would teach the class at Cal Poly, the Journalism 353 – Broadcast News Practicum. That is probably what I would do because that is where everything starts to come together. I would teach that class because it totally transformed my college experience” (Appendix C).

Question #10 asked: Research shows that some schools are preparing journalists to work for themselves as entrepreneurs or freelancers to supplement their down time between jobs. Do you think it’s important for students to understand the business side of television before going to work in the industry? If yes why? If not, why not?

Question #10 was asked to provide insight as to why students should challenge themselves to learn the business side of the television industry to help get their first job in broadcasting.

- Stephanie Adrouny: “In this day and age with user generated content its important. I feel like people that graduate from college need to understand these skills because at some point it’s going to be profitable” (Appendix A).
- Doug Barden: “Education is a beautiful thing. You can never have enough education. I would say yeah the more you can understand about anything the better off you are period. Not just book education but I’m a really firm believer in

life education too” (Appendix B).

- Christina Favuzzi: “Yeah, I think that freelance work can be a great way. I currently have friends that have been doing that. They’ve been writing freelance stories for some of them are really big outlets. I think that works well for more of the online journalism, digital journalism route more than TV. It’s just that work place experience is just crucial (Appendix C).

Research Questions

For this study, six research questions were created to determine the challenges that graduates will face when trying to get their first job in the television broadcasting industry.

Research Question #1: What skills are employers looking for from the next generation of multimedia journalists?

- The role of reporter has changed and employers are now looking to hire multimedia journalists or MMJs. According to the U.S. Bureau of Labor Statistics stations are increasingly relying on multimedia journalists to publish content on a variety of platforms. “Multimedia journalists typically shoot, report, write and edit their own stories. They also gather the audio, video, or graphics that accompany their stories.” (U.S. Bureau of Labor Statistic, 2014, p. 3)
- “We want multimedia journalists with solid basics—the ability to write, inquisitiveness, people who want to dig deeper, who know how to use the tools with an understanding of how their information will be used on multiple platforms” (Wenger & Owens, 2012, p. 19).

Research Question #2: How can students gain the experience necessary to successfully land their first job in a smaller broadcast market?

- Hodgson and Wong (2011) found that while the craft of writing and reporting is essential for success in journalism, graduates are also expected to be proficient in oral and written communication and technically competent when they move into their future careers (Hodgson & Wong, 2011, p. 2).
- Hearst Television VP of news Barbara Maushard says the best job candidates have experience producing content for multiple platforms. "That can come from a strong on-campus broadcast experience or an internship" (Zitlin, 2014, p. 1).
- In Kuban's study (2014), students also agreed that hands-on practice is what is needed to prepare for employment. They listed confidence as the most important interpersonal skill and said they gained the most confidence in their skills from practical experience. One student said, "You've got to do it and experience it." Another recommended multiple internships because they help prepare you to know what to expect (Kuban, 2014, p. 9).
- Opportunities for employment will likely be better in small market television because competition is higher in large metropolitan areas with larger viewing audiences. After gaining work experience in smaller markets, reporters and correspondents can advance by moving from smaller cities to larger cities. Larger markets offer job opportunities with higher pay and more responsibility and challenges (Bureau of Labor, 2014, p. 5).

Research Question #3: How is down-sizing of the television news industry challenging new graduates trying to obtain an entry level job in the industry?

- The Bureau of Labor Statistics points out that the employment outlook for reporters, correspondents and broadcast analysts is not bright. The bureau projects a 13% decline in jobs from 2012 to 2022 stating that lower advertising revenue will negatively impact employment growth for these occupations. The study shows further that, “news organizations will continue to consolidate and share resources, staff and content with other media outlets. Reporters are able to gather and report on news for multiple media stations owned by the same corporation” (Reporters, Correspondents, 2014).
- Broadcast journalists are expected to face strong competition for jobs because of both the number of workers interested in entering the field and the projected employment declines (Correspondents, 2014).

Research Question #4: What are the affects of the large mergers & acquisitions on jobs available in television broadcasting?

- According to Cynthia Littleton (2014), managing editor of television for Variety.com, mergers of broadcast companies have been taking place at breakneck speed over the past two years (Littleton, 2014).
- According to the Rochester Institute of Technology, consolidation and convergence should continue in the publishing and broadcasting industries. These mergers should allow companies to better allocate their news analysts, reporters, and correspondents to cover news stories. The good news is that improving technology may eventually lead to more employment growth in this occupation by opening up new areas of work, such as online or mobile news divisions. The

continued demand for news will create some job opportunities (Miller & Contomanolis, 2014).

Research Question #5: How can college education curriculum keep pace with changing technology required in today's newsrooms?

- Results of a study by Wenger and Owens on what employers are looking for when hiring should reinforce for journalism educators the notion that cross-platform skills are important in helping students find employment (Wenger & Owens, 2012, p. 22). The study found specifically that web/multimedia skills received more mentions than any other. Web/multimedia skills in this case meaning the ability to post to the Web and the ability to write for the Web.
- The good news for journalism students is that some studies show that skills learned in the classroom are enough to prepare students for their entry level employment opportunities. According to Finberg (2013), this speaks to the notion that technological skills, while important in entry-level journalists' preparation, are not paramount. Instead, students' familiarity with such devices via the classroom should provide them with enough exposure and practice to learn how to use something similar if their first job requires it (Finberg, 2013, p. 8).
- Journalism students at many Universities will be departing with a more holistic approach to media than simply broadcast journalism. Educators are evolving their curricula to give students the best possible chance to succeed in a media environment that changes every day (Malone, 2015). Professors are challenged to figure out what among the newer trends have merit but the overall philosophy of digital first is prevalent

Research Question #6: Why should journalism students challenge themselves to learn the business side of the industry to help land their first paying job in television broadcasting?

- The employment opportunities of the future journalist are as an independent/self-employed contractor. The current state of the industry is volatile and employment trends are not showing much improvement on the horizon. Faculty members interviewed by Ferrier recognized that students would be changing jobs often and perhaps creating employment for themselves as intrapreneurs, freelancers, or media startups (Ferrier, 2013, p. 231).
- Faculty cited the need to develop the confidence in students to take initiative, learn new skills, and to develop a working knowledge of how to move projects and ideas forward. “Journalists must be ready to strike out on their own—without fear. They must also innovate from within an organization. So to me, entrepreneurship should be an essential element of journalism education from this point forward (Ferrier, 2013, p. 231).
- Baines and Kennedy found (2010), that Because of technological advances, opportunities exist for individual journalists and small teams of journalists to develop enterprises which engage directly with audiences and are not dependent on the traditional freelance model of dependency on other media organizations (Baines & Kennedy, 2010, p. 109).

Research Data Presentation

For this study it was important to find out what experts in the field of television broadcasting said about the challenges facing graduates trying to get their first job in television. It was also deemed important to study experts in two different market sizes to compare the

information gathered and see if differences would arise due to market size. In order to acquire this data, Stephanie Adrouny, a hiring manager in the San Francisco Bay Area, Doug Barden, a hiring manager in San Luis Obispo and Christina Favuzzi, a recent graduate were interviewed for the study. They were each asked questions in an individual interview situation specifically designed to answer the original research questions. The following tables represent the respondent's answers in the form of their original perspectives on the research questions.

Research Question #1: What skills are employers looking for from the next generation of multimedia journalists?

This question was studied in response to the current literature that exists showing that hiring managers are looking for multimedia skills when hiring. The role of reporter has changed and employers are now looking to hire multimedia journalists or MMJs.

According to the U.S. Bureau of Labor Statistics stations are increasingly relying on multimedia journalists to publish content on a variety of platforms. "Multimedia journalists typically shoot, report, write and edit their own stories. They also gather the audio, video, or graphics that accompany their stories." (U.S. Bureau of Labor Statistic, 2014, p. 3)

This question was studied to gain insight from hiring managers and from a recent graduate as to what skills they are looking for when hiring a reporter. The general question of what skills the managers are looking for was followed with why these skills are important and if the skills are different then they were five years ago. This information was important to find out if in fact the skills needed in television broadcasting have changed to a multimedia environment.

Table 1 summarizes the answers to this question and shows that while respondents from both market sizes feel that multimedia skills are important there is a different model of employment in each respective market. The San Francisco Bay Area (DMA 6) market is using

a hybrid model utilizing both traditional reporters and multimedia reporters or MMJ's while the smaller market (DMA 125) station in San Luis Obispo utilizes strictly the MMJ model.

Table 1

Employers Seek Multi-Media Journalistic Skills

Respondent	Traditional reporters or MMJ's	Multimedia skills important?
Stephanie Adrouny (DMA 6)	Hybrid Situation; both traditional & Multimedia journalists	Yes, shoot, write & edit
Doug Barden (DMA 125)	Multimedia Journalists	Yes, savvy in social media
Christina Favuzzi (DMA 125)	MMJ or One Man Band	Yes, shoot, edit & write well

Research Question #2: How can students gain the experience necessary to successfully land their first job in a smaller broadcast market?

This question was studied to discover insight from the experts as to what experience students should be looking to gain prior to pursuing employment. Based on the literature, experience will be necessary to gain entry level employment in television broadcasting. A study conducted by Bor (2014) on teaching social media showed that when teaching social media reporting, it is useful to emphasize how in-class activities can support students' career development, as this emphasis can improve students' enthusiasm and participation (Bor, 2014, p. 249). Hearst Television VP of news Barbara Maushard says the best job candidates have experience producing content for multiple platforms. "That can come from a strong on-campus broadcast experience or an internship" (Zitrin, 2014, p. 1).

This question was studied to find out what advice the experts would offer current students as to how they can obtain the experience needed to successfully gain their first job in broadcast television. After asking the experts if experience is necessary it was important then to find out if

classroom experience was sufficient or if the experts would recommend internships as a better method of gaining experience.

Table 2

Gaining Experience Is Necessary for Successful Employment

Respondent	Is Experience Necessary?	Classroom or Internships
Stephanie Adrouny (DMA 6)	Yes. I can't remember a time when I have hired somebody or a reporter without any experience.	I am looking for somebody t that has interned so that they come to it with some basic knowledge of the real world experience. Not just classroom experience.
Doug Barden (DMA 125)	Yes. I don't remember a single thing from college but I remember everything from my internship. Internships are key.	Go learn something in a small market because you are going to learn by doing. And then you become valuable because now you have that experience. You can learn everything through internships
Christina Favuzzi (DMA 6)	Yes. For me I've had so many internships, an abnormal amount really	Those internships were a game changer for me. It's the best piece of advice. Internships are going to give you a good sense if you want to do this

Table 2 shows that hiring managers in both the larger market and smaller market agree that experience is necessary to successfully land an entry level job in television broadcasting. They also agree that the best method for gaining real world experience is through internships. It is interesting to note that the recent graduate interviewed for the study had successfully found her first job prior to her graduation date. She completed seven internships of her own prior to landing her first job.

Research Question #3: How is down-sizing of the television news industry challenging new graduates trying to obtain an entry level job in the industry?

This question was studied to find out if prospects for employment in broadcast television are declining. The Bureau of Labor Statistics points out that the employment outlook for reporters, correspondents and broadcast analysts is not bright. The bureau projects a 13% decline in jobs from 2012 to 2022 stating that lower advertising revenue will negatively impact employment growth for these occupations. Reporters are able to gather and report on news for multiple media stations owned by the same corporation” (Reporters, Correspondents, 2014).

This question was designed to find out if stations in different market sizes have felt the effect of down-sizing in the television industry. The general question was followed by several questions regarding the number of full time permanent employees on staff and whether or not the station uses freelance workers to supplement coverage.

