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Consider the Source:  
Exploring Gender and Race Representation in Local News

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## **Chapter 1: Introduction**

What people see on television impacts how they see the world they live in. During their daily lives, people have limited experiences and contact with others (Bandura, 2001). They go to work, they visit the same places every day and see the same people day in and day out. As a consequence, their perceptions of the world outside that small circle is greatly influenced by vicarious experiences -- what they see, hear and read. Media can play a major role in that.

Local television news is supposed to be an accurate reflection of the community it serves. However, women and people of color are largely underrepresented and overshadowed by White men in local news coverage. When they are portrayed, gender and racial stereotypes run rampant. There is a lack of representation among women and people of color as expert sources. The goal of this study is to interview local news reporters and managers to discuss barriers to inclusion of diverse sources as well as best practices that can be included in a guidebook to help other newsrooms create an environment of Diversity, Equity, and Inclusion, not only in the coverage but in their newsrooms as well.

## Chapter 2: Literature Review

Local news media serve as “gatekeepers” to a world of information for their communities. Gatekeeping Theory posits that what people see, hear, and read on the media is selected by a small group of people, all with their own agendas and influence on what to broadcast to the world. Shoemaker and Vos (2009) describe this as the center of the media’s role, to whittle down a large amount of information and present a limited number of messages. This could be because of limited time or space in the medium. It could also be because of a particular news perspective of the organization presenting the material. DeFleur and DeFleur (2009) argue that the personnel within a news organization are the “gatekeepers” letting some stories through and blocking others. This then limits, controls and shapes the public’s knowledge. For this study, the gatekeepers are choosing which sources to use and profile in their stories. Therefore, the lack of representation of women and people of color as sources in local news is a result of the “gatekeepers” failure to include them.

The issues of lack of representation of women and minority groups is not simply an American problem. Avraham and First (2010) found that stereotyping and classifying people, splitting them into groups as “other,” happens in any system where there are power inequities. Their study looked at Israel and Europe and found that media decision-makers are the ones with the power, so unless someone is part of the “in-group,” their communities are unlikely to be covered in the media unless they are involved in politics or victims of disaster or crime. The study also found that men dominated subjects involving policy and theory. For example, “on the subject of the Israeli-Palestinian conflict, 522 items appeared in which men had dominance compared to only 25 items in which women's appearances were dominant.” Men were dominant

as subjects on television, while women were only represented when discussing issues such as quality of life, poverty, or human interest stories, the periphery of the public space.

In the United States, scholars have argued that the representation of racial minorities largely influences the public's perception of them (Owens, 2008). Owens looked at network news programs and found that television journalists unconsciously interview the same types of sources and therefore produce the same type of news coverage daily. The study found that Whites made up the overwhelming majority (77.3%) of on-camera sources. Black sources appeared only 8.6% of the time while Hispanic sources were only 4.2%. The study found that Black and Hispanic sources were only found in significant numbers (37.7%) in stories about accidents, disasters, and weather events.

Beaudoin and Thorson (2005) found that Black people are four times more likely to be shown as the perpetrators of crime than Whites. Beaudoin and Thorson argue that how Black people are portrayed in the media impacts the trust that Black audiences have for White media sources. This illustrates the need for the examination of race and credibility perceptions of news coverage of Black communities in general.

The same overrepresentation of people of color could be found for juvenile suspects of crime according to Dixon and Azocar (2006). Their study found that Black and Latino juveniles were significantly more likely to be portrayed as criminals than Whites. The study looked specifically at Los Angeles local television news and found that Black juveniles were overrepresented as criminals.

In addition, the language news organizations use in describing minority subjects can shape the way the public sees them. Vaes et al (2019) looked at the types of adjectives used in stories associated with the "in-group" versus the "outgroup." It found that implicitly biased

language increased the audience's associations of the outgroup with crimes. The study concludes that the media's filter can mold and distort reality and, in turn, influence people's beliefs about the world.

The idea that the media can shape and influence its audience is not strictly a modern one. In 1995, a study researched the social power of the media within the news structure (Van Dijk, 1995). Van Dijk argues that a news story is specifically structured to influence the public. The facts are carefully selected and the discourse is controlled by an elite group for the masses. Further, Van Dijk argues that the power structure of an elite media supports the status quo of a White group's dominance in society. The study found both racial and gender bias based on a lack of coverage and representation.

When it comes to victims of crime, Gruenewald et al (2013) found that homicides of racial minorities are largely considered less newsworthy than those of Whites. The study also found that violence involving Black and Latino men is disproportionately reported over violence by White men. The researchers argue that violence that is overemphasized in the news can elicit fear of marginalized groups leading to negative emotions and the overestimation of the victimhood of other groups.

Stereotypes are not limited to the news media. Castle Bell and Harris (2017) argues that representations of Black men in primetime television can also be harmful. Looking at the NBC program *Parenthood*, Castle Bell and Harris argue that the portrayal of a Black male character on the show is an example of how Black men are emasculated while also portrayed as hypersexualized and further portrayed as poor, uneducated, and fatherless on mainstream media. Castle Bell and Harris go on to argue that these kinds of depictions are extremely problematic for

society at large, especially when viewers have little to no real-life contact with Black community members.

Similarly, Davis' (2017) look at African Americans in film found that a lack of representation of issues facing the Black community can impact cultural norms and how they are perceived by the public at large. Davis argues that a lack of archives in film on people of color makes modern students believe that the racial friction in the news today is coming out of nowhere. They don't have a reference point other than the way African Americans have been depicted as dangerous. Davis argues that the lack of familiarity with how mainstream films marginalized certain groups normalizes the racial conventions.

Another study took a look specifically at how women of color are portrayed by the media. Brooks and Hebert (2006) argue that media are central to how social realities are represented. Brooks and Hebert discuss that media portrayals of female minorities even influence how those women view themselves in society. Their study looks at African American women in Atlanta news coverage and argues that they are portrayed as "jezebels" and are often even blamed for their own sexual assaults. Brooks and Hebert argue that African American women in music videos are often sexualized and that objectification adds to the stereotype. In addition, the authors argue that other female minorities are also sexualized in a way that White women are not, for example, Asian women and Latinas.

Slakoff (2020) defines stereotypes as mental shortcuts but argues that not all stereotypes are negative. However, the author says many involving people of color are. Slakoff argues that there is much research about White women as victims of crimes, but little about minority women. Slakoff finds that the media overrepresents White women as the victims of crimes, portraying them as innocent, virginal, and living in safe neighborhoods - the "damsel in distress."



Slakoff also argues that the media does not blame White women for their own victimhood. Conversely, Black women are seen as risk-taking and more often described as taking drugs or alcohol and engaging in sex work. This dehumanizes them in the eyes of the public, making their victimization seem less important. The study finds that Black women are more likely to be the victims of crime than White women, however, their victimhood is underrepresented in the media. Similarly, the study found that Latinas are often characterized as over-sexed, sexually provocative, subordinate to their male counterparts, or as passive maids. The victimization of Latinas is more than White women but less than Black women.

An in-depth study of how Black women are represented in media found the different categories media portrayals often put them in (Meyers, 2013). Meyers argues that Black women are represented as jezebels, sapphires (the Black matriarch), or “black bitches.” The author argues that these representations reinforce cultural myths about Black women and that stereotypes will adjust over time to accommodate cultural change. For example, Michelle Obama becoming the first Black First Lady of the United States can, on one hand, represent the characteristics of the perfect mother and, on the other hand, be the emasculating sapphire or the self-serving “powerful black bitch” to prove that evolution. The author argues that up until recently, it was inconceivable that African American women would have sufficient social, economic, and political power to be a threat to White males. Further, the stereotypes ascribed to African American women work to maintain gender, race, and class oppression.

Gender stereotypes are also evident in news coverage. Hoewe et al (2017) found that women are portrayed as mothers in news more often than men are portrayed as fathers. Researchers argued that the cultural norm is for women to be stay-at-home parents rather than men and this is reinforced in news coverage. Authors argue that “housewives” are believed to be

unintelligent, but that the “career women” are considered to be assertive and competent, but not warm.

Similarly, Len-Rios et al (2005) found that women are historically underrepresented in news content and that news often reflects symbols of a patriarchal society. Researchers argue that news is linked to power and representation of societal reality. Therefore, the presence of news reinforces one’s status in society. The study found that scholars do not agree on how to achieve equal representation for women in news content. However, they did find that our culture is largely male-dominated and that is reflected in news coverage.

Scholars have found that this gender stereotyping is still present even when looking at women in a field that is thought to be traditionally male. Mitchell and McKinnon (2019) found this when looking at news coverage of female versus male scientists. Researchers found that women and men are perceived differently despite having the same educational background and expertise in the field of science. This is problematic because, as the researchers argue, in the absence of personal experience, media is the way people shape their opinions. The researchers found that high intellectual ability is more associated with men than with women, which can deter women from entering a field that requires a high level of intellect. An analysis of the *New York Times* coverage of male and female scientists found that only profiles on female scientists discussed the issue of balancing family with career. Researchers also found that female scientists were more likely to be discussed based on physical appearance.

The same can be said for how news media covers female political candidates. Pas and Aaldering (2020) argue that female candidates attract media attention for different reasons than their male counterparts despite pursuing the same goal. The researchers argue that gender bias in the amount of news coverage political candidates receive is important because it is the main

media source voters rely on for political information. Pas and Aaldering argued that men are seen as more dominant, ambitious, aggressive, and self-confident, while women are seen to embody communal qualities like being affectionate, friendly, helpful, and warm. However, the authors do say that negative evaluations of female candidates by journalists, whether conscious or not, adhere stereotypes to female candidates and politicians. Similarly, non-stereotypical behavior by women is exaggerated by observers. For example, women are seen as more aggressive or combative.

Ascribing stereotypes to women in the news happens even when women are the perpetrators of crimes. Skilbrei (2013) looked at a homicide case in which women were the suspects. The women were portrayed as sexualized, described based on their sexuality, and judged based on their level of physical attractiveness or lack thereof. Skilberri argues that female criminals are looked at as the “femme fatale” or “the bad mother.” The author argues that women are then forced to represent themselves in court as a respectable wife, monogamous, and standing by their man.

As mentioned previously, a lack of representation in media is not simply an American problem. Researchers looking at Belgian news in 2019 argue that gender equality is still an “elusive dream” because of the lack of representation in media (Vandenberghe, 2019). The study found, looking at newspapers and television, that men made up 80% of the sources while women were just 20%. Women were also underrepresented as professionals and instead were portrayed more often as solely mothers or spouses.

The Global Media Monitoring Project (2011) conducted a study to determine the representation of men and women in news media. The study found that women are “grossly underrepresented,” making up only 24% of subjects in stories. Researchers argue that this

represents an imbalanced picture of the world. The study looked at 108 countries around the world and included print, radio, and television news. Researchers found that women were rarely represented as professionals in media, but were largely portrayed as homemakers and students. Researchers concluded that 46% of stories reinforced gender stereotypes.

To combat the lack of accurate representation in the media, some scholars have studied how newsroom representation influences coverage of women and people of color.

When looking at the relationship between the presence of minority journalists in newsrooms and media coverage of race-related issues, Sui et al (2018) did not find evidence that diversity impacted coverage. In a newsroom with a diverse staff, but a small minority audience, researchers believe reporters of color did not want to confine themselves to stories about minority issues. However, their study did find that newsroom diversity did impact coverage if the news market contains a large minority audience. The researchers believe that reporters were catering to the audience they served.

The sources used by news media are often chosen by the reporters researching the stories. Zeldes et al (2007) looked at how the diversity in the newsroom influenced the sources used in coverage. It found that while female reporters were more likely to use women as expert sources in their coverage, minority journalists were only slightly more likely to seek out minority sources for theirs.

To combat the issue of lack of representation for women and people of color in the news media, much research is focused on newsroom diversity. While vital for representation in the field of journalism, representation in the field does not always translate to representation in coverage. Much of the trade literature for television news focuses on the need for newsroom

diversity, such as Farrow (2020), Mateos (2020), Greico (2018), and Spike (2017). Far less is available for journalists on seeking out and utilizing diverse sources for their stories.

The *Columbia Journalism Review* confronts the issue that journalists are not interviewing enough women in their coverage. Neason (2018) argues that many journalists offer excuses for why this is true, such as women not being available, or not being able to find female sources for their stories. The article provides a list of sources for finding professional women to interview as news sources and asks that journalists continue to add to the list as a resource for their colleagues.

Nieman Reports has published information for journalists on combating implicit bias. There are resources available for journalists wishing to seek out more information and training they can go through. A Knight Journalism Fellow at Stanford created a workshop focused on helping journalists combat these issues in their reporting. Bailey (2019) argues that increasing diversity in the newsroom is only part of the solution to the problem of representation in coverage. The article goes on to argue that acknowledging a blind spot and/or implicit bias and the different background journalists come from is the way to combat it.

The Maynard Institute for Journalism Education has arguably the most comprehensive resource for journalists wishing to diversify their reporting. The *Reality Checks: Content Analysis Toolkit* provides step by step instructions for journalists to check their implicit bias and make their stories more inclusive and representative of the communities they serve (The Maynard Institute, 2009). It focuses on the “5 fault lines,” race/ethnicity, gender/sexuality, generation/age, class, and geography. It asks that journalists consider the audience and demographics when choosing sources and evaluate what is reflected in their coverage and what is missing from it.

