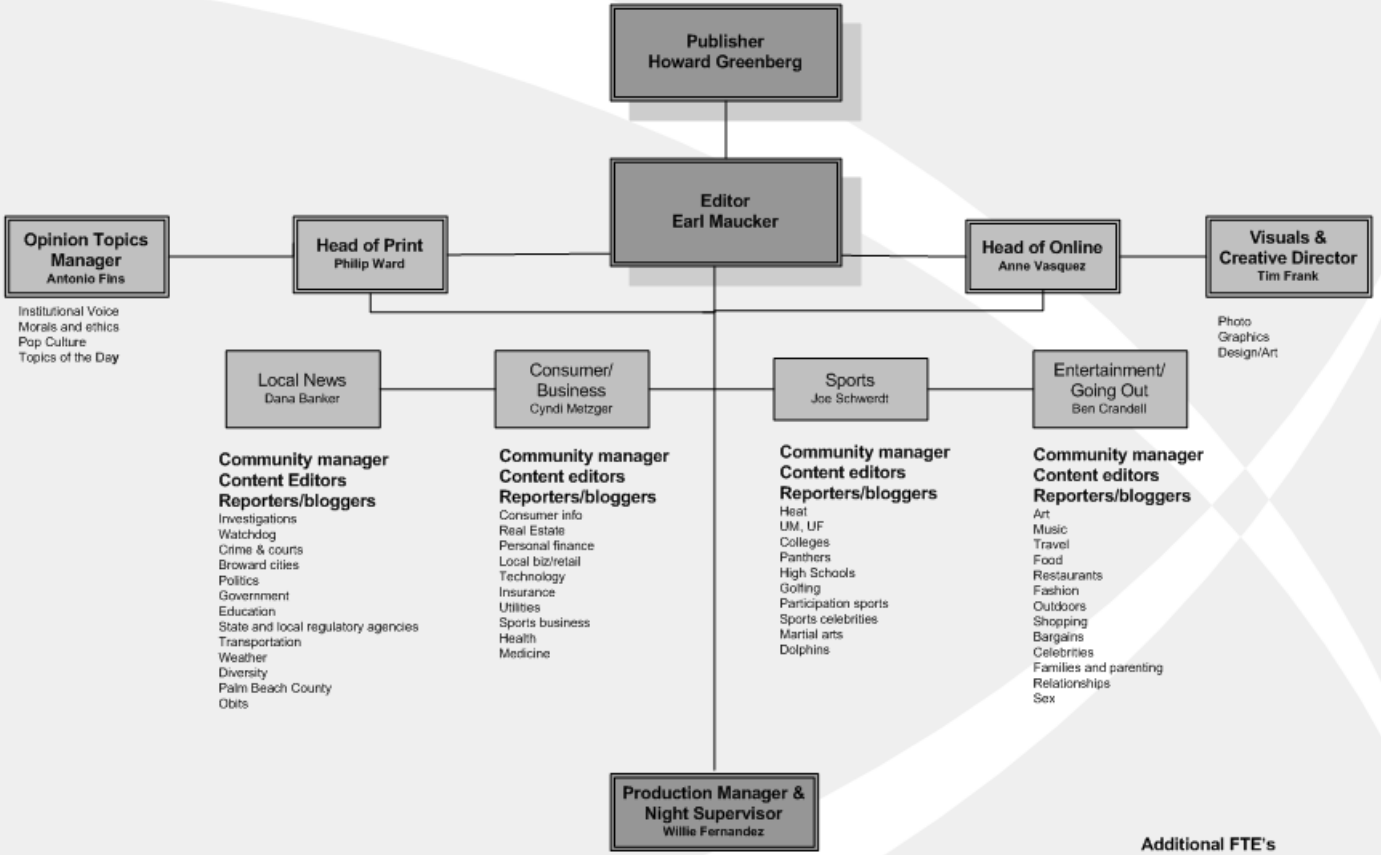
Future State of the Sun Sentinel Newsroom



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Future State of Sun Sentinel Newsroom
Channel structure

Powers a topical community (online channel + print) that makes people talk abut us, talk to us, talk to each other

A host ("emcee"), topic expert
--Runs a topical or local community with content
--Responsible for channel production (delegated to team)

Assigns stories for all media
Edits content
Helps produce channel

--Works with Topic Managers and Content Editors to get local movers and shakers contributing content, talking on our site and in our paper,
--Runs online and reverse-published communication discussions.
--Finds/manages community bloggers and user content.
--Aggregates content within topic.