Table 3 shows that according to both market size stations they have not seen a down-sizing in the past five years. The small market station did have a significant decrease in full time permanent employees from 2004 until 2010. While the number of employees has not changed the responsibility of reporters has. In the small market station the MMJ model has allowed them to do more news with fewer staff members. And while the larger market station has not down-sized within the last five years there has been a shift in staffing. They have more digital journalists and assignment desk employees now than before and fewer traditional journalists.

Research Question #4: What are the affects of the large mergers & acquisitions on jobs available in television broadcasting?

This question was studied to see what affects the large mergers & acquisitions taking place in the broadcast industry are having on employment opportunities.

Table 3

Down-Sizing of Television Industry Creates Challenges

Respondent	Downsizing at your station?	Use Freelance Workers?
Stephanie Adrouny	As far as I know this station has not downsized on reporters. While some things are going away others are coming up. We have a bigger digital team. We've added to our assignment desk. Those jobs are growing. The traditional jobs of just being a reporter; anchor; photographer; I think arguably in the industry are going down but other jobs are coming up as we find the balance between digital and traditional broadcast.	Yes, to fill gaps. We are not moving to a model where we just have freelancers. We can't. It won't work.
Doug Barden	Have not down-sized since 2011 but KSBY down-sized significantly from 2004 until 2010.	No. We do not have the budget to use freelance workers regularly.
Christina Favuzzi	Not Pertinent to her expertise	

According to the Rochester Institute of Technology, consolidation and convergence should continue in the publishing and broadcasting industries. These mergers should allow companies to better allocate their news analysts, reporters, and correspondents to cover news stories. The good news is that improving technology may eventually lead to more employment growth in this occupation by opening up new areas of work, such as online or mobile news divisions. The continued demand for news will create some job opportunities (Miller & Contomanolis, 2014). “Following a merger or content-sharing agreements, some news agencies may reduce the number of reporters and correspondents on staff. However, in some instances, consolidations may help limit the loss of jobs. Mergers may allow financially troubled newspapers, radio stations, and

television stations to keep staff because of increased funding and resources from the larger organization (Reporters, Correspondents, 2014, p. 7).

This question was designed to find out what the impacts on the operations of a television station are when a large merger or acquisition happens. The respondents were asked if their station had been affected and what impact the large mergers & acquisitions are having on the television industry in general.

Table 4

Affects of Mergers & Acquisitions on Employment Opportunities

Respondent	Has your station been affected?	Good or Bad for Industry
Stephanie Adrouny	Yes. Granite Broadcasting owned the station in the 90's and lost it's affiliation. GE ended up taking over and then Comcast/NBC Universal.	Mixed bag. It can help in some markets and it can be dangerous in others. Consolidation can mean potential job loss. And less competition in the market. A benefit is the new company invests more money into the station.
Doug Barden	No. Owned by a debt free private Company. Broadcast division is Called Cordillera Communications.	...the larger the company the more red tape you've got. And when they're publicly Traded companies all of a sudden you're not answering to the company; you're answering to the shareholders and then it's really about money.
Christina Favuzzi	No. Owned by Cordillera Communications	I think for some stations it can be good but it's a mixed bag.

Table 4 shows that the San Francisco Bay Area station has been affected by a larger merger or acquisition and the smaller market station has not. And while that is the case; all of the respondents had similar responses to how the industry is being affected overall. While the respondents can see that sometimes an influx of financial backing is good; the possible job loss and “big business” aspect that brings red tape is bad. As two of the respondents said, “It’s a mixed bag.”

Research Question #5: How can college education curriculum keep pace with changing technology required in today’s newsrooms?

This question was studied to find out if college curriculum is keeping pace with the fast changing technology of the television industry. Results of a study by Wenger and Owens on what employers are looking for when hiring should reinforce for journalism educators the notion that cross-platform skills are important in helping students find employment (Wenger & Owens, 2012, p. 22). The study found specifically that web/multimedia skills received more mentions than any other. Web/multimedia skills in this case meaning the ability to post to the Web and the ability to write for the Web. The curricular challenge is to develop "newer," or contemporary, skills such as multi-platform storytelling but not at the expense of traditional skills. Educators are evolving their curricula to give students the best possible chance to succeed in a media environment that changes every day (Malone, 2015). Professors are challenged to figure out what among the newer trends have merit but the overall philosophy of digital first is prevalent.

This question was asked to gain insight as to whether or not journalism graduates are coming out of college prepared to work in a digital newsroom. The question was designed to find out if students are technically prepared and if not what skills are they lacking. The follow up question gave respondents the opportunity to suggest a class that may be missing in today’s

curriculum.

Table 5

College Curriculum & Changing Technology

Respondent	Technically Prepared?	Most Important Skill	Course You Would Teach
Stephanie Adrouny	We don't really hire a lot of immediate graduates here. I don't have reporters that are on their first job. Hard for me to answer that question.	Become a master of the English language.	Curating social media to find sources. Source driven reporting and how to do it.
Doug Barden	Some, but it's really hard to find good writers.	They've got to be critical thinkers. They've got to question everything. They need to have an element of creativity.	A class on how to find good stories. The unbelievable world of the internet.
Christina Favuzzi	Some, it depends on the program and the training you get. It depends on the motivation of the student.	Multimedia skill & social media skills. Knowing how to shoot & edit is crucial. And writing, you have to be able to write.	Broadcast Practicum: it makes you appreciate what it takes to put together a newscast. It totally transformed my college experience

Table 5 shows that both Barden and Favuzzi have similar answers on whether graduates are technically prepared to work in a newsroom. Adrouny doesn't hire immediate graduates and didn't feel she could answer the question. All three respondents listed writing as an important skill, but Favuzzi also mentioned multimedia skills of shooting and editing video. It is interesting to note the both hiring managers would teach a class on how to find good stories; one said through social media and the other by searching the internet.

Research Question #6: Why should journalism students challenge themselves to learn the business side of the industry to help land their first paying job in television broadcasting?

This question was studied to gain insight as to why student should challenge themselves to learn the business side of the television industry to help get a job in broadcast television. Careers that new graduates begin are likely to feature periods of long-term employment, short-term contracts, self-employment and temporary special projects (Baines & Kennedy, 2010, p. 97). Students must gain skills and knowledge to act as reliable analysts and brokers of information in complex social and political contexts while also developing creative, innovative and entrepreneurial approaches to journalism (Baines & Kennedy, 2010, p. 97). Given the extent of self-employment and a trend towards short-term fragmented work, there is a strong argument for journalism programs to provide business skills necessary to support periods of self-employment (Baines & Kennedy, 2010, p. 104).

This question was designed to investigate whether freelance opportunities are prevalent and considered a good option for recent graduates to gain employment in television. The literature shows that most journalists will need to be prepared for periods of unemployment or self-employment.

Table 6 shows that all respondents believe business skills will prove to be important and possibly profitable for journalism students as a possible way to supplement their income with freelance work. While the larger market station uses freelance journalists these are not opportunities available to new graduates. These freelance positions are for experienced journalists. In the small market station the budget does not allow for freelance opportunities.

Table 6

Business Skills May Provide Opportunities in the Future

Respondent	Business Skills Important	Use Freelancers?
Stephanie Adrouny	Yes, user generated content will become monetized. Some day it may be profitable to have these skills.	Yes, to fill in the gaps at holidays we don't have a network of freelancers. Prefer to have full time employees.
Doug Barden	Yes, the more you understand about anything the better off you are. Education is a beautiful thing. Not just book education but life education.	No. I wish. I have tried every year to put it in the budget. I think it's key. To be able to come in and shoot, write, edit, whatever is needed. People that can go and get content.
Christina Favuzzi	Yes, freelance work can be a great way to get started in business. I think freelance works well for more of the digital journalism route than for TV.	Started at station as Freelance as a test drive to see if it would work out. Not freelance in the traditional sense.

CHAPTER 5

Discussion & Recommendations

Summary

This study was performed in response to an interest in finding out what challenges graduates are facing when trying to find their first job in television broadcasting. There have been many changes in the industry within the last five years and the challenge was to see if these changes would present challenges to graduates ready to find their first job. With the majority of the literature painting a fairly bleak forecast for employment in broadcast television, it was essential to collect data from experts in the broadcast television industry regarding their opinions on what challenges graduates will face getting their first job.

To find out more information on the challenges that exist, three experts were interviewed. The experts represented three different points of view. One from a large market television station, another from a small market television station and the third was a recent graduate that had successfully found employment prior to graduation. Each expert was interviewed based on a single questionnaire designed to answer the following questions for the study:

1. What skills are employers looking for from the next generation of multi-media journalists?
2. How can students gain the experience necessary to successfully land their first job in a smaller broadcast market?
3. How is down-sizing of the television news industry challenging new graduates trying to obtain an entry level job in the industry?
4. What are the affects of the large mergers & acquisitions on jobs available in television broadcasting?

5. How can college education curriculum keep pace with changing technology required in today's newsroom?
6. Why should journalism students challenge themselves to learn the business side of the industry to help land their first paying job in television broadcasting?

Research questions were slightly altered to create applicable questions for interviews with each respondent. The questionnaire elicited a variety of responses that correlate to the literature on the challenges graduates will face when trying to get their first job in television broadcasting.

Discussion

By analyzing the data collected from Chapter 4, connections made between experts' responses provided from the interview process, and the existing literature found in Chapter 2, it is possible to draw conclusions regarding the original research questions.

Research Question #1: What skills are employers looking for from the next generation of multimedia journalists?

All three of the experts agreed that multimedia skills are important to secure employment in today's broadcast television industry. Adrouny and Favuzzi mentioned employers are looking for multimedia journalists with the ability to shoot, write & edit well. Barden said he looks for candidates that are savvy in social media.

The literature reflects a similar viewpoint. According to the U.S. Bureau of Labor Statistics stations are increasingly relying on multimedia journalists to publish content on a variety of platforms. "Multimedia journalists typically shoot, report, write and edit their own stories. They also gather the audio, video, or graphics that accompany their stories." (U.S. Bureau of Labor Statistic, 2014, p. 3)

It is possible to conclude that in order to be successful in finding a job in today's

television broadcast industry one must be skilled in multimedia; including the ability to shoot, write and edit your own work. These skills are clearly required in the small market station where all of the reporters are multimedia journalists; while the large market station is operating in a hybrid situation with both traditional & multimedia journalists. However, the large market station is not hiring graduates right out of college.

Research Question #2: How can students gain the experience necessary to successfully land their first job in a smaller broadcast market?

All of the experts agreed that experience is necessary to land a job in broadcast television. They also agreed that the best place to get that experience is through internships. Favuzzi said that her internships were a game changer. Barden and Adrouny both mentioned that internships give you real world experience that makes you valuable.

The literature reflects a mixed perspective on how students can gain the experience needed for employment. Some think that classroom experience may be enough, while others point to internships as the best route. A study conducted by Bor (2014) revealed the importance in emphasizing the potential for students to use in-class activities to develop audiences and work experience that will extend beyond the parameters of the classroom to enhance their employability (Bor, 2014, p. 252). Hearst Television VP of news Barbara Maushard says the best job candidates have experience producing content for multiple platforms. "That can come from a strong on-campus broadcast experience or an internship" (Zittrn, 2014, p. 1). In another study one student said, "You've got to do it and experience it." Another recommended multiple internships because they help prepare you to know what to expect (Kuban, 2014, p. 9).

Overall it is possible to conclude that students should be looking for internships as a method to gain valuable hands on experience. An internship in small market will provide

real life experience. As Barden said, “I don’t remember a single thing from college, but I remember everything from my internship. Internships are key.”