The Society for Professional Journalists has a similar toolbox and cites the Maynard Institute's toolkit as a resource (SPJ). SPJ goes beyond the "fault lines" by suggesting that beyond daily reporting, journalists should get out into the community and have discussions they normally wouldn't have. This will allow the journalist to engage with the community differently and find out what the communities value. SPJ argues that this will aid in the journalist asking different kinds of questions and analyzing information differently.

### **Method**

Through in-depth, semi-structured interviews with 6 news reporters and 7 news managers, I've compiled information to create a guidebook for stations to implement diversity, equity and inclusion practices in their newsrooms on a daily basis.

To ensure quality data, the news reporters and managers came from different racial, gender and market backgrounds. The interview subjects included Black, White, Hispanic, Asian American and LGBTQ representation. All subjects came from a variety of market size, (i.e. small (75+), medium (25-74) and large (1-25) Designated Market Areas.) The identities of the interview subjects are not disclosed to ensure they felt free of repercussions to openly discuss their opinions on sensitive subjects regarding their places of employment.

The goal of these interviews was to answer the following research questions:

**RQ1:** What are proven tactics successful at getting diverse voices into news coverage?

**RQ2:** Given the importance of diversity in fairly and accurately representing the world the media cover, how do you think your newsroom has/should standardize(d) getting diverse voices into your coverage?

### **Interviewee Demographics**

Subject 1: Hispanic female reporter, Large Market (1-25)

Subject 2: Black male reporter, Large Market (1-25)

Subject 3: Black male reporter, Large Market (1-25)

Subject 4: South Asian female reporter, Medium Market (26-74)

Subject 5: White female LGBTQ reporter, Large Market (1-25)

Subject 6: Asian American female reporter, Small Market (75+)

Subject 7: White male manager, Small Market (75+)

Subject 8: Black female manager, Large Market (1-25)

Subject 9: Hispanic male LGBTQ manager, Medium Market (26-74)

Subject 10: White female manager, Large Market (1-25)

Subject 11: Black male manager, Large Market (1-25)

Subject 12: White male manager, Large Market (1-25)

Subject 13: Asian American female news manager, Small Market (75+)

### Chapter 3: Findings and Professional Analysis

#### Reporters

**Q1.** Does your newsroom endeavor to use diverse sources in news coverage?

This study is focused on aiding efforts in newsrooms to include diverse sources in local news coverage. A majority of the subjects for this study said their newsrooms do endeavor to talk with diverse sources and use them in their news coverage. However, one subject suggested that, to their management, “diverse coverage” had a different meaning than the others:

**Subject 6:** “I don't think they necessarily care so much about, um, ‘did you get all the races?’ It's more of just, ‘did you get both sides of a story,’ and I think that's been very important. You know if you talk to the Democrats, you have to talk to the Republicans. If you talk to somebody that's pro-something you have to talk to somebody that's an opponent, right? So, I think they put an emphasis on making sure all the parties are heard, but not necessarily focus so much on race or gender.”

Also, one subject said the topic has never been discussed in his newsroom.

**Subject 2:** “That's a good question, and I don't know a direct answer. I'm not certain that my newsroom and its editorial leadership focuses on ensuring there's a sense of ethnic, racial, gender, etc, etc, diversity in quote-unquote ‘sourcing.’ That is a very good question. I don't have an answer, because I don't... I don't recollect ever having that conversation regarding making that a criteria for news coverage.”

**Q2.** What, in your mind, constitutes diverse sources in news coverage?



Subjects generally agreed that speaking with people of different races, genders, religious ideologies and economic backgrounds constitutes a diversity of sources. Some also mentioned geographics/neighborhoods within a market. Most also agreed that going back to the same “experts” for coverage repeatedly was antithetical to this endeavor.

**Subject 1:** “I think that...I think it means a lot of things. Sometimes it just means not using the same person over and over again. Sometimes it means people of a different race, different genders, different disabilities, different parts of town, different backgrounds, different educational levels. Different voices.”

The issue of different perspectives irrespective of demographics was also raised.

**Subject 3:** “So, obviously, like I said, on its surface, you know, just visual differences that you can see, but also, um, a diverse people who can give you diverse perspectives on the questions that you're asking, I think, is also important. And you get at that, by making sure you get to choose who the people you are asking them to are. So, it's up to the reporter ...and try to find those different perspectives. And I... like I said, I know it differs from story to story, but I think within every assignment that I get there is a way to get a diverse range of voices in there.”

**Q3 & Q4.** Please walk me through how your news management encourages diverse sources in news coverage and walk me through any discussions your news management has had with you about including diverse sources in your stories.

The majority of subjects suggested that conversations surrounding the inclusion of diverse sources in news coverage either started or seemed to accelerate following the death of George Floyd in Minneapolis at the hands of a police officer and the subsequent protests and

backlash. The emergence of COVID-19 also seemed to have an impact on discussions surrounding the issue of racial inclusion.

**Subject 3:** “Um, well I guess... I'll... with the most recent example just being with the pandemic, I think we make... make a point to discuss and explore issues of equity, you know, be it the response, or the impact of the virus is having on communities of color and by pursuing stories like that I think it is somewhat baked into the cake. If I'm doing a story about how the virus is... is disproportionately impacting Black and brown folks...”

“Obviously, a lot of a lot has happened in terms of how race and issues of diversity get covered, and so I know just from my experience that there has been a real shift in recognizing that it is important to hear from those people, but also making sure that you are pursuing those people. It's one thing to just talk about an issue impacting Black or brown folks. But if you need that expert interview person. We recognize that it's important that that person be, you know, a member of that community. If the... if it allows... obviously again ...we're under pressure of deadlines and things like that, but I know if I'm doing a story about African American health, I'm...my first priority is trying to find an African American doctor.”

**Subject 4:** “So our news managers, so, for instance, if we're covering...during all the protests, they were very alert about...okay, the voices that we were including and the voices that we weren't...and how are we going to go about including those voices? I don't think it's like they're going to come out, and I never heard them say we need to go get a Hispanic person, we need to go get... you know an African American person or an Indian person. It's more of a ....the voices that we're representing... ‘what do you guys think?’ Like, they ask us, ‘what do you guys think?’ ‘Who else is missing?’ As far as a voice that we should get. And then, that's where we all come

in and luckily, they have a great rolodex. And you know, a source list of people that we have interviewed in the past and experts in the past.”

Reporters expressed an appreciation for open and honest discussions within the newsroom about race and inclusion.

**Subject 1:** “I know after the George Floyd protests, we had a training, and in the meeting, the News Director said that she had really been, like, rethinking things. She was embarrassed by some of the stuff she didn't know. And so I think just taking that more, like, a humble approach in like admitting she didn't know things and admitting that she was reexamining the things that...admitting any, like, just stating very publicly that this was something that she wanted to know more about and she wanted to hear more about. It just signals to the staff that they are open to this. That they're not looking to fight about it. That they don't...that if you approach and talk to them, they're not going to take the stance of...you know debate. Because debate is very tiring. When you're, like, somebody wants to, you know, count... give you the counter sides... like. I don't want to, like, hear the counter side. So you know, I know what it's like to be Hispanic, you don't. Take my information and then let's, you know, we can debate whether to do the story or not. I don't want to debate my experience or my perspective.”

On the other end of the spectrum, some majority White newsrooms may have been uncomfortable having open conversations about race and inclusion. It became clear to employees that conversations would need to be had among themselves.

**Subject 5:** “I think [managers] use words like diversity but, to be perfectly honest, I mean it's up to the individual to make that decision. You know, at least at the station I work for, it's really on

the reporter. And I don't know that anybody tells them that. And we have more diversity in our reporting ranks now... where it's... it's... it's... how do I say this... it's something that's not always talked about openly, probably because we're majority White. We don't even know how to talk about it, but several individuals certainly find it important to try a little bit harder to change the people we talk to.”

“We had painful conversations about race in... as individuals. There was never one that would happen as a newsroom about how we talked on the air. What people would say ...I mean... it was it just felt more ‘ouchy’... like, if I heard, you know, our main anchor say [during the George Floyd protests], ‘those people’ are merging this way or, you know, ‘them,” So, you know, that kind of thing that became much more acute to the ear for more people. Like, that's F’d up. Don't do that.”

“And I think that ...I think some people were very hurt. And it's not just us. Every station has two....I mean boy, girl, cis-gendered White people... Christian. And it just comes out, ‘Wow! Look at the ...what are ‘they’ are doing? What are ‘those people’ doing?’ ‘They’... ‘them’... never an ‘us.’ And we all live here. We're all in this community, aren't we? So, that bugs me.”

**Q5.** Does your newsroom have resources available or policies in place to assist in the inclusion of diverse sources in news coverage?

None of the subjects pointed to a written policy dictating the newsroom’s inclusion of diverse sources. However, many indicated their assignment desks and longtime management teams have lists of sources they’ve compiled over the years. The reporters refer to these lists of vetted sources when an expert is needed under deadline. However, the diversity within that list varies.

**ALD:** “So, can you tell me more about that list? Is it like a diverse source Rolodex kind of thing?”

**Subject 1:** “Wait, it's not necessarily, like, I wouldn't say the primary purpose of it is to be diverse. The primary purpose is to have people to call on and not always be calling the same person. Certainly, you know, the first person you call and is available, you want to have more than one option out there. But in putting that list together, I know, one of the focuses has been to make sure that it is diverse.”

**Subject 3:** “Um, I'm sure...I'm sure there is. Is it... is it documented? I wouldn't know. Um, I think, with just the experience of our desk managers, if I call and say, ‘Hey, I need somebody to speak on this issue, ‘ then I will...I probably wouldn't have any problem finding that person through... through my manager. I don't know if it's something as concrete or tangible as a list of resources. I think it's just the built-in knowledge base of the... of the folks who work there are the ones who would have that information.”

**Subject 5:** “We just have a list. I wouldn't say that we have a diverse source list... at all. Okay, and there are some people...you know, when you reach out to universities, we have several others in the metro area, much like Dallas, I'm sure, where it's on there, and to the people that they're suggesting are different than the people that university suggested before.”

**Q6.** How would you characterize your efforts to include diverse sources in your individual stories?

Subjects who make diversity a priority in their coverage think of this on a daily basis. This comes about in what stories they pitch, the sources they use within those stories and how

the sources are portrayed within that story. These reporters also take stock in their work over a period of time to make sure that they are being inclusive.

**Subject 2:** “I’m intentional. I’ve done this for a very, very long time, and I, we, the power that we have as a media entity, a news operation, the power that we have to tell people every single day, who is of relevance, what is relevant when those decisions are made, I have to be intentional, at least for me. I learned about 25 years ago that, if my voice is not at the table, is a complete waste of time. You are taught in journalism school to be objective. That’s a lie. Objectivity has little to do with the subjective decisions that are made in my newsroom and your newsroom at nine o’clock in the morning every morning about what stories are relevant and who is relevant. The key is to be balanced and fair. So, I’ve learned to not be so...objective to me... means to...I don’t care, well, I have to care about what kind of images and messages we are sending when we report these stories and part of that in American culture is ethnic, racial, gender, etc. diversity and showcasing who we value and stories. So, I think I’m answering your question. For me, I am very intentional and making sure that I take the steps to showcase that diversity.”

**Subject 4:** “Um, so a lot of what I do focuses on either women issues or parental issues. Um, I think I do, I think I look for voices that I don’t hear from regularly. So, people, you know, with, so I live in an area with a huge Asian/Middle Eastern community. And so, I feel like I need to, you know, have that representation more. And I think I’ve done a better job of it. But where I lack... is the dads... Um, you know, I know a lot of these parent stories, you often hear from the moms and the women impacted. But where you don’t often hear from is the dad. So, I think I could do a better job of that, but I also, like, I look back at who I’ve talked to, who they represent and where I can change that. That’s like a daily thing that I look... look at, because I do have

time, you know in my weekly stories. I have a couple days to think about it, to figure out who could be better voices for it.”

“I honestly do a monthly check like I ...I write down a list of, okay, this month for my four stories, this is who I talked to. Who did I not have? Why did I not have it? And then, I honestly go back to like the [state] medical association or our main hospital here for kids. I go back to those groups and then Facebook. You know, I go back and I see, okay, where could I have picked up a parent that may have offered a better perspective? And, you know, who... who looks like our community that we're covering?”

**Q7.** What resources do you use for finding diverse sources for your individual stories?

In addition to the vetted sources lists they take advantage of from the assignment desks, some reporters lean on their colleagues to help find sources and make an effort to help their colleagues as well.

**Subject 4:** “I made sure I flagged that so that whoever is looking for that voice in the future will be able to find it in an easy way. And that's the other thing, like, if your assignments desk cannot help you then a mass note to everyone and usually everyone's really good about communicating back and forth about, ‘hey, I'm struggling with this. I need to find this perspective. Can you help me?’ And within minutes you have other reporters chiming in and trying to help. Because even though, for instance, our I-team may have a lot of experience, our newsroom’s reporting staff is...sometimes it's younger ...and so younger... and they are just starting, you know, out in this market. So they may not have the contact, but our managers have been here for a long time and they know the players, they know who to go to, who is beyond you know your region.”