Shared players, job functions across channels

Visuals	Database Team	Social Media	SEO	Aggregation	Production/posting
Photos, video graphics	Builds searchable content databases	Drives traffic using Twitter, Diggs, etc.	Optimize content For search engines	Pairs like content for audience	Print production duties, web at night

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Guiding Principles

Integrated Multimedia Newsroom of the Future

- Content first, platform second
- Hierarchy is flattened to quicken content publishing, facilitate better communication
- Newsroom staffers are cross-trained, have numerous roles, and have responsibilities across print and online platforms
- Newsroom, interactive staff form a fully integrated team with shared multimedia responsibilities
- New titles are given to many newsroom staff to create alignment and focus on the integrated digital newsroom
- Web 2.0 redesign will evolve our newspaper web sites into local portals and hubs that aggregate content and extend reach

Process Re-engineering & Page Templating

- Editorial and Advertising page templates are created in advance by day of the week and page; most pages will have a default template for each day of the week, except section fronts, and templates will vary by reason.
- Head of print and content editors may select from alternate page templates to best fit the page's news and ad hole, or customize an existing template, following the overarching goal of minimizing daily page layout and design.
- Majority of stories will now be touched by only 1-2 people following the reporter, compared to 5-6 average touches in the current state.
- Reporters will write suggested headlines, using SEO best practices. Those may be altered by content editors before or after posting.
- All night content editors will be cross-trained for layout, editing, typesetting and for Web updates.

Content Sharing

- Reporters will focus on local content; non-local content will be produced once centrally and shared daily among all Tribune newspapers; papers will provide feedback to the content provider to maximize content quality and relevancy.

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Positions/responsibilities in the Sun Sentinel's Newsroom of the Future

Head of Online (DME/Online)

Responsibility for overseeing the market's digital content, primarily website, but also mobile content, to meet a market's audience and revenue goals. Oversees the topic managers as it relates to the content they produce for sunsentinel.com. Has day-to-day responsibility for home page and portal programming programming of the market's websites. The head of online oversees new online strategies, projects and rollouts that require newsroom-wide coordination and training.

Head of Print (DME/News)

Responsibility for overseeing the market's core produce content to meet the market's audience and revenue goals. Oversees the topic mangers in coordination with the head of online as it relates to the produced content that will be reverse-published or published exclusively in the print core product. Has day-to-day responsibility for carryi8ng out the content plan for page one and all daily, advance and weekend sections. The head of print oversees new print strategies, projects and rollouts – both local and corporate initiatives – that require print-specific coordination and training.

Production Manager & Night Supervisor (DME)

The night content and production manager oversees the publication of the print product, as well as the night production of sunsentinel.com. Also oversees all night content editors and page production staff. The night content editor positions platform-neutral content for the daily print product, tweaking headlines and giving edits to stories that are written during the evening production cycle. Night content editors are also responsible for design of section fronts and evening updates for sunsentinel.com. The page production staff creates and maintains CCI templates and shape libraries.

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Visual & Creative Director (DME)

The creative director is responsible for the visuals for all platforms. This person needs to be a key motivator for creativity and innovation in the company. With an emphasis on building audience and driving brand loyalty and marketability.

Under the creative director, shooters for photo, multimedia and video will be managed through the director of photography. Print, interactive, TV news and TV promotional graphics will be managed and coordinated through the graphics director. The design/art department will report directly to the creative director. They will provide design elements for all platforms, handle the overall design of the paper, design and illustrate covers and translate any specialty design for online presentation,.

Topic Manager (Department Head)

The topic manager will be responsible for overseeing content and communities in its designated channel, acting as the host and topic expert, ensuring that the channel is dynamic, interesting and timely. Typically, the topics coverage is broad and will have several communities and topics included in it. This person manages the content editors, who supervise the channel's staff report and reporters who maintain a fact-based blog and produce the channel on digital platforms. The topic manager also supervises the community manager, who recruits external bloggers and cultivates the web communities using social media tools and tactics. The topic manager also oversees the editing of content selected from its channel for print publication.

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Content Editor (ACE)

The content editors will be responsible for assigning, editing and enhancing audience-focused content for multimedia presentation. This includes working with reporters, bloggers, visual journalists and database journalists on content development and execution; editing text and writing compelling headlines, teasers and story summaries; tagging content with appropriate keywords; and helping to keep the digital channels updated in a timely manner. The content editor will also prepare a version of the content for the newspaper, if selected by the head of print. The content editor will be expected to use metrics/analytics to show case the best-performing content.

Social Media Coordinator

The social media coordinator manages the social media efforts in the local market to achieve strategic audience objectives. This role will work closely with editorial and marketing staff to provide training on how to use social media tools such as Digg, Facebook and Twitter to connect with the communities we serve. Oversees the community coordinators

Community Coordinator (Interactive Producer)

The community coordinator is responsible for cultivating one or more dynamic communities of interest or geography on the internet using blogging, social media and other community tools. These tools are typically within the channels that the local market has targeted for strategic reasons. The community coordinator is responsible for generating loyalty, frequency and advocacy among the members so that they help the community grow.