Research Question #3: How is down-sizing of the television news industry challenging new graduates trying to obtain an entry level job in the industry?

The experts had similar responses when asked if their station has felt the effects of down-sizing. Both experts say that no significant down-sizing has occurred in the last four to five years. The smaller market station was impacted greatly by down-sizing from 2004 through 2010 due to the recession and decreased advertising revenue. Adrouny, representing the larger market station, reports that while some teams are getting smaller, others are growing.

The literature reflects a different picture altogether. The Bureau of Labor Statistics points out that the employment outlook for reporters, correspondents and broadcast analysts is not bright. The bureau projects a 13% decline in jobs from 2012 to 2022 stating that lower advertising revenue will negatively impact employment growth for these occupations. The literature also points out that broadcast journalists are expected to face strong competition for jobs because of both the number of workers interested in entering the field and the projected employment declines (Correspondents, 2014).

Whether down-sizing is challenging graduates trying to land an entry level job in television is a difficult conclusion to reach. The small market station expert interviewed works for a station that is privately owned and has the benefit of their investment. The results may be different if this station were owned by a different company. Adrouny mentioned that the jobs have changed a little bit but she suggests that her television station has grown. Adrouny does concede however that other television stations have absolutely cut back.

Research Question #4: What are the affects of the large mergers & acquisitions on jobs available in television broadcasting?

When the experts were asked if their stations had been affected by any of the large mergers & acquisitions happening in the broadcast industry the answers varied. Barden and Favuzzi work for the same station and agreed that KSBY had not been affected. Barden said that their station is owned by a debt free private company. Adrouny said that her station has been affected and explained how KNTV had progressed from Granite Broadcasting in the 90's to GE and then to Comcast/NBC Universal.

The literature on mergers & acquisitions draws varying conclusions. But it does agree on one thing; that they are happening at a rapid pace. According to Cynthia Littleton (2014), managing editor of television for Variety.com, mergers of broadcast companies have been taking place at breakneck speed over the past two years (Littleton, 2014). The outcome to the television industry is not as clear.

While the experts had different responses on the question because of who they currently work for, they all agreed that the subject of mergers & acquisitions is a difficult one. They also agreed that the outcome for the television industry is a mixed bag. Adrouny said, "It can help in some markets and it can be dangerous in others. Consolidation can mean potential job loss and less competition." Barden's concern with the large mergers is that stations may no longer be representing the public as a watchdog of the government. "When they're publicly traded companies all of a sudden you're answering to the shareholders...then it's really about money," Barden said.

Research Question #5: How can college education curriculum keep pace with changing technology required in today's newsrooms?

The experts approached this question from different perspectives and therefore had

varying answers. Adrouny does not hire immediate graduates therefore she declined to state. Barden & Favuzzi both agreed that some graduates are prepared but for different reasons. Barden says it's challenging to find good writers. And Favuzzi thought the level of preparation depends on the program and the motivation of the student. Each expert agreed that mastering the English language is the key to success and in this digital age acquiring multimedia skills is critical.

The literature reflects a similar perspective. Educators are evolving their curricula to give students the best possible chance to succeed in a media environment that changes every day (Malone, 2015). Professors are challenged to figure out what among the newer trends have merit, but the overall philosophy of digital first is prevalent.

Overall it is possible to conclude that the curricular challenge is to develop "newer," or contemporary, skills such as multi-platform storytelling but not at the expense of traditional skills. Experts agree that the traditional skills of good writing need to marry with the newer skills of digital first. The experts also agree that teaching the next generation how to curate good stories from their digital online resources will help the next generation of journalists succeed.

Research Question #6: Why should journalism students challenge themselves to learn the business side of the industry to help land their first paying job in television broadcasting?

All of the experts answered similarly to the question if learning the business side of the industry is important; but each expert had a different reason as to why it is important. Adrouny believes the future of user generated content will provide an avenue of potential income for journalists. Barden believes the more one can understand about any thing the better off you are. And Favuzzi sees freelance work as a great way to get started in the

business. But she feels that freelance work is better suited for digital journalism more than for television broadcast journalists.

The literature reflects a similar perspective on the subject of entrepreneurship and students learning the business side of the television industry; again for a different reason. Faculty members interviewed by Ferrier recognized that students would be changing jobs often and perhaps creating employment for themselves as intrapreneurs, freelancers, or media startups (Ferrier, 2013, p. 231). Adrouny utilizes freelance workers on an as-needed basis at her large market station while due to budget constraints in the smaller market Barden does not have access to freelancers.

It is possible to conclude that journalism students should take not only the opportunity to learn about the business side of the television industry if it is offered within their program but the opportunity to learn about everything. Favuzzi's mentor advised her to take a course on fires and on government because those are subjects that reporters often cover. Barden said, "Education is a beautiful thing. Not just book education, but life education." And while user generated content may not be monetized now, Adrouny thinks it's an important model for students to understand because she thinks it will be monetized in the future.

Recommendations for Practice

After completion of the study, substantial data has been collected and analyzed on the topic of the challenges graduates will face when trying to get their first job in television broadcasting. Given the information, it is important to highlight the most insightful content and present it for future journalism graduates and industry professionals. Some recommendations for practice include capitalizing on the opportunity provided in

internships, figure out how to become a master of the English language, start creating your own social media presence as soon possible and attain multimedia skills.

Real World Experience Leads to Success

Gaining real world experience through internships can be a game changer. Every expert interviewed agreed that internships are the key to successfully transitioning from the classroom to the newsroom. In today's fast pace technical environment, learning real-world digital systems is critical to show your future employer that you have what it takes to be successful. And the way to do that is interning. Doug Barden, News Director at KSBY, San Luis Obispo suggests that you intern in the smallest market possible because you will learn by doing; and that makes you valuable. As Kuban (2014) discussed, students also agreed that hands-on practice is what is needed to prepare for employment. They listed confidence as the most important interpersonal skill and said they gained the most confidence in their skills from practical experience. One student said, "You've got to do it and experience it." Another recommended multiple internships because they help prepare you to know what to expect (Kuban, 2014, p. 9).

Master the English Language

Becoming a mastering of the English language may sound obvious to a journalism student; however, all of the experts agreed that finding good writers is difficult. Set yourself apart by acquiring an English minor. Stephanie Adrouny, News Director at KNTV, a San Francisco Bay Area station suggests that you use your English classes to become a master storyteller. This skill will define you as a journalist and will prepare you for more job opportunities. Successfully transitioning from college graduate to employed broadcast journalist will require a new set of skills in today's job market. Hodgson and Wong (2011) found that while the craft of writing and reporting is essential for success in journalism, graduates are also expected to be proficient in

oral and written communication and technically competent when they move into their future careers (Hodgson & Wong, 2011, p. 2). According to the Rochester Institute of Technology, the good news is that improving technology may eventually lead to more employment growth in this occupation by opening up new areas of work, such as online or mobile news divisions. The continued demand for news will create some job opportunities (Miller & Contomanolis, 2014). Adrouny mentioned that while the role of traditional journalists is declining; the role of digital journalist is increasing. This is good news for those students that prepare themselves for all of the opportunities that exist in the newsroom.

Social Media/Multimedia Skills are Required

With the fast pace changes of technology, graduates are challenged to keep up with the equipment and skills being used in television stations across the country. Virgil Smith, Vice President of talent management at Gannet says that the most significant change is that multimedia is key (Wenger & Owens, 2012). According to Adrouny, we are in a transition period where people are still watching TV but younger generations are what the industry calls three screeners. When they watch TV; they are watching with a phone in their hand and an iPad on their lap. Christina Favuzzi, a recent graduate of California Polytechnic, San Luis Obispo found that most news directors want to know if you can be a one-man-band. Can you shoot, write and edit well? Favuzzi said, “At the end of the day this job is about storytelling and how well you present yourself.” Favuzzi also agrees that social media is a huge part of the job. She suggests having a personal website where you have your reel and some of your work can be important. This allows News Directors to see your social media presence and know that is something they won’t have to teach you. Favuzzi found that news directors are more than happy to help you refine your skills but they don’t want to teach someone from ground zero.

Study Conclusion

In conclusion, given the general findings of the study, qualitative research should be done regularly on the challenges graduates face when seeking employment in television broadcasting. Routine data collection and interviews should be conducted based on the fast paced changes of the subject area. Overall, the study presented the collective opinions of several experts in the field of broadcast television. However, the nature of the industry is such that regional location, station ownership or affiliation and designated market size creates a unique study. Therefore, the study and overall recommendations for practice may not be applicable to every individual or to every television market. The study does however serve as an educational tool for journalism students, graduates and industry professionals who are trying to overcome challenges to finding their first job in television.

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Appendix A

Interview Transcripts: Stephanie Adrouny

The following interview was conducted to get an expert opinion from a hiring manager as to the challenges graduates are going to face when trying to get their first job in television.

Interviewer: Randie Hill

Respondent: KNTV Assistant News Director Stephanie Adrouny

Date of Interview: 6/29/15

Interview Transcription:

Randie Hill: "I have like nine questions for you. So when you're hiring what skills are you looking for specifically when you are hiring a reporter?"

Stephanie Adrouny: "Uh, it depends. The way our world is now, we have different kinds of reporters right? We have the traditional reporters, um that are out there on the street everyday. We have MMJ's; multi media journalists that need to have a few more skills than the traditional reporter right? And in this day and age now we have some reporters that shoot, write and edit all their own pieces. Still we have a hybrid situation today where we still have some reporters that are purely work with a photographer go out and turn stories. Then we have investigative unit and special project reporters. So everybody has a different set of skills. So there's not one thing fits all. And in this market place now I'm looking for experience. Which I know that's hard but when you get to market 6; I still think we are market 5 but when get to this market you know it's not really a starter market in terms of traditional reporter. However, that's changed over the years where we are getting reporters on their second job maybe. Whereas before it was second or third or someone with a lot more experience. So, for us experience counts. If we are talking about a traditional reporter, so I am looking at somebody that can dig, do research, enterprise stories. Whenever I interview somebody that is here for a strictly reporting job, I will say, give me your three stories you broke and how you broke them. Because I am looking for somebody that is going to stand out from the crowd. Instead of just giving me their reporter reel where they are covering breaking news and all of that by this market you better be able to cover breaking news. I'm looking for somebody that can come to the table every day and say I met a so and so, a source and they said blah, blah, blah, let's look into that. So, um enterprising skills are very important. There's also the very basic skills of being able to do live shots you know. Being able to resource stories. Have skills that they can research. Instead of just you know... look to social media to find stories. All of that is now important, which has sort of changed.

RH: "And that actually so, how are these skills different than they were five years ago?"

SA: "Oh gosh. The world has changed. In the last five years. In fact today I was just thinking in my first producer job there was one computer in the news room with the internet. Right. There was one. And it was like sometimes the internet worked and sometimes it didn't. And now it's like we have the internet on our cell phones. So um the skills that have changed the most is they have to be able to understand social media in terms of we're not just on broadcast anymore. We're on phones. We're on Twitter. All of these different social media applications they have to be able to use all of them. And that is in terms of researching stories and also in pushing content out in those stories too. That's been by far the biggest change. That and I would

say reporters now too before when I was coming up; reporters didn't have to shoot or edit. Now let's say, a lot of folks that are graduating from college now graduate understanding that they need to have these skills too. And I would say absolutely they do."

RH: "Okay that was my next question. Are multimedia skills important?"

SA: "100%"

RH: "And why do you say that?"