Others cited social media and search engines as a way to track down new sources to include.

**Subject 2:** “...with the technology we have today with Google, I mean you can literally put in Google [city] Black accountant.. and find one. You could put in Latino [city] dog catcher and find one, it is of what you deem relevant and value, so I don't mean to be facetious about it, but if you value it...”

**Subject 3:** “You can also, I mean, Google was a hell of a tool. There's a lot of just different ways that you can search in Google... to... to find things and to find people. Even I use, you know, social media sites like Twitter and Facebook. I use them the same way that I use Google if I'm reporting on an issue... say in [region of market] I'm going to put in some words that maybe somebody in [region of market] posted about a certain issue you know. You know, ‘Child murdered Friday,’ and then I will find people who... ‘hey, did you see that about that child murder Friday?’ And that's... that's another way to do it. But I think the biggest thing is... find... find where people are... there are... there are tons of groups now... you know... social media things like Next Door certainly help. Um... so yeah, I think that's a... you always have to... you always have to cast as wide a net as possible... um. But again, it's also being... making sure you're...you're strategic in terms of where you're looking also.”

Many of the subjects stressed the importance of getting out into the communities they serve to be more inclusive in their coverage and find those sources.

**Subject 2:** “When I came to this city... I went to the Black Chamber of Commerce... to a luncheon. I found that they had a resource of every Black-owned business in [city], in the old



days, where it was a book. I also went to the barbershop in my community because someone told me where I could go get my haircut and where else I could go and whether the businesses, minority-owned businesses, where I can find menudo on Sundays in the Latino Community because it was a value to me. So they...it's not a short search...it's.. just has to be a search that you find relevant. You just have to put the work in.”

**Subject 1:** “Start with the churches, the gathering places, the organizations. There's generally advocacy groups that have popped up for different populations. You know, I've been looking for advocacy groups for disabled... disabled population. And they're there. And then you start sending emails and you say, ‘hey, I'm really interested in improving our coverage of x,y,z. I understand you are an organization that x,y,z or a church, with a heavy population of x,y,z you know, ‘Do you have any advice for me? Do you know where, you know, do you have any people that you think I should talk to? Or people who'd be willing to talk to me? Would you be willing to talk to me? Do you have any advice for how I can better cover them? You know, what do I need to know?’ And then just see where that takes you so... you know, I don't think the first steps are difficult, and I think if you signal to people that you are interested in learning and they are a community that has historically not been well covered they probably have a lot to tell you.”

**Subject 3:** “...you always have to cast as wide a net as possible... um ...but again it's also being... making sure you're...you're strategic in terms of where you're looking also. Every... every market has a university or a ...a college of some sort which.... which has subject matter experts, if you need things like that ...every place has a business association... a chamber of commerce. It doesn't matter ...those big...you know... those kind of big topics that we cover every day in news, public safety, the economy, healthcare... experts are... are out there at all times. Obviously, the

difficult part becomes ...hey I have to find that real person that... that I can base this story on who I can make... make that connection between them and the viewer.”

**Q8.** How would you recommend a young journalist approach finding diverse sources for stories?

One subject stressed the importance of representing themselves fully when in editorial meetings.

**Subject 1:** “I would tell them to, like, represent their full self... to try to represent their full self as best they can. You kind of... you get a sense and depending on how open your management is... you get a sense of, like, how welcoming that is. But try to bring your whole self, your whole life. I would just urge them to be very aware of, like, what aspects of themselves they are bringing and to try to represent their full self. Because, if you look around and nobody looks like you, it just means that it's, like, even more important for you to be there.”

Another suggested young journalists be frank with themselves about the types of stories they're pitching.

**Subject 6:** “Well, first, I would ask, I would tell them to take a look at the community that they're serving to see who's all in there...the different racial groups, the ratio from men to women, the different organizations of people that identify as such, or whatever. I would tell them to take a good look at the community that they're serving so that they have an idea of all the people that are in it. And then I would advise them to... when they're looking for stories... to just make a list and then like sit back and look at it, you know, take a look at the kind of stories that they picked out to pitch.. And then really be frank with themselves about... is this being inclusive?”

Another subject suggested that the emphasis on the next generation of journalists starts with who newsrooms are hiring to begin with.

**Subject 5:** “Oh wow. I think, you know, I...I guess I'm cheating and not... I'm not a politician, but I would take that one, you know, one step further back. It's the conversation that is happening in [city] about hiring, you know, who are your cops? So, make sure you hire the right person, that you get through that in the beginning. Because you can't ask, but you can certainly investigate their character and figure out what kinds of people, you know, [you're going to hire].”

### **Common Themes**

In talking with these reporters, several common themes came up that were not part of the initial set of questions, but are essential for newsrooms to be aware of when discussing inclusivity in coverage. The first being that newsrooms must be aware that members of some minority or historically marginalized groups may feel a responsibility to represent their communities in the newsroom. Many of these reporters expressed frustration at being the only one to bring up certain topics regarding these communities as well as being expected to be the representation of a certain race or group within the newsroom.

**Subject 2:** “here is one of the challenges with that, Ashley, is that how people deem people of color in these jobs. We shouldn't be so focused on what I say... what I'm bringing to the table...my value added to bring it to the table that it becomes to the point that I'mthe only person doing it, in other words, ‘Hey, we need Black History Month covered. Oh, let's let [Subject 2] do it let's let [another Black reporter] do it.’ I've always said, and I've done this for 20 some odd

years here, that I'll just almost guarantee that I will be covering the Martin Luther King, Jr. Holiday. Well, last time I checked, the King holiday is a national holiday and American holiday, and why wouldn't every other general assignment reporter, regardless of race, creed or color be able to cover that story as well? Now I do understand I may bring a different perspective to that table, but I've covered everything..."

**Subject 3:** "But I also think, from the perspective of a Black journalist, I think there is still some work to be done about how we go about delegating who covers these stories. And this is a... this is an issue that I raised when I was in [a different market] with all the ...the...police brutality protests and things like that. It was very important that we covered it and I'm glad that we covered it. But at the same time, I felt like I was the only one that was covering it. I almost felt like I was on the protest beat. They're sending me because I'm the Black guy. And I think moving forward to today even I sometimes feel like, oh, it's a Black ...it's a story about a Black issue, what's going on. So, like this past week there's a [story involving Black community issues], and I just knew over the course of the conversation throughout the editorial meeting that I was probably going to be the guy to cover that story. And I ...it's almost getting to the point where I can kind of call it, like, 'Oh, it's a Black story. Well... we're gonna send [me] to do it.' Um... you know... story about the vaccine and equity and things like that let's... let's... let [me] do it and, again, these are ...these are very important stories and I... and they are newsworthy and they they do warrant coverage, um, but I do feel like in an effort to...in an effort to increase representation and to find diverse voices, I do think some minority, it will...me personally, I do feel, sometimes that I am pigeon holed. And I am the person that has to cover it if it's a Black issue... we have to send the Black reporter, and sometimes that bothers me because there are other things that I may be ...find interesting that I would like to cover, um...and... and... but..."

that's secondary, I think, primarily, it becomes you're... you're not allowing... White reporters to go into those communities that they covered.... like we recognize this problem of... White reporters not knowing or not being willing to go into these communities and find their sources, they are... or to cover those issues there. Yet when we ...when we do cover an issue there... we don't send those reporters.”

“Having, you know, again, getting... getting... having my White colleagues have... do some of those things... do some of those stories, lightens the load... lightens the burden on me a little bit. Because it's like, okay, I can at least separate myself from it a little bit. But yeah, but then, yeah, it's always kind of in the back of your mind, you know. Responsibility. You know, who's gonna....who's gonna...if you're not gonna tell my stories, nobody is. So, it's a daily struggle...”

**Subject 5:** “I've heard that, too. And I think that's absolutely 1000 million percent true because if you don't speak for your community, especially when you're a marginalized community, nobody's going to speak for you. Though, the kind of, I feel that as...in the kind of non-binary, gay world ...like ...if I don't speak up for Trans athletes, the story is not going to be mentioned. But then, if I don't want to, because I feel so I know that, like ...I'm so emotionally invested like I want to be able to process that on my own as an individual, I mean we get into the whole ...that whole discussion, but absolutely...and it's different for each reporter, And it is a delicate dance, you know, like, why should I expect [Black reporter] to go to a protest. And if [that reporter] even hints towards sounding like I....’Oh, he doesn't like the protesters.. that's where.... he's Black, though, he's supposed to like the protesters,’ You know, that's bullshit. We shouldn't expect that of him. On the flip side it's February and it's Black History Month, and so what stories are we going to tell? And it shouldn't ...it's not the Black reporters’ job to be talking about Black History Month. On the flip side of that, it is a delicate... I'm sure it's like this everywhere.

[This area] is so painfully White....that, like, you're nervous to say, I want to do a story about this and, like, you don't want to make your colleagues... like they're like... that's fucking stupid, who are Black, like, 'no, you don't get to do that story.' So, it's that balance. On the show I work on, we've always done Black History Month in a different way, so it was easy for us. But it's harder. So, I have trepidation. And, like, should I be telling these stories? But I have to get over that. That's my own ego. And like, how can I best do this? And so I've learned and I am learning every day. And I will mess up. What stories should ....what stories should I go towards? What stories are not mine to go towards. And that's, I mean, that's hard. It's... it's... it makes me nervous, like, but also as a person who presents as I do...if I... I ...if we were at a table and an editorial meeting and someone else is like, 'well the Equality Act is coming out in Congress next week and that's a big darn deal, for you know our friends in ....gay brothers and sisters.' I would ...my shoulders would sink in like...like I don't want to tell ...I don't... I don't have to do it. Somebody else [brought it up] so, it's that.”

Another common theme was combating stereotypes within coverage. Reporters of color often felt that an unconscious bias may play a role in allowing some coverage to be aired or in not allowing some stories to be covered at all.

**Subject 1:** “I remember a story involving a woman who had had her visa denied and I brought it up and they saw that as a red flag. And I saw it is something that had happened to plenty of my family members before. Not because they’re crooks or anything. I’m like.. It’s not... no..it's not suspicious... look it’s like a really standard thing, like, it can be very difficult to get a visa. And it’s frustrating because you know, I was facing, like, a wall of people who had never applied for a visa and they had never had a family member apply for a visa and they're just like no, you

know. And then, they look at themselves and they're like well, you know, it's a consensus, like, And I'm like yeah...well you know... there's a reason. So it can be very frustrating..."

**Subject 2:** "I did a story two weeks ago about vaccinations, and the lack thereof, in a certain area. My photographer...don't think so... I don't think he did it purposely or whatever. We were shooting a [city] neighborhood where they were targeting... registering older Black citizens. And he showed two, three seconds... shots...a Black male... his pants sagging. He was walking the opposite direction. I didn't even think about it, didn't even see it, because we don't... we don't work together. He received a call because someone... had to have been more than one person... called or emailed the station indignant about using that image as a reflection of that community and said, 'you did it purposely or you did it with ignorance, and you should know better.'"

**Subject 3:** "We'll get there when... when the... when the White reporter in the room pitches a story, or does not pitch a story based on some sort of stereotype, or some sort of, you know, controversy out there that ...that's... that's bubbled up. I think that's important. We'll... we'll get there when we don't see... people like Sweet Brown put on TV. You know... 'Oh my God, it's a fire!' And no, 'Nobody got time for that.' I think that... that's what ...for me specifically. Well, like, the first time that I really felt like the industry had a really terrible understanding of diversity and how ...how things like that....play out in communities of color, you know I had a colleague, say, 'Well, you can't pick your witnesses.' You can't pick your witnesses. But you can pick which ones you put on TV. And I think when we get to a point where we aren't putting people on TV because they're a caricature, and hiding under the veil of... 'oh, they're just a really interesting character.' I think more people are conscious of that. I think we will have realized, like, okay, the representation part of it is now sinking in and people are now getting it."

One reporter also expressed frustration at the fact she was told she may not be allowed to cover the LGBTQ community because it was implied to her that she could not be objective in that coverage.

**Subject 5:** “I can tell you for a fact 10 years ago when I was just... when I was just a desk reporter, dayside desk... when stories would come up... about ...I mean in our state.... there were like a decade ago...folks like from the Tea Party in our House and Senate statewide that we're trying to pass constitutional amendments. This isn't far before same sex marriages legalized ...saying ... that would write into our Constitution that we could never marry. So, before we were even asking to, there were these pushes to, like, marginalize us even further. And those were heated and there was concern that I wasn't going to be able to cover those issues fairly. And my response to that was, ‘I know them, probably better than any reporter in this room.’ So keep that in mind, and I know how to be a reporter, like, I know the opposition better than you because the opposition is about my personhood. Right? So I think that... that also can remain true for every type of person.”

“I'd probably been there 10 years. And it's just, like, I think I've proven that I can tell two sides of a story. So, I can do that. And the same should be, you know, we could say for our reporters of color covering George Floyd. They never just said, you know, well, all the cops are liars. Like, that's not it, you know. Now, it gets into another... like, really interesting discussion of what is felt on the other side of the screen. I have said to my team, ‘I would prefer not to do that story.’ Because people may make assumptions about my reporting that I just don't want to deal with today. ‘And I trust you as a reporter, so you go do that story. Because I just don't want to deal



with it.' Their reactions [could] be, like, 'well, of course, she interviewed that person, because that she's gay or she's non-binary,' you know."