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SEO Specialist

The SEO specialist will serve a dual role and review websites or new site documentation to assess content, headlines, and sub-headlines for appropriateness, as well as for search engine friendly principles. The SEO specialist will translate local audience goals into successful key phrase and site strategies and will help to develop SEO strategies and tactics to grow TI network traffic and analyze and promote data to reinforce and grow the benefit of SEO to TI.

Reporter

The reporter will be responsible for gathering credible information and disseminating it using whatever medium and narrative tools are appropriate. The reporter will participate in helping grow web audience by learning from site metrics and user comments the types of stories that audiences find compelling. If approved by Topic Manager, the reporter will maintain a fact-based blog using best practices to grow traffic.

Blogger

The blogger's main responsibility is to provide commentary for the online and print platforms on topics designed to reach and grow wide audience. The blogger will be responsible for gathering and commenting on credible information and disseminating it using whatever medium and narrative tools are appropriate. The blogger will participate in helping grow web audience by learning from site metrics and user comments the types of stories that audiences find compelling. The blogger will maintain their assigned topic area using best practices to grow traffic.

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Shooter

The shooter is responsible for collaborating with reporters, content editors, topic managers and producers on telling stories visually through photography and video. The shooter should have a passion for storytelling and a desire to work in collaboration with a diverse team of producers, designers and reporters.

Visual Editor

The visual editor will be responsible for daily assignments to shooters, editing video and photos on deadline for the online and print platform audiences supplying the necessary tagging for search and archives, and working closely with shooters in the field to post video and photos on the web. Assist in editing the department's multimedia storytelling.

Database Developer

The database developer mines information to create and separate information into searchable functional collections for the audience. These can take multiple forms: map-based mashups, demographic and statistical presentations that represent journalism deep dives into topics (crime, sports, education and real estate, for example) or basic searches and information presentation for entertainment purposes. Work as part of a database team that includes reporters and interactive artists.

Other positions include:

-- Budget and planning director

-- Librarian/archivist/researchers

-- Newsroom assistants

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Key Audience Goals	Additional Core Goals	Demographic Goals
Grow Local Audience- Local Visits/Month by 25% in particular. **Grow with younger adults** (roughly in the 30-50 years old range). **Increase audience and usage** among busy, working adults who have kids still at home. **Maintain overall page view** and audience levels achieved in 2008.	**G Get more people regularly talking about our website**, to the site, and to each other through the site. Increase "buzz" (water cooler talk) and "engagement" (interactive participation). **Expand sunsentinel.com's value** as the key local online force for all types of local information. **Increase frequency of usage by creating a sense of urgency** – the need to come back again. **Closely align audience and revenue goals**. Develop page views in areas that have the most opportunity for revenue growth .	**Local is the region.** Create content and audience engagement that serves suburban markets. **Grow with you adults** (age range 30-35) by attracting them with content they want and reaching them through platforms, applications and social media sites familiar to them. **Go for the time starved**. Increase audience, usage among busy, working adults who have kids still at home. **Play to the fans among us**. Engage the audience and create high levels of interaction with content they are most interested in and quickly dispense any notion that only the media can set the agenda. Let the audience inform and guide our decisions.

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Strategies for Growth

- Become the most consistent aggregator of local content by linking to other major and minor websites whenever they have information of interest to our audience in order to enhance our depth and width on these subjects and to further our stature as a local portal.

- Make our site more engaging and interactive through use of polls, games and various forms of audience participation and social networking. Add more "personality" to the site.

- Use tools such as P2P to enhance our user experience, make content easier to find and better integrate the variety of content components that we offer. "Think Like the User" when placing content so that we position it in the places and ways they are most likely to look for it.

- In 2008, we've seen that crime/accident, sports, quirky/provocative, and personally useful/actionable content are the key drivers of our online traffic. We've made significant gains in crime and quirky content. In 2009, we'd like to continue to perform well in these areas and also make significant gains in sports and useful/utility content. We'll also work to expand our role as the market's breaking news leader.

- Through improved content, enhanced display and SEO, expanded aggregation and increases in actionable, utility information, we will further develop our role in helping people make decisions about their life.

- These gains will happen as the entire newsroom becomes more engaged in the online content process with greater responsibility for providing and placing the content needed to grow online audience and revenue.

- This audience development plan will establish specific expectations for all newsroom and interactive departments. Results will be consistently measured and the plan will be modified as required in order to obtain the desired results. (Info in bold is top priority; Info in italics is second tier- either less important or more likely to take longer to accomplish).