SA: "Because that's where the world is going for news. I would love to say everybody is watching TV. They're not. And if they are you know they want... We talk about chord cutters right. This is a term we use for all of the folks that have now gotten rid of their cable and they either watch over the air with a digital tuner or they subscribe to Hulu or they just go to NBC.com or they have the app and they watch all of our shows on the app. They don't need a television anymore. So what we are in this transition period where people are still watching TV but mostly younger generations are coming up using we call them three screeners. They use when they watch TV; if they even watch traditional broadcast TV they are watching with a phone in their hand and an iPad on their lap. And they're multi-tasking. So they have to have these skills in order to succeed. We are definitely in that transition point where we're not 100% either way and everybody in the industry is still trying to figure out how to make money from our properties here. But hopefully we'll figure it out but that's why all of those skills are really important.

RH: "Great. So in your opinion what would be the best entry level position to gain employment in television?"

SA: "For anything? Or for just being a reporter?"

RH: "With the idea that you were wanting to get in and ultimately become a reporter."

SA: "What I always tell especially college students as they are coming through is you have to intern as much as they possibly can. Two reasons why: there are many jobs these graduates don't even know about unless they have been in newsrooms. A lot of people don't understand just looking at the TV that we have producers, directors, writers, editors, assignment desk folks, transmission folks, engineers, and IT. That the television industry is not just about the reporters and producers.

RH: "The people you see."

SA: "The people you see. There's so much more. I always say they need to intern and get that on their resume. Because if I were in a small market; if I were in Yuma, Arizona which is arguably where or Chico where you are taking people who have just graduated from college have a little bit of experience maybe. Worked at the college radio station. I'm looking for somebody that has interned or done a fellowship or whatever in a newsroom so they come to it with some basic knowledge of the real world experience. Not just classroom experience. Classroom

experience is fantastic! And that will teach them skills. But to actually observe and see how a newsroom operates, and that's everything from print to television to magazines.

RH: "Great. So you kind of answered this question a little earlier, is experience necessary for an entry level position here?"

SA: "Pretty much. Now I will say this. There are different jobs that are available. If um, we used to do this at my last station and we do some of it here to. There are entry level positions here; it's production assistants, right? They are doing you know the nitty gritty. They're running scripts, they're you know helping to pull file video. You know all the more basic things. They are helping to answer the phones. So there are ways to get an entry level position here but I don't expect those folks to stay. I expect them to get kind of an understand how the news room operates in real time and for them to go maybe I want to be a director and go that route instead of I just want to be an anchor, right. So there are those entry level positions. Very rarely, I can't even think of a time that I hired somebody for a reporter. I've never hired a reporter or anchor without any experience. So there's no entry level there in this market.

RH: "So prospects for employment are declining in television according to the literature. Has your station felt the effects of this down-sizing?"

SA: "Not in the traditional sense maybe a little bit. It's come a bit different. While some things are going away other things are coming up. Okay. So five years ago, we may have had more traditional reporters but I'm not really sure that's true. As far as I know this station hasn't downsized on reporters. However we have a bigger digital team now then we've ever had before. With our digital team they're still journalists they're just doing a different job. Umm, we've added to our assignment desk since I've been here. So those jobs are growing. The traditional jobs of just being a reporter, just being a photographer, just being an anchor, I think arguably in the industry that's going down but other jobs that are coming up as we find this balance between digital and traditional broadcast.

RH: "Can you explain to me what your digital journalists are doing?"

SA: "Sure, so for instance we would have a team of maybe two to four people out there at any time. They are pushing material out on all of our platforms that could be Facebook, Twitter, Instagram, Google Plus whatever the case is. They're getting, they're curating user generated content. Like a viewer says hey I'm at this fire here's a picture. A digital journalist might get that you know out of our email or off our Facebook page and then they have to source it. Right. So they get in touch with that person and say where are you, what happened, la la la. Make sure it's legitimate, call if it's a fire story, call the fire department. Make sure yes that's true. Yes we're here; these are the facts of the story. And they'll post it or publish it or they'll share it with our assignment desk. And vice versa. When our assignment desk will do the same thing and share it with our digital journalists. And the assignment desk will say okay we need a reporter. A physical reporter out at fire X. So the digital journalists are creating content, and they are curating content for all of our platforms. Does that make sense?

RH: "Yep, definitely."

RH: "I think you might have answered this as well, but do you have fewer full time employees today than you did in 2010?"

SA: "I don't think so. I'm going to say I was not here in 2010 but as far as I can tell I think we've grown not shrunk. The jobs have changed a little bit but no I would say this television station has grown. Other television stations have absolutely cut back.

RH: "Certainly. And I am looking at stations in two different market sizes on purpose. What you're doing here is specific to you."

RH: "Do you use per diem or freelance?"

SA: "Yes."

RH: "Is it to fill in gaps or is it just a method of the way you guys are doing business?"

SA: "Um, I would say this. We always prefer when possible to have full time employees umm and the company is very good about that. But there are some times, simple gaps that we need to fill. Christmas you know. You need an extra writer and we have somebody, like we have a couple people that don't want to work full time. Maybe I have kids or I want to work on my side project but I want to work a couple of hours. So these are pretty much well known people to us. Um and we'll use them to fill the gaps. So we are not moving to a model where we have freelancers. This television station is not moving to a freelance model. We can't. It won't work. It just won't work. And the way our television station is set up um the company doesn't allow us to do that. Comcast they do allow us to fill, but even if we wanted to the company isn't set up to have a network of freelancers. And frankly if I would say if I were a freelancer it's hard to cobble a living together in the very expensive Bay Area working freelance. Unless it's a side job or you know to something else.

RH: "Now you mentioned, writers, particularly freelance. Are there other types of employees you would use freelance?"

SA: "Sure. There's, I mean it's really across the scope in the newsroom. There's writers, producers, some freelance reporters though very few. Umm, photographers.

RH: "So you mentioned Comcast. Has your station been effected by any large mergers, acquisitions in the broadcast industry?"

SA: "Well before I got here. When I was here in my first iteration in the 90's this was a Granite Broadcasting television. It lost it's affiliation. Granite sold it. Um and GE ended up taking over and then Comcast. So I wasn't here for any of that but yes. I would say the answer to that is yes.

RH: "And in your opinion are mergers helping or hurting the television broadcast industry?"

SA: "That is a very general question. I think it all depends. It's good to have competition. Um, and there are some very large television groups out there. Of course ABC/Fox, Sinclair, Gannett, Hearst, of course Comcast. Umm, I don't know if there is a single answer to that question. I think it can help in some markets and I think it can be dangerous in others. Because it will reduce competition too. So I don't think there is a one answer fits all.

RH: "Sure. Um, do you see any other side effects from the results of these mergers other than what you just mentioned?"

SA: "Umm, well I think it goes hand in hand, right? I mean certainly if there's consolidation then there will be job loss or potential job loss. And less competition in the market which means ultimately the viewers won't have as much to choose from. And make the television stations less competitive if there's less people to compete against, right? To deliver high quality material. Um so that's certainly a possibility. The benefit of that is also for this television station which when Comcast purchased it from what I understand a lot of more money got poured into it, right? To help it grow. So I would say that was a benefit because that means there's more reporters on the street, they became larger so they could do more, cover more so because of that. Because Comcast purchased the NBC television group or NBC, um they were able to build the largest investigative unit in the country and so their work to me is a benefit of the community because they are holding the powerful accountable. So I would say that was a good thing. So I think it kind of depends on, mergers really depend on what are we really talking about. What's gonna happen here? It can mean less money, more money. Less competition, more competition. It just depends.

RH: "Each one individually needs to be looked at."

RH: "Um, has the recent recession, it's really been a while now, but has it had any long lasting effects on the operations of the newsroom?"

SA: "Um, you know I think everybody is very conscious of the dollar in terms of you never know what's coming down the road. So everybody is much more cautious about their budgets and where we spend money and how we spend it. And long term planning has changed a little bit because of that. You to be a little bit more weary. Um but the recession was what 2008 now. Um, you know I would say gosh, I don't know if more people got out of the industry but you know after 2008 because sure across the country some people lost their jobs, television stations laid people off. For sure that's that definitely happened. So you know I'm not sure if that means more experienced people left television as a whole? Anecdotally, probably. But I don't have any hard numbers to actually look that up. Sure. Or any data to back that up. Um, I think we are looking at because of the recession more journalists coming into the market with more skills. They have to know how to shoot, write and edit. And that's because there is that demand to have more people or the same amount of people in your newsroom but that have more skills than they had in the past.

RH: "Great. Um, do you find that graduates are coming to you technically prepared to work in your newsroom? You touched on it a little bit; this isn't necessarily the market that you're getting right from school."

SA: "Right, we don't really see a lot of immediate graduates here. Um, I would say um I don't really reporters that are on their first jobs here. You know, I would say it's hard for me to answer that question."

RH: "It's non-applicable."

SA: "Yeah."

RH: "In your opinion what skills are most important to prepare applicants for positions that you have?"

SA: "Again I think it depends on what job they are looking for, right? If I'm hiring a digital journalist, they have to be an expert in all social media. They have to know how it works. They have to know how the metrics work. They have to understand our research. What the viewers who watch us, what they may want to see. You know, so that is that's important. But if I'm looking for a reporter, it's that knows how to tell a story. A master of the English language. I will tell you this; I get a lot of writing tests even from people with a couple of years out of college that I am surprised that they have not mastered the English language. Sometimes I even have stuff like subject verb agreement is a problem. Which I am surprised about. Really, when I see a lot of college students I always say if you really want to be a journalist and I highly suggest taking being an English taking an English minor, getting a minor in English, because storytelling is so important. I would say when I see, you know I don't many graduates, but you know a couple years in I'm kind of surprised by writing tests that we give. Anybody that has to do writing for the television station gets a writing test. And sometimes I'm surprised at um the grammatical errors that I see. And I don't know if that's honestly a result of a lot of their you know people that are graduating from college come up with texting vocabulary and their does need to be a verb in the sentence."

RH: "Right, Or a subject."

SA: "Or a subject. I just wonder you know I don't know if that's the case, but I wonder if that has some effect on how well they did grammatically. Um, so whenever I give advice to college students and they say I want to be a journalist I say master the English language."

RH: "Good advice."

SA: "Yeah, I mean the last thing I want to do, I want to correct a script because I think the story doesn't work. I don't want to correct a script because they don't understand subject/verb agreement."

RH: "Right. So if you could teach one college course to prepare the next generation of journalism students what would that class be? And then why?"

SA: "Oh gosh, I would be too terrified to teach college students." (laughing)

RH: (laughing) “So you could just create the class and have somebody else teach it.”

SA: “Um you know I think it would be. I think it would definitely have to be something with um curating social media to find sources. Source driven reporting. How do you do it? How do you get sources? This generation everybody is a texter. Nobody picks up the phone anymore and calls. And I just think there is an art to developing a source and I think electronics has gotten in the way a little bit of that. Not with everybody, certainly. But you know I think the course I would teach is how to get a source. How to enterprise a story. Because really in order to survive we have to have original content. Content that you can’t find on Facebook. It’s not cluttering my feed, it’s not as interesting. And I think that’s important. So I would say source driven reporting and how to do it.

RH: “That’s great idea actually.” (Laughing)

SA: “I know. I’m terrified of all these kids because they would probably be better at calling social media than I would. But that’s the class I would teach.”

RH: “But picking up the phone. That’s the part that is lacking.”

SA: “Yes, pick up the phone.”

RH: “Um, research shows that some schools are preparing journalists to work themselves as entrepreneurs to supplement some of that down time. Do you think it’s important for students to understand that business side?”

SA: “Yes.”

RH: “And why?”