Another major theme that came up was the inclusion of women in coverage. While this is one of the title objectives to this research, some subjects discussed the issue at length as something lacking in everyday efforts on the part of their newsroom as well as the additional effort that it takes to include them in coverage that may be lacking.

**Subject 1:** "I feel like that doesn't get the same attention as racial diversity does in terms of the effort put into achieving gender diversity. It's just not in the spotlight as much as racial diversity. I feel like there's several obstacles. You know, one: women are not as present certain fields. You know, when they are present they face additional obstacles themselves. A lot of friends are, like, primary caretakers and sometimes it's harder to, like, get access to women, you know. Sometimes they're balancing more than maybe some other male colleagues, so you may run into more, like, 'I gotta pick up my kids.'"

"When we do school issues, like, we're... all the time it's the moms or grocery shopping issues at all times it's the moms. Some of that is, I think, is resorting to stereotypes. Some of it is that women, I think, feel more comfortable talking about childcare issues. That's, like, their role society has assigned them. And I think it's easy to go with what society expects of you, as opposed to, like, again putting a guy talking about groceries or schools or something like that. They might get more public criticism than a mom when... so sometimes when you're kind of like playing to role... I think the public perception is not as harsh."

"You know women have been getting much more criticism over their appearance, so when I go to women sometimes, you know, they're more likely to, you know, 'I don't have makeup on,' or

‘I don’t look presentable.’ And it's easy to sort of lay blame. Like, I gave, you know, ‘I gave everybody the same opportunity, and these were the people who said yes.’ So, it's very easy to fall into that trap and be like, ‘I gave everybody the same opportunity, and these are the ones that came back.’ But you have to think about, you know, why some people are saying no, too. And so it takes more work, which is frustrating. But also, understand why. Because their concerns are there. Historically, women happen to be worried more about their appearance, you know.”

**Subject 6:** “You know what is so interesting... is like so [this area] is a lot of moms and women would refuse to talk to me because they have to ask their husbands for permission. I have had so much, like, I would go knock on doors and, like, you know moms would answer and they're like, ‘Oh, my husband's not home, and I have to ask him.’ And I don't know if that's like a.... like a cultural thing because it's happened a lot, like, Hispanic communities. It's because, you know, like, it was so interesting to me because that... that is not a thought process I have. Like, no. But, you know, it was so... even if women are willing, sometimes there's external factors in their lives that doesn't even allow them to voice their opinions in public, because fear of retaliation, or whatever from their husbands or their community which I was, like, shocked by. You know... yep that's... that's really upsetting.”

Another subject added that while women are often portrayed as mothers on television, there is a blatant omission of men being portrayed as fathers.

**Subject 4:** “I know a lot of these parents stories, you often hear from the moms and the women impacted. But where you don't often hear from is the dad. So, I think I could do a better job of that.”

“But just a few weeks ago it was just another story with MIS-C and, you know, I had connected with a mom and then I was like wait a minute, you and your husband were involved in the decision making...let's let's get both of you guys because, as someone who covers a lot of parent issues like the voice of the dad is sometimes totally missing. So, I am really aware of that.”

A common theme in all of these conversations was that management plays a key role in setting the tone for the newsroom and for the inclusion of diversity in coverage. This must be something that is actively and openly discussed by management for the rest of the newsroom to adopt it as policy.

**Subject 5:** “Totally, because you know as well as I do, if a News Director, Assistant News Director is running an editorial meeting and they bring up the story...you all know.... kind of like kids at the table with parents like, ‘oh that's... that's the reason it's important.’ So, then everybody is in on it, because they brought it up. So, I think it needs to come from the top, and then that... that makes it a collective discussion that ...that topic that thing is important... right?”

**Subject 4:** “But I think where our newsroom really shines is that we have a diverse group of managers... my assignments manager, who is you know always thinking about the other voices... and the managers are, like, I swear they talk every second. Um, and because of my role being more with the I-team and part time I don't get to have the day to day interaction with them anymore. But when we were in the newsroom before pandemic, it just felt like they wanted to know, ‘Okay, who are you talking to... who are we reaching out to? Is this a fair representation?’ I just feel like I'm hearing conversations that either before I didn't have access to, or if they were being had they were behind closed doors. Whereas now it's more like, ‘Okay, who are you going

to talk to? Is this going to be a fair representation?’ And I just think that like as reporters ourselves we’re looking at that more.”

**Subject 1:** “So I think when the News Director comes, you know, just makes the point of saying they’re open to it. I think that helps because... it’s like they’re inviting you...you’re not like.... they’re signaling to you, I’m not ...you know ...I don’t want to fight about this, I want to hear from you.”

### **News Managers**

**Q1.** Does your newsroom endeavor to use diverse sources in news coverage?

All seven news managers interviewed for this study said they do endeavor to use diverse sources in news coverage.

**Q2.** What, in your mind, constitutes diverse sources in news coverage?

The managers typically agreed that diversity included race and gender, but many also included different points of view and perspectives in that definition. Others also made sure to say they want coverage to be a reflection of the community they serve.

**Subject 7:** “It would be obviously...Diverse points of view.... But also...That, you know, all of our sources and our stories don’t call, are you know, have a particular demographic. And I would want to... representation of the community. So, you know, having some knowledge of.. kind of your demographics, in your community.”

“Yeah, I think it means having something that’s reflective at least of your population... of your demographics that you’re ...you’re not just listening to.. for lack of a better way to say it one side of town. And because we tend to live in segregated communities, at least here, and I’m sure that

kind of plays out in many cities, you have to make sure that you're, you know, seeking that. You're not just going to one particular part of your viewership or... or demographics. I want to just be aware, you know, being aware that you need to make sure they're not doing that.”

**Subject 8:** “Diverse, to me, is... it includes a lot of things and includes, of course, race...it includes gender, but it also includes diverse... diverse ways of thinking, meaning that it could be an age situation, it could be a gender identification could be seen as diverse, but to me diverse is when you're looking at it through the eyes and the lens of different ways of thinking and in which, of course, goes beyond gender and beyond race it that more or less goes to the way someone may have been raised, the way that they identify themselves or the way that they identify the world even. Because diverse could even be someone who is blind. Diverse could be someone who was in a wheelchair. Diverse could be someone....who is an immigrant to this country, someone who is new to this country, maybe not born here, but has gone through the immigration process... have or maybe have not gone through the immigration process. So diversity takes on a lot of meanings to me. It really depends on the topic at hand, to be honest.”

**Subject 9:** “I think it's different perspectives and usually it's the voices that we don't hear all the time...we're seeing here in newscasts. I think it's ...it's starting, you know, the difficult conversations or having that point of view that's going to open up someone's mind and really acknowledge, you know... the ...the diverse voices that don't necessarily agree with them, and I think it's important...as we continue to evolve that we try to mirror all you can.”

**Subject 10:** “As a news organization, we try to make sure that... the experts and the sources that we're using for, be it, you know MOS sound or experts or police or ,you know, whatever the case may be, we want it to reflect our audience. To kind of specifically, as a really diverse area, I

believe [city] is about 50% African American and then it goes, you know Hispanic, Asian we're pretty diverse city, so we we realized, maybe, I mean we realized this a while ago that we weren't as diverse as we could be and really in the past year we've really been making it a priority..."

**Subject 11:** "Well, I think, you know, you hear a lot of stuff about equity and equity is normalizing everyone, you know. I think when there's a story that's about, you know, Asian Americans, we just go to the Asian American Community when you have Asian Americans that live in different areas, you know here...[area of market] is predominantly Black, but we have African Americans who live by.... people who live all over the place. But you know, in the newsroom it's like okay let's go to [that neighborhood] you know, so we can. For Latinx people we go to [that neighborhood] and it's like well you don't have to do that. So, hopefully we get to a place where we're going all over in different places to find these voices and not typically the predominantly... a predominant area and we're just covering on a regular old story that can be done anywhere, we also go to those communities.'

**Subject 12:** "What in my mind constitutes diverse sources?...hearing from a variety of contacts, resources, not constantly going back to the same people over and over making a conscious effort to seek out voices from both sexes, different ethnic groups, different....I guess parts of the DMA. To not always going to one certain neighborhood or something to find somebody. Yeah I think that's basically it."

**Subject 13:** "To me means we are looking for people who represent the community and, in particular, reaching out to voices who are typically not represented, or sometimes voices who are, who are often left out of the conversation."

**Q3 & Q4.** Please walk me through how you, as a manager, encourage diverse sources in news coverage and walk me through any discussions you have had with staff about using diverse sources in news coverage.

Many of the managers said they've compiled a diverse contact list to assist reporters in the inclusion of diverse voices in their stories.

**Subject 8:** "One thing that we've done that I think helps, or should certainly help moving forward, is having the diverse list of contacts we do now have that in a...in a sharepoint document that anybody can access doesn't matter if you're in the newsroom or out, but you can access it, you can read it see what the people's particular field is if it's employment or if it's something that they're active and doing ....activists, even if it's for....Disability Rights we have... we're adding people in on that too. But I think just having access to a more robust media list or media contact list goes a long way in that and making sure that we're bringing up when we're in morning meetings or we're talking about different topics that we bring up people that may have a diverse way of thinking when it comes to a topic of discussion."

**Subject 12:** "Well, I mean, I think...as a company, we're pretty upfront with how we're going to push to do the diverse sources contact list and actually try to keep track of...keep track of who we're talking to and develop a list of diverse contacts for anybody to be able to reach out to for any story so again so we're not always going back to the same people... But..outside of that, I think....in one of the things about the [diversity initiative] pieces that...I think attracted me to wanting to do it when it, you know, that that came up because we had a meeting.... About how we keep conversations over race going and, you know, how we make sure that we don't just do this as a one off and it gets dropped. So we went into... started doing those stories. We thought

we'd do a couple weeks of them and then it turned into something we're still doing. Part of the reason I want to keep doing it is because of what you're talking about. Because I feel like it helps us hear from people we wouldn't normally hear from in the newscast.”

Others talked about how they challenge their staff to think about who they are and are not including in their stories.

**Subject 13:** “We start by saying, ‘here are the people we normally talk to...’ so we're doing a... covering a story you're probably going to contact these three people and get information. If we're talking about diverse sources is it... who have we not talked to yet? We'll start there. Who have we not talked to yet? And in those communities who are some of the people we can get ahold of that we know that we can try and get ahold of and then who can they connect us to? Who has... who can, you know, who has a good story that would then, you know, lead us to kind of... you know, to a more full story with a voice that we haven't heard from before. I encourage... often I encourage us... we can't just hear from certain groups when the story involves the group. So my...my big example, for that is, we only hear from people who use wheelchairs when we're doing a story about accessibility, right? We never talk to them when we're just talking about, you know, what... whatever... the City Council meeting. You will almost... if you look through our archives there's probably no one who uses a wheelchair in our story because they had something to say about, you know, just the... the City Council meeting that day. It's because there's a discussion about wheelchair accessibility, or something that affects the Community. So I challenge them... in... often in meetings and just in.. in passing discussions.”

**Subject 9:** “Absolutely, you know when ...when we're talking about stories and looking for experts it's really challenging the reporters or the producers who are we going to talk to. What



are their....what's their background? And really helping to strengthen the newscast by having those diverse voices, you know. Every day, it's ...you know, as I step back and I'm looking at everything, you know, from, and I still have these....just looking back I'm like, how can we find ....and when I go back to diverse ...it doesn't always have to be you know...a color outside of you know, White, it can be a woman, right? It can be a transgender person... really how...how can I challenge the journalists here to go outside of their comfort zone to take a risk to look for something that's going to pop on TV that... that wouldn't necessarily be “normal” right I want us to be [doing it] for the right reasons and different to include all of the voices, because you know being here in [city] it's... it's predominant ...predominantly White and so I'm giving the other diverse communities here an opportunity to have their voices heard.”

Other managers added that they track who they speak to, so they can go back and look at the diversity or lack of diversity in their coverage later on.

**Subject 9:** “...part of the discrep reports that we do is also a report card that we do on ourselves to where... how are we owning the big story, how are we in the community, how are we showcasing... and how are we hitting our content pillars? And, so it's always a good score card a report card to look back at the newscast and the okay, you could have done a better job or we all could have done a better job here and really you know that that's to help not only the producer, but everyone involved to say, ‘okay, gotta do better gotta do better, we have to be intentional.’ And that's where I think in the planning process, we have to be better about intentionally looking for those diverse voices not just pointing the same.”

**Subject 10:** “...coming out of the meeting there's a checklist that we put together based on... Okay, so it's, you know, questions to be considered we have balanced in story type....

representation of communities ....representation of socioeconomic communities....

representation of image and representation of experts and a lot of times we might not necessarily have all the answers when this note goes out. But it helps get us thinking and it helps, you know, the other day parts looking at, okay, what did they talk about, you know? If somebody sees something on here that we might have missed, then people are quick to respond and say, ‘hey, this is a story, we should consider for tomorrow.’ Or if a story falls apart, let's consider this for tomorrow for xyz reason.”

**Subject 11:** “Well, as you know, I am very outspoken about what I do and how I can do it ...I'm you know.. in our editorial meeting... because I am... I do have the voice and I know that my voice does carry weight because of who I am and what I look like. I make sure I speak up. To mention, ‘hey we can go to this particular place to get these kinds of ...kinds of people?’ Or I have my... I know a lot of people here. I'll... give them my own sources or the other day we were doing a story about restaurants coming back. I go to a lot of restaurants, I know there are some... I know we lack Asian Americans in our coverage when it comes to restaurants, which is weird here in [this market], but I looked at those restaurants that I've been to and I gave those to a particular reporter. So um, in addition to that, we have tracking sheets each day at the end of the day we track who we spoke with, what they look like, man, woman....White, Black, Asian, Latinx. We track those and we look at those every six months, to see how we're doing.”

**Q5.** Does your newsroom have resources or policies in place to assist in the inclusion of diverse sources in news coverage?

None of the newsrooms said they have written policies in place that address the inclusion of diversity in their coverage. However, a couple of the newsrooms in major markets do have

Diversity, Equity and Inclusion teams within their newsrooms to help keep them on track with stated goals of inclusion.

**Subject 10:** “We've been very open with it when we really kind of started to push... we started the Diversity, Equity and Inclusion Team. And it's really across all departments of the station. We've got people in sales, HR, news, everyone across the board. And everybody has got their little I'm in the content team. There's also a hiring team and mentoring team... there's like a planning type team to make sure, you know, we have all of the events that are going on in [the city] and we're covering them appropriately.”

**Subject 11:** “So I got my team together. We had a really great conversation. It was extremely positive. I have a great relationship with my team. And I allow them to be extremely open about what they... what they didn't know, what they wanted to know and what they didn't understand or work... what they were afraid to ask in in the middle of a newsroom. Some people said, ‘well, I had to guess because I didn’t want to seem like an idiot.’ Or people were very intrigued about, you know, other cultures and they love to ask those questions. They didn't want to keep going to the same person because, like, if there were... if there was something sensitive about... something in Black community or dealing with a Black person. Sometimes they were a little hesitant to ask because they didn't want to think... they didn't want me to think, ‘oh they're only coming to me for that.’ But I'm a manager and I know who I am and I'm comfortable with answering those questions because I want the best to get on the air. But the conversations were... were great a lot of people said that they had their own conversations at home with their families and... and had hard conversations with their grandparents and parents...which I'm hearing a lot about so they went very well, very well.”

Subject 11 also expressed that his newsroom has a physical written “playbook” for how to handle racial issues in coverage.

**Subject 11:** “Well, an example, I know that we came up with a playbook on covering race relations...We came up with the playbook for our newsroom. We came up with a playbook for the [station] group. I don't know if that's been pushed out to every station, yet, but we, we definitely....follow by it, we have stop using mug shots on because you know if...if the assignment desk yells out oh I got this new VO...then we'll put it in not thinking about Okay, what does this do to that person, you know, is this a stereotypical moment for whatever ethnicity, it may be.... And are we doing damage? We... We really are careful about... we had a... we had a situation where... a guy was riding a bike... he was riding the wrong way, police stopped him and in the end, he ended up dead... police shot him. Um, he had a gun on him, they said he pulled a gun... that's up in the air, but we changed the way we cover that story because we couldn't just take everything from the police. We talked with witnesses, we did not just take the pictures ....photos that the officers gave us because they look like... mug shots and you know covered had him in a very negative light, we use the photos from his family, which showed that he was a father, he was a human, you know, so we are we have in part of our playbook on race relations we err on the side of the family, first because he's innocent until proven guilty... unless he murdered nine people that's... You know ...you have to ....that's a different conversation, but you know for this, he said, she said... we err on the side of the family, first, and then we go with the... police department later so because we got to fact check them to we can always just believe them and take them for their word, so that's an example and you know we do a lot of business story entrepreneurship stories, especially with the pandemic going on, you know I....I come up

with my own when... When I know someone's covering something I'll contact the reporter and we'll talk about it, where they can go, what they can do...Again, I know a lot of people have a lot of different ethnicities here and I... I... I offer them up and the reporters the newsroom they're really getting into it as well. We have great discussions, you have conversations and in our morning meeting our afternoon editorial meeting and they... they get it, so.”

**Subject 10:** “We've been very open with it when we really kind of started to push ...we started the Diversity, Equity and Inclusion Team, and it's really across all departments of the station. We've got people in sales, HR, news, everyone across the board. And everybody has got their little... I'm in the content team. There's also a hiring team and mentoring team. There's like a planning type team to make sure, you know, we have all of the events that are going on in [the city] and we're covering them appropriately. So, once something like that is rolled out and we had ...we have weekly staff meetings on Wednesdays at 9 a.m. and 2 p.m. to make sure we're covering all of the day parts. And one of those was completely dedicated to Diversity, Equity, [and] Inclusion. So, that was something, you know, if you spend an entire half an hour to 45 minute, you know, full station meeting and then follow up with an email explaining what our mission is, I think that says a lot. The anchor that I gave you the name to [anchor] this was kind of her. She kind of started it and got approval from our GM and then from there, you know the managers really got on board right away, and you know it was an easy sell this is not something that anybody said, ‘Oh, why are we doing this? This is stupid,’ It was... the buy-in was instantaneous.”

One manager discussed that he is in the process of creating policies and a diverse Rolodex to assist in inclusion of diverse sources for his newsroom.

**Subject 9:** “Or you mentioned the policies, because I’m in the middle of forming policies for this year. In that... in and having that diverse role of that, so the ‘Rainbow Rolodex’ and I, you know, task the nightside assignment editor. We’re putting that together. So anytime you need it, I can tell her to, you know, bring it out and help a reporter with finding that voice. You know, [our company] has, you know, even before George Floyd, has been talking about a lot of research that we’ve been doing to help be more inclusive and to be better in the community, to reflect the communities that we serve. And so, I think, you know, what [the company] has been able to do is ...is powerful and... and really helping to get us to where we need to be and to really take a ...take a look at what we’re producing, what we’re putting out. That’s... that’s better representation, you know. As I’ve been looking at different newscasts in... through a different lens it’s... it’s really eye opening and, you know, I mentioned, you know, watching the newscast and I’m like it was all White. And the only time we saw...you know, a Black person was what was a mugshot of, you know, a horrific crime and... and that’s where us, as leaders, we have to take a step back and look at ...’Okay, we can do a better job. We should be doing a better job.’ And that’s where I think, you know, the diversity comes into play, and making sure that we have representation at the table to be that voice for us.”

At least one news manager stated that while diversity is a goal of his newsroom, the entire newsroom staff may not be aware of the efforts and resources in place.

**ALD:** “Do you think that those efforts are something that everybody in the newsroom knows are happening?”

**Subject 12:** “Honestly, probably not, I think that there’s probably more communication that could go on about what that is and... and how you can access this access it and why it’s

important and... No. No, I don't think everybody knows it's available, and we need to do a better job of communicating.”

**ALD:** “And what about in the editorial meetings, or is this ever discussed?”

**Subject 12:** “Um, it comes up. I don't know that it comes up often enough, though. I know... I know, you know, when we ...we talk about big story coverage or trying to make sure we do have conversations we'll try to make sure that we're in certain parts of the viewership or that we're, you know, hearing from appropriate voices on particular stories. And I don't know that it comes up every night, I know that doesn't come up in every meeting and I know that there are probably more opportunities to bring it up when we're looking at stories. I do think it's not completely absent, which is something that can be improved.”

Another manager said the newsroom relies on institutional knowledge rather than a diverse list of contacts for reporters to use. Not only do they not have a list of diverse sources, there is no centralized list of sources, period.

**Subject 7:** “No, no, now we really don't. I think, you know, part of the issues we've had a long term concentrated management crew here, you know, which is probably... I don't know how rare it is, but so it's more institutional knowledge than it is anything that's written down. We rely on informal institutional knowledge of managers who've been here for decades. And so, it's not like now, we don't... in fact, we don't even have a newsroom rolodex. Yeah, we just operate off of our own phones and phone numbers. Which is something that's kind of pissed me off, and every time I try to move towards centralizing the rolodex it just goes nowhere. And I don't get on my chair and yell it out, but I don't know, I mean, you know. It just seems odd to me that we haven't really done that.”

**Q6.** How would you characterize your newsroom's inclusion of diverse coverage in news stories?

All news managers said their newsrooms can do a better job at including diverse sources in their coverage.

**Subject 12:** "Boy... inclusion of diverse coverage. I think it's better now than maybe a year ago, or two years ago. But still not great, probably ..so you see, plus, you know, I think better... better than average, but still not great, or even necessarily good, you know. We're... I think we're improving. I don't think we've figured it out."

**Subject 13:** "I think it needs work. In general, it will always need work. For the longest time, I was the only person of color as a manager here and that's when I was an Executive Producer. Now, we have others in the mix. And we also... and, you know, those of the editors here who are ...who... who are White are also very aware, I would say, so we have a good mix of people. But I think we always can do better... should be looking to do better."

**Subject 8:** "Um, I think it's pretty good. I mean, could it be better? Yes. But, I think it's... I have seen improvement, which to me is the best way that you can measure diverse thought and diverse coverage is when you can like see measurable improvement from what you did this time last year to this year. If you can kind of see something here today, so that part I can, I can say I've definitely seen more of a movement for a diverse ideas and diverse thoughts to come out. So, I think that's great. I think that we still have room to grow on that front, because there are other...other races and other diverse people that may not have really been talked to or reached out to or highlighted in any of our stories. And I think that we have to kind of work on making that



better. And one thing that we are working on... we're only in the early days of it, but we really do need to increase our number of Asian American diverse contacts and experts, and you know, aside from like [commonly used expert] which, of course, we all know.”

One manager graded his newsroom, saying he doesn't feel like people are being excluded from their coverage, but then added that a language barrier and underrepresentation of the Hispanic community may be an issue at his station.

**Subject 7:** “I feel like we do pretty good in ...and they always would give us a you know a grade...a B, an 85, you know. I mean I feel like.. I don't feel like we're excluding people. You know, I think that the... when I hear people talk about journalists being liberal. And I've thought long and hard about that. And I think the source of that effect is the idea that, when I was being indoctrinated into journalism that part of our mission was to give voice to the underrepresented, to give voice to the disenfranchised. And if... if you sort of go, 'well that's part of our mission,' and then we give greater weight to people who don't have voice, because they don't have voices other places...”

“But... I don't think we're missing anything... probably the Hispanic community ...maybe if I had to pick something that we probably underrepresent, that's probably it. Because I think it's growing and it's still....fighting it's sort of nature and more underground. So, if I had to pick something that's... that's something we probably need to be aware of, you know, you get into things like obviously language issues and our ...is that community even paying attention to you? And but... it's probably... if I had to pick one, I would say the Hispanic community here.”

**Subject 10:** “Well, I always think there's room for growth. I would probably give us a seven and a half or an eight [out of 10], though, honestly. Knowing the lengths that people go to to talk to

diverse people I would really say we're doing a very good job, based on you know strictly looking at the data. I'd say we're doing a good job. We can always do better..."

One manager discussed that he did initially receive some pushback from some staff members when encouraging using diverse voices in their stories.

**Subject 11:** "There, there was some pushback you know people didn't understand, um, you know. People had their old way of thinking of what... how we should cover things. But...I.. they have come around. There's still a little pushback here and there, but you know we're all... the managers, everybody in the newsroom, we're open to having those conversations. And I know it sounds like, 'oh, they're rosie and so great,' or whatever. I have to say, we have come a long way... in the short amount of time. And I think the George Floyd video really shook a lot of people and the... the racist comments made by people in leadership and the ....even if they're just... not comments...they're hints... they are [inferences] ...that has come to light as well. I think the past....the past year has really changed a lot of minds and opened people's eyes, you know. We still have a lot of progress to go, even in our own newsroom but we're taking great steps forward."

**ALD:** "And you mentioned some pushback. Can you give me a little taste of what that is like? What... what...what are people uncomfortable with or what are people taking issue with?"

**Subject 11:** "Well, people will say, 'well, are we only using Black people now? Are we only using this? Are Latinx people the flavor of the month? Are we now covering just Asians?' So, there have been those comments. And, you know, unprofessional... we'll have those conversations about, you know, 'okay, that was out of line... one.' So, there has been, not a lot, but there have been some instances...instances here and there where people were frustrated

because they wanted to just use their sources, you know. Unfortunately, a lot of those sources are all white people. And we wanted... it's okay to have those sources, but we want to mix it up, we want to give other people opportunities, we want to look like the people we cover here in [the market]. [This market] is, you know, it's... it's extremely diverse. We have a lot of different countries and nationalities and... and ethnicities and cultures here, and we have to look that way. So, there are people who were... who've been in this business for 30, 40 years... and... and they just didn't want to change, but I would say, I will say that... they, they have come a long way. They're making the right steps.”

Other managers also expressed that it may be difficult for people to change their ways and branch out to find new contacts once they have amassed a list of their own that they can refer back to.