SA: “I think because in this day and age with user generated content its important meaning; there’s a plane crash like today we have the helicopter right? Just say it happened on the airport property, so you are not going to get a random Joe Schmoie there you know taking a picture. But say that happened 500 feet away on the freeway. All of the people there all of the people on the freeway are going to have pictures and video faster than I will. Simply because of the proximity. So I feel like people that graduate from college need to understand these skills because at some point it’s going to be profitable. I went out and did a story, and you know I come from, I am a credible journalist; I can fact check. My story isn’t for you know, it’s not one-sided, it’s a story. I think at some point those folks are going to be able to create a living or at least use those skills to work. So yeah, I think it’s important that they understand that model. And with user generated content, you know there is this; you’ll see it on TV; see it, snap it, send it. If you have it, send it to our television station. And I think at some point that is going to be monetized. Because simply, generally the public will be able to get to events faster than we will just because everybody has phones now. So they can get the video and the pictures and send it to us faster than I can somebody out there.

RH: “So when you say eventually that will be monetized. You mean public journalists will be

paid for their work?”

SA: “I think. I don’t think everybody will but I think um you know if there is a reporter from the San Francisco Gate, or San Francisco Chronicle who wants to make some freelance work that I know is you know a journalist. That understands the skills because all we have is our credibility right? I’m not just talking about a seventeen year old kid that graduated high school. I’m talking about a journalist and on the side wants to do stories. I think at some point, we’re not there yet as an industry, but I think at some point they will be able to sell their materials. One day.

RH: “Maybe a short five years from now?” (laughing)

SA: “Right.” (laughing) Who knows what this business is going to look like in five years really.

Appendix B

Interview Transcript: Doug Barden

The following interview was conducted to get an expert opinion from a hiring manager as to the challenges graduates are going to face when trying to get their first job in television.

Interviewer: Randie Hill

Respondent: KSBY TV News Director Doug Barden

Date of Interview: 7/3/15

Interview Transcription:

Randie Hill: "So I think I have ten questions basically so it shouldn't take too long. What skills are you looking for when hiring a reporter?"

Doug Barden: "A reporter. So um, to me they aren't really a reporter they're multimedia journalists. So I am looking for uh how do I say this; let me think. (pauses) Honestly what I am looking for there's a lot of little things you know; I want you to be really savvy in social media, I want you to be able to work smart and not hard. Be able to multi task; be able to get it done on a deadline. But honestly what I look for is I look for work ethic. I look for hunger. I look for drive. I look for people that don't whine that don't complain and take constructive criticism and want to make themselves better. And if I get somebody, and I can give you countless examples of reporters that have come in and they're not good at their job but they're hungry and they've got that work ethic and they come into you and they say please rip my stuff apart. Tell me what I'm doing wrong. Please make this better. How do I get better? And they've got the drive. And they leave here as really good reporters. And they go on to be great reporters. And then I get the ones that come in and they're entitled they feel like they're owed something, they whine and complain and tell you hard they are working and how hard their life is and those are the ones that don't succeed. So I look for potential. Is what I look for."

RH: "I'm going to circle back a little bit on to one of the things you said. Why, for you are these skills important?"

DB: "Because I'm a real firm believer that anybody that comes up to me and says I want to be a reporter. I don't care what they look like. I don't care what they sound like. I don't care what their tape looks like. I don't care; or their reel looks like. If they want it bad enough I say go get it. You can do it. And I really truly; I'm one of these guys that believes that if you want something bad enough; if it's something you want to do. I don't care what every you think is stopping you. You can go do it somewhere. You can go be a reporter somewhere. So, what was the question?"

RH: "What skills are you looking for when hiring a reporter?"

DB: "And then."

RH: "So you mentioned multimedia almost immediately."

DB: "Yeah."

RH: “So a follow up question is are multimedia skills important? And why?”

DB: “It’s the most important to me. The first thing I do when somebody applies for a job is I go on Twitter and look for their Twitter feed. If they don’t have a Twitter feed I don’t even consider them. Um, they won’t even get a call. It’s you’ve got to be active on Twitter. You’ve got to be active on Facebook. You’ve got to be active on Instagram. You’ve got to be active on Snapchat. You’ve got to be active on anything. You’ve got to see what the kids are using now. You know. It’s Yo and Dig and all these other apps. I mean you’ve got to be savvy on it because the way people are consuming news now is just not how people consumed news two years ago and it’s sure as hell isn’t the way people consumed news ten years ago. I mean I’m a news director. I’m a television news director. I have five televisions in my office and I can tell you that ninety percent of the news that I consume is on my phone. And that’s just the reality. I think people have to ask themselves particularly in key demographics um you know like your 18-49 your 25-64; those are your key demos and particularly ten years from now. You look at a 26 year old now they’re going to be 36 in ten years. You look at a 35 year old now consuming news on their phone now, in ten years they’re going to be 45. And they’re still going to be in that key demo it’s just changing and their habits are just going to continue to go digital. Not that television is ever going to go away. We still need to produce television and it’s still our main money maker obviously from an ad revenue generating standpoint. But it’s the news consumption. So you’ve got to be savvy in digital and social media. You need to be able to switch from broadcast writing a package and then putting that into web form. And in smaller markets you’ve got to be able to do it all. So I’m sure that the news director in San Jose he’s probably got an entire web staff that’s larger than my entire staff. Like the reporter comes back, they don’t have to shoot their stuff. Maybe they’ll send out a tweet but for the most part they’ve got a web guy that will write their web script. That’s not the luxury that these students are having when they enter a market like ours. They’ve got to be able to do it all. You’ve got to be able to do it fast. You’ve got to be able to do it efficiently and they need to be able to do it all on deadline. My biggest thing which my staff knows is we’re just a zero excuse newsroom. Where it’s a nobody comes in here knowing everything. Nobody leaves here knowing everything. Just we’re all a work in progress. And we know that it’s a safe zone where it’s okay to make mistakes. It’s okay to understand that. But we don’t make excuses as to why we didn’t get something done. We might have an explanation as to okay this is what held me up here, but you know um there’s just no excuses in terms of not getting something done.

RH: “Now the skills you’re talking about, are they different than they were five years ago?”

DB: “I mean everything is just going digital, digital, digital. It’s just you’ve gotta be savvy about it. When I started here four years ago, it was a couple people had a Twitter account and only a couple people were actively doing it. And so, I said okay everyone is going to do Twitter. So it was required to have a Twitter account. Now when they start here they have that Twitter account or they’ll have one before they even get on. But when I started a lot of people didn’t understand it. They would say well I don’t understand this. You know, how do I tweet. What do I do? And it’s the biggest thing is there is no real book on it. All you have to do is engage. That’s all it is. Social media is just a two way conversation. And as long as you’re having that conversation actively you know everyday and you’re engaging with people that’s all you need to do. So it’s if someone needs a book on how to have a conversation they’ve got a bigger problem than I can

help them with. (laughing) You know what I mean? It's just in a different form.

RH: "In your opinion what would be the best entry level position to gain employment like your foot in the door in television broadcasting?"

DB: (Pause) "The best or the easiest? Or..."

RH: "Maybe a combination of those two things."

DB: "The easiest is to go into producing. Because we need producers. I always say if somebody wants to; if I meet a college student and they say I want to be a producer I say welcome to the business. (Laughing) You'll get a job. Where do you want to work? Phoenix is hiring producers right out of college and they just train them. And it's really hard to find a good producer.

RH: "Why do you think that is?"

DB: "No one wants to be a producer. They all want to be on air. But if you love news and that's really why you're in it. Then go into producing because it's a heck of a lot more fun. But um the truth of the matter is there's a lot of ego in this business. And I don't care who tells you that they're a news junkie and they do this because they love news or what. People want to be on TV. There's an ego base to it. And any time you meet. It might be true that they love news and they love to tell stories, and they like the rush of the breaking news but deep down at the end of the day they want to be on television. I really truly believe that. I've dealt with enough; hundreds and hundreds over the years and again; I do want to say that there are people I've met that truly love the business. They love making a difference and they love it. But that's why you make no money and people will sacrifice their lives and their holidays and time off and family time and have to move every two to three years and sacrifice relationships and everything for this business because for what, crappy hours and crappy pay." (laughing)

RH: "My husband's still in the business so we are still sacrificing. (laughing)

DB: "Yeah, yeah there you go. Why are we doing this to ourselves. Producing is the easiest way. Reporting is a whole different ball game. That's very competitive.

RH: "Do you think experience is necessary for an entry level position? If yes, what type of experience?"

DB: "So, this is another thing I always tell students. Stop concentrating on your grades. I mean do go but stop worrying so much about your grades because whatever class you're taking you are not going to remember five to ten years from now. I can tell you right now I don't remember a single thing from college but I remember everything from my internship. Internships are key. And if you want an internship and you want to be on air and you want to be on television I can give you example after example starting with me of people that have gone to internships in small markets and have worked hard and have gotten jobs. And that's all it is. And don't go intern at the Today Show. Don't intern at Dateline NBC. Don't intern at KNBC. Don't intern in the Bay

Area.

RH: "Why do you say that?"

DB: "Why, because you're going to get coffee and you're going to watch how other people do things. You go to the smallest market imaginable and go intern there. Come to KSBY. Come intern here. Go to KGWN in Cheyenne Wyoming where I started. Go intern there. Why? Because they are going to give you a camera and you're going to go out and turn content. Okay. I mean, interning at the Today show. Interning in Manhattan or KNBC, that's something that's really cool you can show your parents and friends and say hey look I'm sitting on the Today show set. But you're not learning anything. Go learn something in these small markets because you're going to learn by doing. And then you become valuable because now you have that experience that you need. I have an intern here she's thirty four years old. Just always wanted to be in the business and she's tried but she could never break in because she never really had a proper internship. So she's getting her internship through community college and she's getting her reel together and she's getting that experience. And now her reel's starting to look better it's presentable. I can tell you. I just hired and I very rarely hire some talent right out of college. It's Christina who you're going to meet with today. This is an example of a girl that did exactly what you're supposed to do. She's smart. She's clever. But at the same time she got an internship here, she interned in LA that's good that gave her experience, she interned in radio, she interned at KCOY so she went around and each place she got a little bit more for her reel and she built that up and got that experience. So I knew that she could come in here and she could pick and go. She doesn't have to learn. She knows our editing system. She can turn a package. She's a lump of clay that needs to be molded but that's a moldable lump of clay. That's got potential. And she set herself up for it. And I can't tell you how many reporters particularly coming from Poly and or Fresno State and some of these places that do have journalism programs um they're not; they don't prep them well enough for the business. Which is why in this business. Unless you're. You know there are some schools that are really good at prepping students; ASU, MSU, Northwestern, Syracuse, Elan University in North Carolina. They really prep their students to enter the workforce. Everybody else is kind of on their own. And even those students have those internships. That's honestly that key part. There are students that will come to me and go how do I get my first job that have already graduated. And it's kind of one of these things. I've got an intern here from Fresno State we've got an intern here now and um the reel is terrible. She has here Fresno state degree and her terrible reel and she goes what do I do? You need an internship where you're doing something. So she's doing the same thing. She's doing an internship through community college. Just working here to work on her reel. So it's, they need to prepare themselves. It's all up to them. And it's crazy how many times I see students and all they're worried about are their grades and graduating and it doesn't matter. It doesn't matter. It really truly doesn't. I mean I have a University of Wyoming degree in Communications you know. That didn't give me my jobs. In this day and age particularly and that's all it is. You've got to better place yourself. So I don't care where you go to school. I don't care if you're in a school that has no journalism program. I didn't have one. It doesn't matter. You know. Cause you can learn everything through internships.