**Subject 12:** “...folks who don't always seem to go back to the same people all the time, whose story ideas, you know, are all coming from the same place on a consistent basis. Like somebody who used to work here, who we would, you know, the running comment about any event that came up was we're going to hear from somebody from a certain insurance agency because they'll be able to line them up. That... that person... that kind of reporter I feel like had, you know, six to eight good contacts that they felt like they could go to for any variety of subjects, whether it really fit or not. Whereas somebody who is really connected to and caring about their.... their beat or where they live or the community that they're supposed to be covering, most often whether that's geographic or whatever descriptor, they know a variety, people who represent a variety point of views in those... on those subjects and can get you the mayor of that that town, just as easily as they can get the person who owns the barbecue shop hole-in-the-wall that's

facing some difficulty, who can find you a teacher, who can find you whatever because they have really ingrained themselves and where they live. They're naturally curious about how people live, or what... what really matters to them. They asked good questions. They actually listened to the answers. They're passionate about what they do and what they represent.

Honestly, I think it's the people who really do care about this, and what we can do every day that just kind of naturally, through those efforts, attract a variety of people who want to talk to them. Because they respect their work, or because they have good interactions with them at events that have nothing to do with any of this, you know. They were just at this person's place of business and asked a bunch of good questions and really had a good conversation. You know, it's the... I think the folks who maybe have become cynical about this, or they know how to do just enough to keep their head above water every day who don't necessarily have that same passion for... for being a journalist anymore, or for really hearing different perspectives or taking the time to talk to people, they don't really want to do that, they just want to be able to check the boxes, that they can for the story that night, you know, like any other job..."

**Subject 8:** "...most reporters, you know, let's... let's be frank. Most reporters just want to get their stories done. They want to be good, but they want to get their stories done. And if you're able to hand them a diverse list of contacts, then, hey, you're halfway there. And I think if they continue to use diverse sources and they continue to use our diverse sources sharepoint document and they add to it, that's the only thing, too. It has to be a living breathing source. I mean, you gotta keep adding to it. And it keeps growing and then diversifies within itself. But if they use them, if they add to them if they start to see... 'Oh well, this is great. Oh, my goodness. It's all these great story ideas come from this area we've never covered, or we hardly cover.' Then I think that they'll...

that ...that helps to encourage such... because another thing is once they keep doing it, they get successful with it, they do better stories...”

**Subject 9:** “But it, it was a struggle in the beginning. Because we have a lot of folks who aren't comfortable... who haven't done this before, because we always go to the normal, you know, White male in his 50's or 60's to talk about something. Now we're finding folks in their, you know, late 20's 30's and 40's who have these different perspectives, who are able to put things into context so folks can understand and realize, “Oh, they have a point” or “I learned something.” So, it's... it was a... it was a long process. But I, you know, I think it paid off, and then, you know, once we did accomplish and execute the plan.”

**Q7.** How do you think you, as a manager, can better encourage the use of diverse sources in news coverage?

Many of the managers discussed the need for facilitating open dialogue in the newsroom surrounding sensitive issues or issues of racial diversity to encourage staff members to be inclusive.

**Subject 8:** “I just think that... I think the key to really having good diverse stories and contacts is just being uncomfortable with.... being comfortable with the uncomfortable. Because anytime you're dealing with something that's diverse or something that's different is uncomfortable. Because it's not the same, or if it's a thought that's diverse it's not the same it's... it's not quote unquote “normal.” So, I think to really embrace diversity and to really embrace diverse sources and diverse stories, you have to be comfortable with being uncomfortable and be comfortable with the unknown and want to really dig into what you don't know. I think all of those things help any newsroom with diversity and with reaching people of all types of... all walks of life in

your coverage... is being okay with saying what you don't know and want to learn more and be okay with being uncomfortable. Because some ...some topics are uncomfortable because they are not pleasant. And it's... but it's okay, you know. It's okay to be uncomfortable with some uncomfortable topics and want to take them on and want to be able to delve into that world. And I just think that you have to really be okay with that and have that culture in your newsroom as being okay with that and let that grow and fester, you know. And that I think would really help newsrooms moving forward on ...on feeling better and doing a better job about diverse ...in their wants to have more diverse coverage.”

**Subject 9:** “I think it's always asking questions. Asking the reporters targeted questions that's going to get them to... to that point to where they're going to hear my voice in their head. ‘What were you going for this? Why not talk to this person? What's the reality? What is it that you're trying to accomplish with these different voices? And who really on the expert level is going to be able to empathize with whatever the subject matter is?’ And really help connect and engage the audience.”

**Subject 12:** “Well, I think us, as managers, probably talking about it more consistently. We have time together and what you... just talking about... what you just said, the point of encouraging each other to make sure that we are listening to people that were not in such a rush to get through meetings or conversations... that we're not...that one of us is saying, ‘hold on a minute. Let's...

this person was trying to make a point about something here. Let's stop down for a second and listen to what they're saying.’ Holding each other accountable for that, you know, when...when when... their own missed opportunities, you know, like, I talked about openly kind of talking

about those things when we have time amongst ourselves. That, you know, hey we're now, we met yesterday, so it's always trying to talk about this and I feel like we didn't get into it enough with them. You know, we really missed an opportunity. How are we going to... how do we recover that a little bit, you know? Who wants to bring it up in the next meeting that we're going to have... next editorial meeting or next whatever it is? And ...and see if we can start a conversation about that.”

### **Common Themes**

During the interviews, we also discussed the concerns of many reporters I spoke with about having to represent their racial identities or marginalized group within the newsroom and the coverage of stories. Many of the managers acknowledged that as an issue and discussed how they can attempt to combat it within their own organizations. Many reiterated creating a safe space within the newsroom to have an open dialogue about difficult issues.

**ALD:** “So a lot of the people that I've been talking to so far have been mainly reporters and what I have found is that, if they are... they are a part of a marginalized community....they feel a responsibility, not necessarily a directive, but a responsibility to pitch the stories that impact their personal communities, whether it's you know, Black, Brown, LGBTQ, whatever, and they really want...”

**Subject 9:** “It can be exhausting...”

**ALD:** “And what they really want is for management to help facilitate the discussion and set, you know, that the day not number one they want their White colleagues, or you know...They want them to bring up the topics that they otherwise would be the ones to bring up. But when that doesn't happen, it would be helpful for the people at the top to say, you know, for “dad” to

say, ‘this is important. We need to... we need to cover this. How are we going to do it?’ And then, everybody kind of perks up and starts participating in the conversation. So how do we get away from, you know, the News Director, Assistant News Director, having to be the ones to bring it up? And, you know, obviously you're encouraging those kinds of discussions in your newsroom. But what... what can we do to make it second nature in newsrooms across the country rather than having, you know, the boss be the one to have to... how do we make people comfortable to pitch those kinds of stories?”

**Subject 9:** “I think it's allowing folks to feel comfortable. Um, you know, the other thing that we talked about here is mental health, especially now with everyone being outside of the building and working from home. You know, making sure that you're creating an environment where all ideas are welcome. They're not always the best, but we can at least have a conversation. I think, you know, too many times, you know, leaders are often thought of as mind readers and we're not. I would say, you know, if... if there's an issue or if there's something that's troubling someone, even if it is, you know, related to news content or ideas that they would share that with the leadership team or with a leader that they trust and... and you know facilitate those discussions.”

**Subject 7:** “Well, I think it, I think it definitely starts with the, you know, and I'm sure every station in America has a, you know, several editorial meetings a day. But that, you know, that morning editorial meeting where you... you're talking about how you, you know, when ...when it's still aspirational as far as what you're going to get... the story. Because it always changes but that's you know, having.... going well, what, what are the points of view in the story?”

“I think it's important as news managers that not only that day you do what you do that day....that's one day.... you've got tomorrow too. And you’ve got next week and it's about continuing to cover... just something that you build upon, you know. It's... it's... journalism is



incremental. So many times... and I think as a news manager, being aware of, well, we... we get... we get the story that it only had this part of the story. So, and that's maybe for whatever reason that's all we could get that day or, you know, or sometimes having a single point of view and the story is a good way to tell it. But if we're going to do that and that's fine and tomorrow, can we...let's do the other point of view on this story. I mean from a viewer standpoint, is it better to have everything in one thing? Maybe. But, like, that's not always possible for lots of structural reasons. So, I think that, you know, I look at it as... as the long game, you know. We got... we have to do this over time. So, it's... it's....and I think saying that to staff, I mean, talking to them about how we're going to achieve this, and what we're trying to achieve, I think it is a discussion. I think it's a dialogue.”

**Subject 11:** “Well, we have a very open newsroom. In past newsrooms, I could see this being a problem, but we have a very open newsroom where, especially with covering the LGBTQ Community here, those voices just show up. I mean this is [a major city]. Those voices just show up. So, we haven't had that issue on maybe finding someone accepting a transgender voice, but we even had those...those voices in our coverage, too. So, one thing we have had trouble with is...okay. I went when [major story] happened. It's not far from me. So, I went over there and I was there, and so I ended up field producing. Reporters are there. A long-time reporter that we have, he's White, but we were looking for interviews. He was finding all the White people to interview. There were people, I would say, people of color 75%, White 25%. And he was just going up to them to get interviews and I was going up to people, you know, that we... like in back in my mind I'm like... ‘Oh, we probably wouldn't put them on TV any other time,’ you know. But I felt comfortable, these are people that... kind of people that I would talk to any other time. So, I was talking about a lot of people trying to get them on camera and we got them on

camera. But I think, you know, putting myself in a reporter's shoes, that's what he felt comfortable interviewing, you know, and I felt comfortable going to a lot of the other people because I'm around people of color often. So, there probably was....he's amazing, he's awesome, but there was probably some unconscious bias there, you know, by not just going up to this huge crowd of people and just getting anyone... rather than picking out....[laughs]... and I said something too... I did say something. So...so, good thing I was there. But, you know, people, we all have an obligation, especially right now, especially in this movement at this moment, we have an obligation, if you're a person of color, if you represent any kind of group, you should be a voice. You know, it's hard to have that on your back, but you have to read the room and by the room, I mean society. And know that those kind of voices need to get in and, you know, and I get it. There are some things that... that are said in our meeting... never...never anything inappropriate. But there are things that are said in our meeting and I speak up because I'm like, 'Oh, I can speak to that because of my experience.' There are times, where I'm like, 'God, I'm getting all the Black questions.' And that, you know, they're just days. And I get frustrated when people put it on me. They're like, 'hey, I need this A, B and C. Can you help me out with that?' Well, I will give you suggestions. I'm not going to do it for you, you know. You need to take those steps. So, that's where my frustration lies. When someone puts it on that particular group or that particular person of color or whatever and they're not actually doing the work themselves, so. I think we do have ...people do have an obligation to be a voice for whatever they represent, and no matter what ethnicity... ethnicity they are.

“So, yes. I... it's... it's a burden for some, but yes, if... if you're part of a particular group, you should be a voice just in my opinion.”

**Subject 10:** “I think, and there are always going to be people in a newsroom who are willing to speak out and stick their neck out. I think we've been lucky to have people that are passionate about the issue, at least one or two per meeting that are willing to stick their neck out and say, ‘This is important. This is what we need to do.’ And then you have to empower those voices. If you just say, ‘We need to do this.’ Let me say, ‘Okay. Yeah, that's cool... whatever’ It's once people start speaking out with their...with, you know, the stories we need to be covering, and this is really important to this community. Once we start doing those stories and people see the cause and outcome, like, you're not just speaking out and then nothing happens. You're speaking out and then it's actually happening. And I think reporters have been, you know, really open to reaching out to me and saying, you know, I want to do this story next week, on this day, is there any way we can pre assign it, you know? It's really important to this community. I'll look at the schedule. Obviously, I can't promise it. We've got major breaking news or no staffing. Then we can't, but, like, I'm more than happy to say, ‘Yes, we're doing this story Wednesday next week. It's really, really important. We need to do it.’ So, I think once reporters realize that's an option, and that you know I'm always going to be answering an email, answering phone calls, answering a text message. And I'm going to be honest with you. I'm going to say, ‘Hey, this is a story we should absolutely be doing let's do it on this day.’”

One finding of note, in speaking with news managers, was that several had a different answer to the issue of gender inclusion in their coverage. Even one of the stations that has its own tracking system for diversity and inclusion in its coverage did not include gender tracking in that process, but did acknowledge gender representation as an important issue. Both of the following quotes come from female news managers.

**Subject 10:** “Um, gender has not... is not one of the tick marks that we've been looking at. We've been really focusing on race, so far, but that is something that I'm very much aware of. That also hasn't been necessarily something that... has been a major concern. I know in sports we're starting the conversation to make sure we're covering more women in sports, because I think that is something that we, you know, as new stations, in general, across across the country... I think any... anybody could be covering more female sports. So, we're kind of moving, making an effort to move in that direction as well.”

**Subject 13:** “Yeah, sports is a big one. Our stories only had young White men in them, and I'm like, ‘you don't think women watch sports?’ And again, that's the blind side of our [young staff]. You know, these are young people doing the reporting and that thinking. So, they're talking to people who are just like them. But yes there's definitely discussions about who should be included. You know, we had a school board meeting recently where the new superintendents, all three of them... it was a diverse group, but they're all men. There were no female candidates, so. Sometimes the discussion is not even just what's going on in the newsroom, or who we're covering. It's what's going on in the community. And sometimes when we can identify some of those questions, it makes them sharper journalists to be able to go out and say, ‘well, this is great that you have to African Americans and a White male running for this position. This is a very high paid position in town. What happened to the female candidates?’ And it's just good for them to be able to pinpoint that. So I, you know, sometimes it's not just a matter of, like, advocating for making sure that the female voices included. I don't think that's as much of an issue as it ...as it is with regards to like any racial diversity or ability diversity in our coverage. But I do think

when it comes to certain stories, the women are left out. Unless you have... you have to push the reporters to think that they need to be part of that or when we talk about like daycare or you know, we only hear from moms, or PTA things we only hear from moms.”

In contrast, two male managers I spoke with did not feel that they had ever put emphasis on reaching out to women in coverage.

**Subject 12:** “I’m trying to... I’m trying to think of...honestly, right as we’re talking, I’m gonna sit here and think of, like, times outside... before COVID. Because I feel like during COVID we did... we did have...we did have female doctors or experts on subjects. So, I don’t know that I ever, like, during that looked up and thought, you know, this is just all guys all the time, or whatever.”

**ALD:** “Is that something that would pop into your head, like, would you recognize it if it was missing?”

**Subject 12:** “I think I would recognize it if...if we’re doing a story...yeah. I think if we were doing a story that was like a continuing kind of thing, like, we had to keep going back to the subject, whatever it was and we’re... I was constantly seeing guys up there. I think I would recognize it. I would like to think I would recognize it then. I think... I think I don’t necessarily... part of an area that I can improve and I don’t necessarily, like, when we’re talking about putting a story together, like, in the morning meeting and trying to come up with, you know, how we’re going to build that build it into a story, who we need to talk to all that kind of stuff. I don’t know that I’ve ever specifically said, ‘And make sure we get a woman for this.’ I think what I’ve listened for is, ‘ho are we potentially trying to reach out to’ And if it seems like there’s a couple

of options in there and, I know how it goes. And sometimes you can't always get what you want, but..."

**ALD:** "Someone available to talk."

**Subject 12:** "Yeah, I mean, of course, they... sometimes it turns into that."

"But I'm trying to think if there's ever been a situation where I've watched the story and been like, 'Oh my God. We really blew it there,' as far as we didn't have one... one woman speaking. Like you said about something that's not one of those things."

"I think part... part of it, too, for me, and the reason I'm struggling a little bit with this is because it's been so ingrained in me...the key to our ratings success as a TV station is about attracting a female audience. So, I've always just kind of been like, 'Well, you know, then we got to make sure we're representing those people on TV. Otherwise, why are they going to watch?' So, that's just always been part of, like, you know, who's the audience? When we look at shows, who's the audience... Almost all the time it's majority female, to the point that, when we ever look at demographics, for any show, at men, of number of women, I'm always very surprised. And like that's like a notable thing to me..."

"...but, I don't know that I've ever said, when we do our economy story, this time or when we do our housing market story, this time make sure we get a female voice in there."

Another long-time male manager said he'd never even considered looking at the representation of women in coverage, and said after our interview, he would pay more attention to it moving forward.

**Subject 7:** "Wow. No, I don't think we ever had a discussion. That's interesting. Um, you know, so often I feel like it's like you just start down trying to get who will talk to you. Once you find

somebody, bam, you go. You know, you don't...I mean that's the practical side of what we do because of the time constraints and stuff. Wow. You got me there. I didn't... no, I don't think we do. I don't think we...I don't think that discussion really.... unless it's, again, something so related to gender that it's going to make, you know, a difference in terms of what people are going to say.

**ALD:** “Yeah.”

**Subject 7:** “I'm trying to think if women are underrepresented in ...in that, in that sense. And I, you know, I don't know the answer. I haven't...I haven't paid attention to it because I feel, you know, there's... okay and here's why. Because I, I guess, I feel like I don't feel like women are as disenfranchised as other communities. And now I'm gonna sound like a misogynist. And that might be just because I don't ever view a woman as being somehow less than. I don't mean I don't ever go I don't know... if, you know, don't... I'm kind of speechless.”

“I mean...what is it ...It is a different point of view. You know, and it's one that I think is extremely valuable and necessary, and it can change how you, you know... to me a lot of times kind of subtle. I mean, I don't think it's like this... I mean, we... if we're talking to people in power and there are women who are in those positions, elected, etc. We do talk to them. You brought the doctor issue. And I, you know, that really hit me because I don't remember the last time we talked to a woman. You know, I don't even know how many women doctors there are here. Never have I said, or thought, even more importantly, ‘Let's go find a woman doctor.’ You know?”

“It, you know, yeah. I don't... I don't... wow. Okay. There's something to think about during the day.”

## **Change starts at the top**

One thing is clear in speaking with both reporters and news managers: change must come from the top. While there are reporters who take it upon themselves to seek out diverse voices in their stories, the ones who feel supported and happiest with their workplaces have newsroom and station leaders setting the tone for making diversity, equity and inclusion a priority in news coverage as well as making staff comfortable with having the open conversations surrounding it.

**Subject 11:** “I think it starts at the top, you know? Our general manager got involved with this...with speaking with everyone, and what kind of direction that we need to go. And our... the CEO of our company got involved. So, it started way at the top. And this was a company initiative. And I think seeing that was a big influence on a lot of the thinking. Again, you have people who just wanted to keep doing what they've been doing, and I really... considering what the images were, but because it started at the top, there was a... we had a... we had an easier time. It wasn't easy, but we had an easier time to influence people to embrace the change and...and move forward. In the smaller markets, I would say that is going to be up to the general manager, you know. If your manager is going to take a big effort with them, with top management and middle management and then get buy in from everyone else. If it's only the middle management working on it, it's not going to work. Everyone has to have buy in. If it's not going to start with the general manager then it's not... it's going to fail. What's the, you know, what's the message?”

**Subject 13:** “I think it's... it rests with the managers to have those discussions for us amongst ourselves, to understand our blind spots and understand what we're weak with, in regards to discussing or maybe, you know, something identifying certain topics. I... it's an ongoing discussion that we need to have these discussions, and most of us are not equipped to do so. So,



we've, you know, a couple years ago we had protests... [and there was a demand from mostly Black residents... for a man in power to step down] ...to say, 'we're not being heard.' And I don't know if you remember any of it, but, you know, our, you know, that's when it all went down and went national. Shortly after that, I noticed a lot of my colleagues continued on the way they normally would. Just topic of the day, went forward, when really what needed to happen after the big protest is the next day was to have an open discussion. And I think what we have been talking about is some of them did not feel comfortable having that discussion they're just, like, 'I don't know what to say. I don't know if I'm going to say something wrong and offend people. I didn't know how to frame it just around journalism versus what was really... it's more than journalism.' There's, you know, social justice issues, and, you know, how do we discuss this? So... I think the industry of journalism, TV journalism, in general, the managers need special training to be able to have this conversation and to feel comfortable.”

“You know, it's... it's a... I think it's a battle for us to always, you know, to continuously let people know that we are open to these discussions and at the same time, we still have to continue serving our audience. Like, we still have to do the news, so our progress will be slow. But we're listening.

**Subject 4:** “But I think where our newsroom really shines is that we have a diverse group of managers. My assignments manager, who is, you know, always thinking about the other voices.. And the managers are, like, I swear they talk every second. Um, and because of my role being more with the I-team and part time, I don't get to have the day to day interaction with them anymore, but when we were in the newsroom before pandemic, it just felt like they wanted to know, 'Okay, who are you talking to? Who are we reaching out to? Is this a fair representation?' I just feel like I'm hearing conversations that, either before I didn't have access to, or if they were

being had they were behind closed doors. Whereas now, it's more, like, 'Okay, who are you going to talk to? Is this going to be a fair representation?' And I just think that, like, as reporters ourselves we're looking at that more."

**Subject 8:** "And I think that....that's... really you have to make sure that you're listening to everybody in the meeting. Not just managers, not just reporters but it comes down to the interns, too, which I mentioned them as well, because a lot of, let's be real, a lot of newsrooms don't have you know, a female manager, let alone a Black female manager or a minority, period, manager. So, a lot of them don't have that, but that does not mean that they cannot have diverse thought and have diverse contacts when they're covering stories. You have to be able to listen to everybody. Everybody has to know they're going to be listened to and that they won't be belittled or they won't be silenced, or they won't be talked over, necessarily. But they'll be able to get their points in, their thoughts across, then that way the diversity can come from any source. It can be from a photographer, it could be from an intern, it could be from anyone. And I think it's important to make sure that you foster a room that is open to everybody speaking and everybody asking questions and everybody throwing out different ideas and pitches. And you have to have that open dialogue and have that comfort, that place of comfort. And it's also... it's also a cone, too. Because you want to make sure that it's not going to be talked about or shared with anybody, you know, outside of that meeting."

**Subject 5:** "So, yeah. I think it has to come from a management perspective, and I think we need to find a way...everybody does have....how do we say that out loud without being offensive, without being presumptive? And then it, to me, and then goes back to, you need... I... my wish before I leave [the station] is there has to be diversity of management and executive producer and

news directors, or else this ship doesn't really change, you know. If there's not somebody at the top, if there's not a person at the table that has a lived experience that is different from the...always White lived experience, whether you're the wokest White person or not...doesn't change... is the same as all... if it was all men. We've talked about that as women, like, 'weird! Congress is all dudes.' And then slowly but surely, we trickle in. And now we're seeing slowly but surely, our Black brothers and sisters are trickling in there. And so media is no different. And I think it is a great responsibility.

"... and we've seen it on air change. But I, we need a management change. I... I've never had ...I've never had a producer, Executive Producer, or News Director of color ever. Ever."

For the conclusion of each interview, I asked the subjects how we could measure success in including diverse sources in coverage.

**ALD:** "How do you think... how do you think we'll know when we've gotten where we're trying to go? Like, how will we know that we've reached a point where we're, every day, we're representing the Community in that diverse way?"

**Subject 8:** "It's a good question. I think it would be...I wouldn't ...I'm not going to put it on viewer email because that's going to always be tumultuous, but I...but I do think that some of the feedback that we do get from our viewers, sometimes when it's harsh and when it's ugly, sometimes I take that as a good thing. Because that way we're ...we're actually reaching and we're... we're pinging on something that they're not familiar with us pinging on, or they're seeing something different. And sometimes they don't like different, and we kind of get, you know, angry email because they're like, 'well, why are you highlighting just this group and not this group? And why is there so much emphasis on this and that battle? Why are we hearing from so,

and so, and all this?’ That just tells me that they're not used to hearing it. And that means that we're doing something right because we are highlighting something that's different and we are listening to voices that they're not used to. Because if they were, why would they be emailing us asking us why we're doing it? So, I kind of see the hate mail as fan mail in a way, and I think that ...that is a good way of being pretty diverse in our thinking, and I also think another way that we would know that we're doing things will get better is when we do get more story pitches and ideas from viewers via social media via email via whatever that talk about things that we've known they wouldn't have known anything about. But they will feel... that the viewers feel comfortable sharing with us or asking us about what we're sharing with us, because then that way they feel like we're kind of involved in their communities, and we would want to talk about whatever topic, it is that they're talking about. So, I think a lot of it really comes from viewers. Um, the more diverse our feedback is from them, the better of a job we're doing on getting diverse information out there.”

**Subject 2:** “I believe, um, equity...being equal is showcased when you don’t see a difference. And i’ll give you a ...and I point to [my competitor] as an example. Maybe a year or two ago, and local news, I noticed it... I saw a day of coverage at [the competitor] where all the anchors on the desk were African American. I don't know what the circumstances were. I don't know what the situation was, but I saw it and I noticed it. And when i’m... when I use that example is ...that shouldn't be something that for me to say (gasps) “Oh wow! Look! They have all black people up there!” Because for generations it's been just the opposite. No one looks twice at all White people. At my TV station, to this day...that's the standard fare in terms of their primary seats.

“That the standard bearer is no longer, “Oh, we can only have one.” And that's gone on for far too long. That... that would be my example of showcasing that we don't have to... when ...when the general public doesn't think twice about, not necessarily, seeing what's defined as the majority group sitting in the majority seat.”

**Subject 3:** “I don't think we'll ever get to that perfect, like, okay, we've made it. You know, we're ...we're done. Everything ...everything works. I think... I think it's a constant, um, I think it's a constant evolution, right? Because diversity, you know, 10, 20 years ago, may have just been Black, White, Hispanic. Well now, it means, now it's socioeconomic. There's so much. There's so many cultural things that play into it now. So, I don't... I don't know. And I think you can... I mean you can certainly drive yourself crazy saying, you know, ‘Okay, I need to find this person.’ Really kind of be super duper specific on the type of voice that you want. And I think sometimes that can be to the detriment of your story, but I don't know. I mean, I think... I think it comes from, you know, looking at a, like, and looking at a major market, and does ...does your newsroom ...does that make up a newsroom look like the area that you're covering? Now, obviously that's going to be difficult in your smaller markets ... I think that's... that's one very important thing that whatever... whatever area you're covering... if you can find people who look like that ...that... that Community that they cover.”

**Subject 5:** “Yeah, I don't know the answer to that. I mean it's different, and I think it's different for every city and market.”