RH: "So the literature is saying that prospects for employment are expected to continue to decline. Has your station felt the effects of any down-sizing?"

DB: "You mean in terms of staff?"

RH: "Umm Hmm."

DB: "Oh yeah, it's brutal. It's very, very different. I was having a lunch with our photographer down in Santa Maria and he's been here he started here in 2004. When he started here we had ten photographers on staff. We had seven reporters is what he was saying. One in Santa Barbara, another three in Santa Maria, a bunch up here and photographers spread all over. Now I've got three photographers, and maybe four reporters that are MMJ's that run and cut their own stuff. And plus then anchors and then of course everybody needs to be able to anchor and report or do weather as well because God forbid somebody takes a vacation day.

RH: (laughing)

DB: "You know they have to fill in there. So it's you know even particularly in the smaller markets just because of the revenue. I mean you know look. Back in the 70's, 80's, 90's early 2000's television stations could just print money. It was easy. Now it's just with cable and internet I mean the advertising dollar is just spread out by so many different avenues that we just don't have the luxury of that. And they feel that feel that pinch. So these television stations you know, we're a business at the end of the day. I'm not. I'm a news guy. But at the end of the day I work for a business that's in the business of making money. And so in all of my budget comes from our Director of Sales and what he can do. You know. And the station as a whole has to make money. And I think that's the hardest part for news people because that's not how we think. So they come to me and go why can't we just get you know this or we need a new car or we need a new camera or why can't we spend money on this. Why can't you pay me more. Well I'm not saying that you're not worth more; everybody's worth more here. But at the end of the day if you're running a company; and that's what we always say is your car is it running well? Then why are you going to put money into it? You know, why are you going to fix your car up and it's just a luxury and you're not going to get any money back from it. Why fix something that's not broken. That type of thing. So people just need to keep in mind that it's; it is a business. And the advertising dollars are spreading thinner and we're a part of that. With that said, it's our job as managers to make sure that we're doing the best we can with what we have.

RH: "So I think your answer to the follow up was do you have fewer full time permanent employees now than you did in 2010? You said definitely yes."

DB: "In 2010? Uh I got here in 2011 and I'd say we're about the same. Give or take one or two. But we're about the same staff."

RH: "Okay. So then looking back then from what he was saying in 2004 that significant down-size. "

DB: "Yeah."

RH: “And are you still doing the same amount of news with the number of employees you have now?”

DB: “Probably more. Most people are. You’ll find that across the board. You’re doing more with less.

RH: “Do you use per diem or freelance work?”

DB: “I wish. I wish. And I’ve tried every year to put it in the budget because I just think that’s the key. But it’s money.”

RH: “So if you were going to use freelancers what positions would you hope to fill?”

DB: “Reporter. Just the MMJ’s. Be able to come in and go do anything. Be able to come in and shoot, write, edit whatever is needed. I just need content producers. People that can go and get content. Yeah that will be key because we don’t pay well here. So to try to woo people that have any kind of experience I have to; the one thing I can give them doesn’t really cost the station anything is vacation. You know what I mean? So you know everybody you know has an extra week of vacation. Which I think is total; I think America should do this anyways. If you look at Europe, look at Australia, everyone has six weeks of vacation. They view that as normal. We have two. This is ridiculous. So I was here, have a third week of vacation. And that’s great but now everyone has three weeks of vacation so when they’re gone somebody’s got to fill in. And so in an ideal world I would just have a freelancer pop in. To fill in those gaps. You know today I’ve got two reporters on and two photogs and that’s really good for a holiday. But on a weekend it’s Christina and we’ve got a shooter to cover two counties. That’s it.

RH: “Wow. Has your station been effected by any of the large mergers & acquisitions in the broadcast industry?”

DB: “No. No, we are owned by a company out of South Carolina called the Evening Post Publishing. Their broadcast division is known as Cordillera Communications and that is out of Minnesota. And it’s a debt free private company they own you know small to mid-size markets and they pretty much own all of Montana. All of the TV stations in Montana. They’ve got a station in Corpus Christie Texas. Lexington Kentucky I think is their largest one. Lafayette Louisiana, Tucson, Colorado Springs, Us. So they are small to mid-size markets in desirable locations which is what they like to but that’s an anomaly in this business because they are all being gobbled up by these massive conglomerates and I’m not going to say anything about whatever, but the larger the company the more red tape you’ve got. And when they’re publicly traded companies all of a sudden you’re not answering to the company you’re answering to the shareholders. And then it really is about money. Here we’re very fortunate. Yes, we’re a small market. Yes it’s very difficult to get ad revenue here. We have a director of sales and a general manger that do a very good job getting some good ad revenue and finding that balance but at the same time we have a company that still invests in us. So you know we were able to go HD, we’ve been able to get a new fleet of cars. We’ve been able to upgrade our cameras every once in awhile. So it’s not like we’re a dilapidated, terribly falling apart news organization. There are some out there in smaller markets where you’ve got mmj’s out there shooting stories on an Ipad.

You know because it's cheap. And it's just that's not what our company does. I feel very very fortunate and blessed that I've been able to work for a company like this. It's not saying anything bad about big dogs like your Hearsts and your Scripps and your Nexstars. If you talk to a News Director from a company like Cordillera and me compared to a News Director from one of the big dogs in a smaller market you'll probably get a little bit different tune."

RH: "So my follow up question was in your opinion are the mergers helping or hurting the industry overall and how so? I think you touched on it a little bit but if you'd like to address address that question."

DB: "Oh boy. Um. (Long pause) That's a really good question. These are really good questions. Do I think it's helping or hurting? Um (long pause) I always go back to I'm a news guy at the end of the day. So my job is to tell the news. And I get the reality that business is business and you need to be able to fund your news department. And it's difficult to do our jobs so I always take that into consideration. I would always venture to say hey what's the best way to get your to get the news out? And I find that the old mom and pop shops. The old mom and pop stations. The ones that are still privately owned by a family or that's run as a business as a group um you know that it's not that they're juggling twenty different stations. Thirty, forty, fifty, sixty, seventy, eighty, ninety some of these companies have. That they just tell better news because they are able to focus on they're one entity. You know. It's just like any business owner. If you own a restaurant you're going to put all of your energy into that restaurant. If you own a chain of restaurants now all of a sudden you can't really spread that around. So do I think. I think local news can if we're not careful really take a strong hit as a result of mergers and mergers & acquisitions. You know. I think there's some companies that do a better job than others in balancing that but overall you know at the end of the day we want to serve the public. We have a license from the FCC because our job is to serve the public and it's hard. There are a lot of really, I mean I think a big part of news organizations it doesn't matter what kind is to be a government watchdog. To hold them accountable. Is to pull some budgets and see what taxpayers' money is going to. And ask some tough questions. And stick some mics in peoples faces and say why are you doing this? And you answer to the people and our job is to be the voice of the people. And if you don't have a staff that can do that and if you don't have the resources that can do that then we as news organizations aren't doing are jobs. And that is the biggest challenge in small market. Do you know how many stories I'd love to tell. It just takes a long time to do. You know we do it. It's slow. We pull them out every once in a while because we're able to track it down. We got one I'm working on now and fortunately I have an investigative reporter and she's kind of in a new position. She was a manager here and she wanted to get back to her investigative reporting roots which is great. We've been working on this story for six months."

RH: "Wow."

DB: "Because we just keep chipping away at it. It's going to be great when it comes out. But you know that's a one time air and it just takes a while. So, I guess if that kind of round about answers the question. I don't want to say everything is bad."

RH: "Has the recent recession had any long lasting effects on the operations of your newsroom?"

DB: “No we were really trim to begin with. Most small markets didn’t really feel the pinch of it as much. It’s the bigger markets that they laid off 100 people and those of us in the smaller markets kind of not laughed at it like you just lost your job but we were.”

RH: “You were already there.”

DB: “If you really say it’s this. We always say that if anybody complains in a larger market we just kind of laugh at them. It’s like really. You’re not going to get any sympathy from us. What my mmj does in San Francisco or LA it takes five or six people to do. I mean it’s not to say that all. But I remember in 2008 there was a station in LA that laid off 96 people in one day.”

RH: “Wow.”

DB: “You know. A lot of them were freelancers and a lot of them were... Okay you’re fat if you’ve got 96 people to lay off and your operation wasn’t running. I mean you could have saved a heck of a lot more money. To me that’s just not having the foresight to be a little smarter running your operation. You can do a lot more with less. I think people in larger markets they just don’t really get that. Which is why I’m a really really really big proponent of everybody working in a small market for awhile. Like I just hired an Assistant News Director who has great big market news experience. Has never worked in a small market. I said well your world is about to open up. (Laughing) Because you’ve got to get real creative real fast.

RH: “Do you find that graduates are coming to you technically prepared to work in your newsroom?”

DB: “Technically? (pause) Some.

RH: “If yes, what skills do they have that make them employable to you and if not what skills do you find that they are lacking?”

DB: “Uh. Just good writing. It’s really hard to find good writers. Really hard. And that’s something that’s something you can’t teach. The on air presence you can work with someone’s on air presence. You can work with voice, you can work with delivery. You can work with shooting. You can work with lighting and sound. You can teach skills like that. But I think it takes a creative person. I think news people need to be critical thinkers. They need to be aggressive in a lot of ways. They need to have an element of creativity. They really do and um the one’s with the element of creativity they grasp the writing, they grasp the shooting and the sequencing and they’ll put it all together and marry it together into a piece. So I go back to look anybody that wants to do this business, anybody can do this business if they have the drive for it. But the one’s that are more successful I find they have just that element of creativity. I think that’s underappreciated in this business.

RH: “I think you just answered this but in your opinion what skills would be most important to prepare applicants for positions you have available?”

DB: “Um. They’ve got to be critical thinkers. And they’ve got to question everything. And not be afraid to question everything. They’ve got to be able to question authority. You know. I

want my staff to challenge me. You know. Why are we doing it this way? Why? Because they've got to do the same thing in the field. They've got to be journalists. Like I said, that's our responsibility. Some of the best stories. I remember a photographer once it wasn't in this market but he was doing a story on a cop and he was interviewing an officer on some random story and he's putting him in front of his patrol car and the shooter looked at the cops car and said what's that? The policeman says oh these are these cameras they put on a couple years ago. Well what do they record? They don't record anything. They don't work. He was like oh. He came back to the station and was like hey check this out. He showed us this video. Sure enough the taxpayer waste of money. And all it took was a photographer to be able to say hey what is that? What's that. That's all it took. And so it's just looking for people to not accept things the way they are just because they are. Question as to why. It doesn't have to be hateful. You don't have to have an agenda. It just needs to be what's that? Why is that? How much did that cost? Just ask questions. Just on a daily basis. And that's what reporters have to do. They're out in the community and they're talking to people and asking why a lot. And that's how they get their story ideas. And they come to me and say I found this and I pulled this budget and look this doesn't match up. Something's weird.

RH: "Great. If you could create or teach one college course to help prepare the next generation of journalism students to work in television what class would that be and why?"

DB: (long pause) "That's a good question too. These are really good questions. Um I would teach (pause) I would teach a class on how to find good stories. So it would be a class on the unbelievable world of the internet. Where I think most people when they go to the internet they maybe tackle about two percent of what the internet can really give you. There's a wealth of information you just gotta know where to look for it. I would teach them how to do FOI (Freedom of Information Act). I would teach them what they legally have the right to as a citizen to obtain. What to look for. Um, you know why is that. Just one example, why is it that we have Non-profit hospitals? You know. Well I can tell you why we have non-profit hospitals because hospitals sure as hell like not having to pay property taxes.

RH: (laughing)

DB: "But what do they really give to the community that for profit hospitals don't? And if we really look at it's not much of a difference. Are they scamming the system? And who creates that system? Well it looks like it's law makers. Well who's the lawmaker that does and why? So it's just you know being able to follow that and giving them the tools of all you have to do...you know here's a great example you know just a really simple one...and I was just showing some MMJ's here and I jumped online and said check out Megan's Law website. You know Megan's Law is every sex offender that has to register has to register on Megan's Law. And here's a website run by the government that let's us know where they are. So we pulled that up. And we pulled up this area code. And then we clicked on this one area where looked like there was a congregation of them basically. So there were like six of them living at the same address. So we pulled that address and the address popped up and it was right down the road here. And it was this farm basically where this guy would bring them in and have almost like a half-way house.

RH: "Right."

DB: "And this was around you know September/October. And then so I pulled it up on Google maps and it popped up and we looked at it. And I said, wait a second. That's Sunny Acres. Well what does Sunny Acres sell around this time? They sell pumpkins. And who goes and buys pumpkins? Kids! So we just put this together and then we called the Sheriff's department and they said yeah that's illegal. So they went and cleared them all out and we had a story. It was just something as simple as that you know and the thing is there are millions and millions and millions of stories like that that just aren't being told because a lot of times reporters just don't know where to look or people don't know where to look. Shooters don't know where to look. If you just know how to critically think. And you know how to ask questions and you know how to obtain the information then it's remarkable. You could easily go and get the Chief of Police's cell phone record for the last year and all the text messages he ever sent. It'd be interesting."

RH: "It could be interesting. I could lead to a story."

DB: "You could do the same thing with a city council member. Everybody's under a microscope and there's all it takes is one savvy person to ask the right question or pull the right document or connect the right two dots and you've just brought down an entire government. So, that's the power and the awesomeness that we have in this country. That so many other's don't have in the world. And unfortunately it's not wasted, but I don't think enough people coming into this business really understand the power that we have. Not in like, ooh we have the power. But more just like we can really truly make a difference. And make our communities a better place. That's the beauty of what our constitution gives us."

RH: "Yeah. Just interesting to tell you that the news director in San Jose gave me the same answer." (laughing) That's why I smiled when you said it. So the last question research shows that some schools are preparing journalists to for themselves as entrepreneurs during their down time or you know to supplement their positions. Do you think it's important for students to understand the business side of television before going to work in the industry? If yes, why?

DB: "Education is a beautiful thing. You can never have enough education. I would say yeah the more you can understand about anything the better off you are period. Not just book education but I'm a really firm believer in life education too. Going out and seeing the world. One question I always ask somebody is where have you travelled? You know have you seen what the rest of the world is like? Have you seen the slums of Katmandu? Have you been to the far jungles of Peru? And see how these people live. Have you been to a country that doesn't have the freedom that we have in terms of information. Have you travelled and seen what else the world has and not just a beach in Mexico. I mean as Americans we have a reputation in this world as being spoiled and arrogant and ignorant in a lot of ways. And sadly enough I really believe that. And so, I like people who have a hunger for knowledge. Not just through books. Books can only give you so much. I really firmly believe that people need to travel and see what the rest of the world is like. Then they can start realizing how good we have it here and the freedoms we have in telling these stories. So yeah, education. Again, it's not degrees. Degrees don't impress me. I would rather see somebody that got a degree from some no name University

but travelled the world and done some great things and volunteered in certain areas and whatever. Life experience as opposed to somebody that's got a Harvard degree and has a sense of entitlement.

Appendix C

Interview Transcript: Christina Favuzzi

The following interview was conducted to get an expert opinion from a recent graduate that had secured her first job in television broadcasting prior to her graduation date.

Interviewer: Randie Hill

Respondent: KSBY TV Reporter/MMJ Christina Favuzzi

Date of Interview: 7/3/15

Interview Transcription:

Randie Hill: “What skills did you feel hiring managers were looking for you know when you were looking for jobs?”

Christina Favuzzi: “Well a lot of them want to know whether you can be a one man band. Can you shoot and can you edit and can you write well. At the end of the day this job is about storytelling and how well you can write and how well you present yourself. Do you have a good voice; do you have a good look? A lot of news directors may think you’re a good reporter but if you don’t have the look that they’re looking for. That’s something that I learned. News directors are kind of directors; they’re doing casting so if they have three blondes and they really need a brunette and you’re blonde like that might work against you. It’s not that you’re a bad reporter you can’t take it too personally. But it’s just not what they’re looking for in terms of look. They have to meet a certain, you know. They need to represent the demographic that their viewers represent. So that was something that I learned. You know it could be easier. You learn a lesson in diversity and adversity and that can work to people’s advantage. You know I am completely Caucasian and so um that won’t necessarily always work to my advantage because stations typically are looking for those ethnic, diverse people that you just have to hope that your skills win them over and that you are what they’re looking for. So any small markets they definitely want to know can you shoot well, can you edit, and write well and do it efficiently and are you versatile. I’ve already been training on Weather here and anchoring so they want to know that you are going to be someone that they can throw into any situation and being to talk extemporaneously is huge. Because when there’s a breaking news situation views and your managers will forgive rambling to some extent but stuttering and not be able to get across your thoughts is a problem. Just practicing speaking conversationally and at ease is huge. And a good reel. All that has to be representative in your reel because that’s all they have to go off of. And your printed resume and if they actually call references. I don’t know if Doug called my references or not. A lot of news directors don’t have the time to make those phone calls; which may have been the situation he was in. So and your references may not even know how skilled you are. For example one of my references was the news director at KCBX and he wouldn’t know about my ability to edit video. So that has to be represented in my reel that I can edit that well. Another thing this is something that I know I know Doug really looked for other news directors maybe not as much but a website; a personal website was huge I know for him he really like my website a lot and I think that helped me get a job. So that’s something in this digital age having a website where you have your reel and you have some of your work that they can look at is important and just see your social media presence that you have links to your social media. They want to get an idea before they bring you in for an interview they want to get an idea you know what makes this girl tick and you know what is she engaging her social media community

in. What sort of ideas and topics is she interested in? That's important.

RH: "So why do you think these skills were specific to what they're looking for?"

CF: "Well for social media it's such a huge part of the job these days. And so if you can show them that you are already very active on social media than that's something they don't have to teach you. Um, and I think for a lot of news directors they don't want to bring someone on that they have to train a whole lot or hold their hand a whole lot because you already have the, you already know how to shoot video well and you already know how to edit well. They're more than happy to help you refine those skills at least that's what I found here. But it is hard to try to teach someone from ground zero. If you don't have any skills as a basis. I think having a solid foundation is really key to having a successful start in your first job in this business. "

RH: "Yeah. Um I think you kind of answered this question already but did you get the sense that multimedia skills were important during your process?"

CF: "Yes, definitely. And I had from some news directors and I had a news director from Iowa actually she emailed me and I'm not sure how she found me and my reel and my website you know who I was but she found me and I think that's a testament to how important it is to have a presence online. Because you never know who might find your stuff and think this person is who I need for my news team. So yeah you need to put yourself out there and show that you understand media because there are of course people in newsrooms that are of the older generation and don't understand social media as well and so it's a huge advantage to bring someone in that's right out of college or maybe a few years out but grew up with Facebook and Twitter and just gets it and can impart that knowledge onto older journalists.

RH: "That's a really good point. It's money well spent on her part for sure. In your opinion what is the best entry level position to gain employment in television broadcasting?"

CF: "Um, the best position in television broadcasting. Well I think starting out your options are either as a reporter or as a producer and some advice that I had heard from news directors is if it's been six months, a year, eighteen months and you're not getting those reporting jobs then you have to go for the producing jobs. Because this is a lifestyle that's a unique workplace so for people that have always had the aspirations to be a reporter and it's just not working out for them you can sort of feel like well now what am I going to do, like news is all I know. And producing is a great route. Um, for me reporting was wanted so this is the best job that I could have ever asked for. And I think it's the best job I could have gotten in any small market honestly in this state because I'm getting the opportunity to learn weather and to fill in anchor and that's not something I would have had the opportunity to do at other small markets necessarily. Maybe I would have but that's just the way that Doug likes to run things here. Everybody gets a chance to do everything because we are a small staff and so he needs people to know how to do everything and be flexible and available to do it. I can't imagine a better job really. But yeah, producing and reporting are great ways to start out. But there's no one size fits all recipe for getting started in this business. I have friends that took production assistant or editorial assistant jobs at big stations in big markets in LA or San Francisco and that can be a great way to get your foot in the door and learn how a newsroom works. Because not everyone studies broadcast

journalism in college or they don't do internships. Not everyone knows when they're in college what they want to do. You may just be figuring things out and so to get a PA job is a great way to start out. I know that's worked out for people and they've gone on to reporting jobs. So, yeah if you're not on air right away I think that's okay. It can be hard even to get hired when you do look as young as I do. So it could actually work to your advantage to have a few years of experience and also age.

RH: "It's the business, that's for sure. Um, do you think experience is necessary for an entry level position?"

CF: "Yeah."

RH: "And if yes, what kind of experience?"

CF: "Yeah I definitely do. For me I've had so many internships an abnormal amount really. But I think that something my mentor told me because I did think am I really ready for this? Should I take a PA job in LA or do something like that for a year and you know really transition out of the college life and do something like that? But he told me no. You have so much work experience with all of your internships that that really equates to about a year or even more of working experience. So I really did rely on that and I think it proved to news directors you know that it's not my first rodeo, and I've been in a newsroom plenty of times. I've been in breaking news situations and although I haven't been on air it's just one more step. And my reel showed that I could do it and I have the potential. I was just reading...I just finished Dale Carnegie's How to Win Friends and Influence People. There's a quote in there someone was telling a story about how they made a failure and their boss said it's not your; it's your inexperience not your inability. And so I think that he saw that even though I didn't have experience on air I had the ability to be successful as an on air reporter. Those internships were a game changer for me. And it's the best piece of advice that I can give to other people certainly it's a huge piece of advice I got early on from people and for some people you just need to do one or two. For me I wanted to do a lot. I just couldn't get enough of being in the newsroom. So, yea you have to figure out what works for you. There's no one way."

RH: "The follow up question is how important are internships for experience, so obviously.."

CF: "Yeah they are going to give you a good sense of whether or not you want to do this. And for me I had to do multiple because I interned here twice like I mentioned and the first time around I loved it. It was my first internship and everything was sunshine and roses. And then I went away and when I came back I was interning with another reporter; and she no longer works here. And she did have a tough road here. It wasn't easy for her. She didn't have much shooting experience or editing experience and it was really difficult and she had a really difficult time here. It did sort of discourage me to some extent and I realized it taught me a huge lesson about how difficult this job is and not everybody is cut out for it. And that wasn't her problem it just wasn't a good fit for her. But it's a really difficult business and not everyone can um cope with the sort of lifestyle. So I learned that it wasn't going to be easy and I was going to really have to pour my heart and soul into it and maybe sacrifice some other things to be successful in

this business. That time I interned here was less about learning the nuts and bolts and more a life lesson. And that was huge. I did start to think do I really want to do TV news? And that was sort of why I went over to KCBX and did the radio thing and maybe I would work for NPR; NPR is so cool. But then I got the internship at NBC LA and then I fell back in love with TV all over again. For me I needed that validation and had to go through that journey of figuring out whether or not I really wanted to do this. Um, and fortunately for me I was able to do that before I turned 21. Not everyone figures it out so soon. And I'm just a very motivated person. I always have been and I felt the need that I just had to figure it out before I finished college. So that was my path."

RH: "This isn't one of my questions but you mention a mentor. Was there a program in place for that? Or was that something you sought out?"

CF: "NBC LA does have a pretty structured internship program and I was assigned to Conan Nolan who's a prior KSBY'er and he grew up in San Luis and his father was a professor at Cal Poly and he went to Poly for two years and then transferred to Davis because he felt like he'd spent his whole life in San Luis and yeah but he's really a Cal Poly guy through and through. So his son is actually a friend of mine and he said you should do this internship with my dad and I was like yea I'd love to it's probably never going to happen. But the stars aligned and I got the internship and so whenever I say like my mentor it's Conan that I'm referring to. And he's just been there for me every step of the way and helped me getting my reel together and doing this job application so. And he's been in the business since the 80's so it's really different then when he was applying. So I also had other people that I was communicating with who had gotten into the business more recently and knew what the landscape of the business is more like now."

RH: "And is that something that you would recommend to students now?"

CF: "Definitely."

RH: "To reach out and try to find somebody?"

CF: "Yeah reach out and I think that you'll find is that whether you reach out to your reporters at your local station or a bigger station that maybe you might not hear back from them because they are really busy but I think you'll find overall that we've all been there and we've all know that it's really difficult to get started that when someone looks for advice from us we typically are more than willing to tell you how we got to the spot that we're in and what advise we can give you to be successful. Yeah, so definitely reach out. And there are a lot of like camps and workshops that you can go to. There are also a lot of journalism associations that have different galas and events that you can go to. You can just go to those things and network. Networking is so key. You can just go and say Hi I'm graduating soon and looking for advice on my reel can I get your email address from you and send it to you. And get your thoughts. You're probably going to get a yes. I mean people are going to be willing to look at your work. If you just send your things to a news director and say I understand you don't even have a job I'm not really event looking for right now I'm just looking for your feedback. Cause I know you're a good judge of young talent. Let them...if they have the time hopefully they can watch two minutes of your reel and tell you what they think. Yeah mentors and reaching out to people here in the

industry is really key. And hopefully you've done internships and you have those connections and they can use other people to."

RH: "Um, So the literature is saying that prospects for employment in television is expected to continue to decline. I did notice in your profile that you had spent some time freelancing here at KSBY. But that's no longer your current role. Is that correct?"

CF: "When I started the agreement that I had with Doug is that he kind of wanted to take me on a test drive for ten weeks. So in the last ten weeks at Cal Poly or Spring Quarter he had me working under a part time / freelance basis. So I was paid basically still the same but I was freelance instead of permanent. I did start to wonder if oh my gosh is he really going to hire me and I worried because he had done this with other reporters put them on sort of a freelance basis and then if it worked out put them on permanent. The girl / woman before me that had this position she was freelance and I think she would have loved to have stayed but she just they didn't get all their ducks in a row and she had applied for a job in Palm Springs and she got the job. And took that. Because it's always better to be permanent than freelance. There's not a whole lot of job security in this business. So I was worried. And I was thinking I had just gotten my reel together to start applying for jobs but now I have so much better experience and it's not just stand-ups in the field with my mentors. I was like now I have a new reel but putting together a reel can be such a pain and I really didn't want to do another one. At about six weeks I met with him to try to get a feel if he was going to keep me on beyond the ten weeks. And about eight weeks, and I really hadn't started applying for anything. I had reached out to one other news director and never heard back from them. So it worked out perfectly. That at eight weeks he told me that he was going to have me start full time after graduation. So, that was a huge relief. It was great being able to go through graduation saying Yea I have a job at KSBY."

RH: "So I was going to ask that if you were freelancing now if you were freelancing for anyone else at the same time?"

CF: "No I wasn't freelancing for anyone else."

RH: "You were in school. That sounds like a busy time. So I already know the answer to this question but I am going to ask you anyway. Has this station been effected by any of the large mergers & acquisitions. Or amongst your internships, I guess we'll take it to your experience there; any of the companies you were for have they been effected by large mergers?"

CF: "Well I'm not an expert on that so much. I know that KSBY is owned by Cordillera and we actually just got an email recently that Cordillera had acquired some other stations. But um, I haven't been in a news room recently where acquisitions have changed. Except for my time at KCOY and that's a unique situation where KEYT, KCOY and KKFY. It's really kind of bazaar. But it's sort of working for them. I was interning at KCOY and KEYT is how should I phrase this? They're based in Santa Barbara and they have the newsrooms there for KCOY and KEYT what I observed is that more priority, more resources tended to be given to KEYT over KCOY. So KCOY's newsroom is pretty rundown, um their stories just typically didn't air on both stations. Um, and it the feeling that I got was that KCOY was less appreciated than KEYT and kind of like the second class station. They might tell you something differently but I think that if

some of them spoke honestly that since that merge happened yeah it's better than what KCOY has gone through some really difficult times and it's better than what it was but it's still not great. KSBY is really lucky I think we are in a really good spot. And I know that NBC LA is owned by Comcast Universal and that's a much bigger thing. But they did make the move from the newsroom in Burbank to Universal City and that was a big change. And I don't think that was downsizing a whole lot. To some extent it was. I know that Conan he went from having an office of his own to having a desk with all of the other reporters so I think he was a little ...about that. So of course there's always downsizing everywhere. Because there isn't as much money in this business as people thinks there is. Um, but I haven't felt , there hasn't been anything that's been shocking to me. It's been pretty standard here. You shoot and edit all your own stuff, you're an MMJ and that's the way it is in a small market. It isn't that way everywhere but by in large the majority of the small market stations are on an MMJ model. It's just more affordable. I don't think that will happen in the big markets because I don't think it's feasible for covering say LA. I don't think it's feasible for having one person getting all the way in LA you cover a lot of space. If there's breaking news at LAX and you're on the other side of the county it doesn't make sense to have one person doing everything and it's not really safe in LA. You need that safety in numbers. Plus we just had the story out of San Francisco proving that. It's terrible. Yeah I hope that downsizing doesn't become that extreme and go to the big markets because I just don't think it's realistic."

RH: "There was a follow up on that one. Do you think mergers are helping or hurting the industry overall?"

CF: "I don't think there's one right answer to that. I think that for some stations in can be great. I know that in the Chico / Redding market KRCR acquired the station in Eureka I believe and I think that was great for that station in Eureka. Eureka is market 195 and stations there are pretty troubled and for them it was great. Maybe there's a case to be made that it was great for KCOY too. Because it got them away from their terrible deal with KION. But it's a mixed bag. I'm not sure if it's good or bad exactly."

RH: "Do you feel that graduates are coming out of school technically prepared to work in a newsroom?"

CF: "Um, it depends on the program you're in. Where you go to school and what sort of training that you get. At Cal Poly I think there are some of us that came out of that program very well prepared and I think I was one of them. But not everyone does. And it boils down to how devoted you are to learning those skills and mastering those skills. Um, you know there's of course USC, and the Walter Cronkite School at ASU and Northwestern and MSU and all of them. Very esteemed programs and you can look at their track records and they place students right out of college at great stations so yeah I think that there are graduates from those programs that are walking out extremely well prepared. I think that Cal Poly has the potential to produce really successful and well prepared graduates for a job in this business but I think this is a sort of a sad statement but I think the majority of people graduating from the journalism program there are not well prepared or motivated enough to get a job right out of college."

RH: "If they are prepared, what skills do they have that are making them employable?"

CF: “Well in this digital age they are going to want multimedia skills, social media skills are huge. In TV knowing how to shoot and edit video is crucial. And then writing. The basic conventions of writing. Whether you’re in working in news or working in any other office job you have to be able to write. Those are the main things you have to have mastered.”

RH: “Great. I think that answers the next question too. But what skills are most important to prepare for entry level positions?”

CF: “Yeah. Shooting video and editing is huge. Um, I didn’t mention this. But if you are on TV you have to have experience reporting on air. Um, and that would be proven in your reel like I talked about. And your writing and your ability to communicate and tell stories should all be evident in your reporting and your writing. Um, yea and just the digital skills are crucial.”

RH: “Just a side bar. Most of your reel, was that prepared on campus or during internships?”

CF: “Internships because I found I watched a lot of reels. Just go on YouTube and type in reporter reel or demo reel and you’ll get millions of results and you can watch people. You can certainly put together a good reel from stuff from Cal Poly or your college station but it does look a little bit less professional and you might be reporting on a Fraternity that got suspended and it just tends to be topics that aren’t relevant to the general public.”

RH: “That’s a good point.”

CF: “I did all of my stand-ups for my reel from my internships. And mostly they were from my internships at NBC LA and KCOY. And then I had a few other things that I threw in there. So yeah if you can do them at internships it just looks more professional. Yeah sure holding an NBC 4 mic flag. But it does show that I got an internship at that station and that’s not an easy thing to do. And I worked in that very professional environment. And I have a network with that station. So it can work to your advantage. I wasn’t trying to fool anyone that I worked for NBC LA. But I would say try to do your stand-ups at internships. The video quality will look better and it will sound better. And it’ll be more professional overall.”

RH: “When you were doing that internship, so just to go back to that. So obviously they’re not one man banding in Los Angeles. Did you find that to be true?”

CF: “Yeah they do have one reporter Hetty Chang who is technically that is a multimedia journalist and she shoots her own video on occasion, maybe it would be a lot to say she shoots her own stuff maybe once a week. And even when she does shoot she pretty much doesn’t edit. She will have a photographer and an editor. Yes they are doing team reporting. They don’t have as many people on their crew as they used to. Pretty much just a photographer and a reporter.

RH: “Okay. If you could teach one college course to help prepare the next generation of journalism students to work in television what class would that be and why?”

CF: “I would teach the class at Cal Poly, the Journalism 353 – Broadcast News Practicum. And that I started doing my freshmen year. January of my freshmen year. I just started poking my

head in and I just observed and then they put me to work doing little production jobs and then there was one week where the girl that was supposed to do weather was sick and I said Oh I can do it. And so I did weather then and the rest is history. (laughing) That is probably what I would do because that is where everything starts to come together. And you're going out and you're putting together stories and you're doing live shots and anchoring and doing weather, doing sports and also learning how to be a director. How to be an executive producer. How to run teleprompter, how to run audio. All those jobs and I think it makes you appreciate what it takes to put together a newscast. I certainly have never been the type of person that was in this to be on TV. It was like really when I started college I wanted to do print and magazine and I really never thought like I would want to be on TV. But at a certain point your self confidence or my self confidence just kicked in and I realize it doesn't really matter. So and I loved video and what that and how that works as a storytelling medium. So yea I would teach that class because it totally transformed my college experience. So if I could teach a class that would be it."

RH: "That's good. Research the literature is showing that some schools are preparing journalists to work for themselves as entrepreneurs or doing freelance work. Do you think that's important for students to learn while their in school? And if so why or why not?"

CF: "Yeah, I think that freelance work can be a great way. I currently have friends that have been doing that. They've been writing freelance stories for some of them are really big outlets. I think that works well for more of the online journalism, digital journalism route more than TV. Just realistically the chances of freelancing while you're in college are pretty slim. I had that opportunity in my senior year. My mentor told me but I don't really know if this is true or not. I haven't talked to Doug about it, but his opinion was that they would have never brought me on as a freelancer and worked with my schedule in college if they didn't have the intention of you know bringing me on full time. But um, yea freelancing can be a good way. I think it's like another alternative of doing internships. And learn that way. You could maybe freelance at the Tribune or KCBX may even be able to be freelance stuff. You just have to see what the opportunities are out there and freelancing and internships are kind of in the same vane. It's just that work place experience is just crucial.