“It's a newsroom management decision. Yeah. I know I weighed in with my company when both my General Manager and my News Director left within a month of each other, I was like, ‘I have a suggestion. Can someone give me a Black woman, please?’ And the answer was we have no

Black female applicants. And I believe them. A person of... it's... it's difficult [in this market] to get the retention of Black folks here. It just is. We just don't have a strong.. we don't have a vibrant Black community like Dallas, Houston, Atlanta. We just don't. So, it's difficult.”

**Subject 6:** “...when we have conversations, like, it's just the way it's supposed to be. When you don't feel the obligation to talk to a woman or talk to a Black person to elevate their voices, you know? When we get to a point, as a society, where it's just the norm. And when we see a woman in a position of power, or when we see a Black person succeeding, you don't sit back and think, ‘Oh wow. I thought they were going to be White and a man,’ you know. To get to a point in our news meetings when reporters don't have to be like, ‘We should probably talk to the poor community about this too.’ When it's just a conversation that you have because we're all people, and it's not taboo. I think that's when we'll know.”

**Subject 9:** “I think...I think when we think we're finally getting there is when we've scratched the surface, right? There's always going to be a marginalized community. There's always going to be a voice that isn't heard, right? And I think that's why it's so important that we have these conversations, right? And we continue to move forward and, in that, we take others with us and that we become better listeners. Because I think too many times it's... it just becomes a back and forth. And afterwards it's just noise. And... and we don't hear, we don't see each other, and I think we have to make it a priority. Otherwise, what are we here for?”

**Subject 10:** “That's a good question. I'm not sure. I'm not sure what the... I think when you can look at a newscast and really see the [the city], community on a daily basis. And I think we're close, but we're not there. Um, I think that will be... and I think education is key. When, you know, viewers start conducting themselves a little bit differently. And I don't want to say, you

know, news has the power to change the world, but to a degree, it does. I think knowledge is so important, and I think where we are as a country since George Floyd's death has really kind of opened people's eyes to things that they weren't aware of in their own community. So, I think people, right now, have a thirst for knowledge, and they're seeking it out more. So, if news stations can be the source of that knowledge and that source of diversity, I think it will really have an impact, as far as our end goal. I don't know what our end goal is. That's a good question.”

**Subject 11:** “We'll know when people are finding voices for their stories without having to be told, or having to track what neighborhoods they're going to. They're just going. They're like, ‘Oh, I know.’ So, when it's out there for the story, ‘Oh, I just went to [this neighborhood].’ And it's just... it's just automatic and not, um, I need to find this for this person, this age group, maybe wearing locks and, you know, so instead of checking boxes it's just automatic. And that's when we'll know.”

### Summary

Newsroom managers from across the country and even most reporters believe that there is an effort to include diversity in local news coverage. However, there is no consensus among the groups as to how that goal is achieved. And most don't have a written plan that is communicated to the newsroom as a whole. To them, it's an ideal. However, in practice, it appears to be hit and miss in many places.

Reporters are often left with the burden of creating a diversity of coverage on their own. Some managers will have discussions with their staff and encourage a variety of voices in stories, but what that means is seldom or ever spelled out for the newsroom staff. What is the goal? What does that diversity mean?

More newsrooms than ever seem to be just starting conversations about the inclusion of diverse voices and stories in their coverage. Much of this seems to have been brought about or accelerated following the death of George Floyd, the subsequent social justice movement, and the COVID-19 pandemic. But more newsrooms need to have regular, open, and honest discussions about their goals concerning diversity in coverage, what that means, or how to achieve it.

Few stations have had those discussions. Some stations are working to create tools to assist their reporters in finding a diversity of voices to include in their coverage. The stated goal by many of the managers and reporters is to reflect the communities they serve. But there was no mention during any of my conversations with either group of those demographics being shared widely within the newsroom. Only now are a couple of the stations I spoke with starting to track the demographics of who they are representing in their stories. Others are simply going based on instinct. I imagine they would be surprised to see what they are really putting out into the world.

Another pain point in newsrooms is how managers assign stories and deal with issues of diversity with reporters of color and the LGBTQ population. Historically marginalized groups, regardless of position in the newsroom, say they feel a responsibility to represent their community in the newsroom and in their coverage. This was described as “exhausting” and “frustrating” by multiple participants. However, there is no plan in place in most newsrooms to combat the issue or training happening to aid newsroom management in facilitating meaningful conversations surrounding it. Everyone seems to know it’s a problem, but there’s no plan to find a solution.

When I set out to do this project, I wanted to talk to seasoned journalists to find best practices for including diverse voices in local news coverage and compile them for a guide other



newsrooms could use. What I have found is that no newsroom has it all figured out. Even the ones who have the beginning of a plan in place have a long way to go.

This is just the beginning of the conversation. Newsrooms across the country will benefit from seeing the uncensored truth of what their staffs are dealing with on a daily basis, the overwhelming feeling of a lack of open and honest discussion surrounding the issues of diversity, equity, and inclusion, and the need for a solid and well-communicated plan to make it happen.

### **Conclusion**

In speaking with these reporters and news managers, I was able to compile several actionable items that every newsroom can implement to improve the diversity of their coverage immediately.

**RQ1:** What are proven tactics successful at getting diverse voices into news coverage?

Newsrooms should compile and maintain a diverse source list. This encourages finding sources from a variety of racial and gender identities as well as assists in the accessibility of vetted sources for reporters under deadline pressure.

News managers should allow and encourage reporters to get out into the communities they serve to create and maintain relationships with people of varying backgrounds.

Reporters must be intentional in seeking out different voices and communities to make sure they are included, asking themselves who the best voice is for the story they are covering and have they included more than one perspective in their stories?

**RQ2:** Given the importance of diversity in fairly and accurately representing the world the media cover, how do you think your newsroom has/should standardize(d) getting diverse voices into your coverage?

Newsrooms that track and maintain accurate documentation on race and gender inclusion in their stories appear to grade the diversity of their coverage higher than those who do not.

Newsrooms should remember to include gender diversity as part of these efforts, which may mean spending more of an effort and planning ahead for women to be included.

Open and honest discussions of racial, gender, religious and LGBTQ, etc. issues should take place on a regular basis and be led by newsroom and station management to create an atmosphere of inclusion within the organization. It must be a constant dialogue. Emails and meetings are not sufficient.

Utilizing the different backgrounds of a diverse staff can assist in efforts to maintain diverse coverage, however, newsrooms should be aware and willing to face uncomfortable conversations surrounding who they assign to certain stories and make sure they are not stereotyping their own staff to automatically cover stories on their own communities.

In addition to these immediate changes, I suggest future consideration for the training of managers on how to lead a diverse staff and have conversations surrounding Diversity, Equity and Inclusion. As Subject 13 mentioned, “managers get moved up because they were good at their job, it doesn't mean that they're good managers. They have to learn how to manage people along the way. There's no class.” Managers who come from different backgrounds should be trained on how to be sensitive to issues concerning other communities, to recognize their own blind spots and implicit biases and be able to lead delicate situations in a meaningful way to

make the staff feel safe, included and heard. While diversity in newsrooms is a major goal across the country, the diversity doesn't mean anything if the people within the newsrooms don't have a voice.

### **Future Research Opportunities**

Future researchers could build upon these findings by looking into the definitions of diversity, equity and inclusion among various community groups and Designated Market Areas. The question could be posed, "How will we know when equity has been reached?"

There is also further research that could be done to more broadly include the LGBTQ community as well as the disabled community. Very little attention is given to these groups on a daily basis. Only a major news story specifically surrounding issues pertaining to LGBTQ or disabled groups seem to warrant coverage from local news media. What does equity in coverage for these groups look like?

## Chapter 4: Newsroom Guidebook



### Consider the Source:

### Exploring Gender and Race Representation in Local News

Ashley Lowell-Doussard

## A Guidebook for Newsrooms

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The purpose of this guidebook is to help create an immediate plan of action local television newsrooms across the United States can implement regarding Diversity, Equity and Inclusion among their sources in news coverage.

The following includes best practices gathered from newsrooms in small, medium and large markets and from reporters and news managers from a variety of racial, gender and sexual orientation backgrounds.

## Why It's Important

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If local news stations want to stay relevant, they need to be more inclusive in their coverage. It's not just **good** for business; it's crucial.

A 2020 Nielsen study found that, "the audience demands media depictions which better reflect the world they live in." – NPR

"The content we consume should reflect the growing diversity of our country, and we know that diverse audiences look for diverse content," wrote David Kenney, Nielsen CEO and Chief Diversity Officer, in the study's foreward. "As our nation's demographic become more diverse, the call for more authentic content, reflecting real people and real life, is louder than ever." – NPR

Read the study here: ["Being Seen On Screen: Diverse Representation and Inclusion on TV."](#)

Consider the Source: Gender and Race Representation in Local News

3

## Study Background

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To compile this list of best practices, in-depth interviews were conducted with reporters and news managers from a variety of backgrounds and market size.

Subjects included male and female reporters and news managers from large, medium and small markets. They represented Black, White, Asian American, Hispanic and LGBTQ demographics.

Insights gained from these interviews were used to create this guidebook.

Consider the Source: Gender and Race Representation in Local News

4

## Define Diversity for Your Newsroom

What does “diversity” mean to you?

### Consider:

What are the demographics of your market?

Are you representing that in your coverage?

### Maynard Institute ‘Fault Lines’

- Race /Ethnicity
- Gender/Sexual Identity
- Generation/Age
- Socioeconomic Class
- Geography

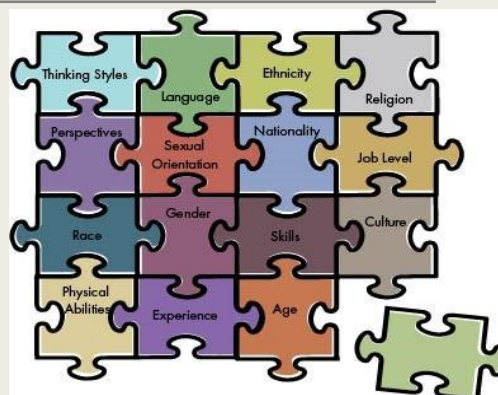
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## Track It

Take stock in what you’re putting out

- Check weekly/monthly coverage
- Who is missing?
- Who is over or underrepresented based on your community’s demographics?



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## Be Intentional

Ways to make diverse sources a priority

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- Develop a living, breathing diverse source list/Rolodex
- Lean on assignment desk, institutional knowledge and colleagues to assist in finding new sources and points of view
- Visit with community groups, churches, local businesses, etc. to develop relationships in different communities
- Utilize Google and social media networks to reach out to various communities you may not be familiar with

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## Get Comfortable Being Uncomfortable

Have open and honest conversations

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- Create a “safe space” for people to bring their full selves to the table
- Trust employee perspectives and experiences
- Be aware of your blind spots/implicit biases
- Make it consistent, not just a one-time meeting



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## Include Gender Diversity

Be intentional to include women as “expert” sources

- Extra effort may be required to include women in coverage because of unique barriers: childcare, scrutiny of appearance and social norms
- Include dads in stories about schools and child issues



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## Change Comes from the Top

### Management sets the tone

- Don't create policy, create a practice
- Make sure everyone knows it's a priority
- Emails are not enough
- Create Diversity, Equity & Inclusion Teams to keep you on target
- Challenge your staff to think about who's missing from coverage



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## Pain Points

### Be aware of how employees may feel and/or respond

- Be mindful that some employees may feel a responsibility to represent their communities, all reporters can/should cover tough issues
- Be aware of and avoid the instinct to automatically assign a reporter from a certain background to cover a story about their own community (i.e., Black reporter assigned to cover racism issue)
- In contrast, don't assume a reporter can't cover their own community because of a false perception of bias
- Be aware of and recognize stereotypes to eliminate them from coverage
- Be prepared for pushback, some employees resist change

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## Future Investment in Diversity

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Consider investing in Diversity, Equity and Inclusion training for your management teams and/or the full newsroom. Facilitating open and honest conversations surrounding diversity and race requires an understanding of one's own blind spots and implicit biases. Creating a safe space for conversation can be difficult if management is not comfortable having the conversation themselves.

## Appendix I

### Interview Transcripts

#### Subject 1: Hispanic female reporter, Large Market (1-25)

ALD: Does your newsroom endeavor to include diverse sources in news coverage?

Subject 1: Yes.

ALD: And what, in your mind constitutes diverse sources of news coverage?

Subject 1: I think that. I think it means a lot of things. Sometimes it just means not using the same person over and over again. Sometimes it means people of different race, different genders, different disabilities, different parts of town, different backgrounds, different educational levels. Different voices.

ALD: And can you walk me through how your news management encourages you to use the resources?

Subject 1: I think if they see the same person popping up on TV as an expert repeatedly often they will flag that. Not in a way that is negative, to the individual, certainly if they are an expert because they have a singular position like they are the county judge that would be when they but if, for instance we're looking for a doctor that could give medical advice - if they see the same doctor, they will flag that. They also try to be proactive in getting lists of people, so that when there is news that we didn't necessarily predict, we have a list of experts to turn to that we prepared and reached out in advance and have numbers for. So we have multiple people to choose from, and they take a look at that list they try to make sure that it reflects, you know that it is diverse in race and gender.

ALD: So, can you tell me more about that list? Is it like a diverse source rolodex kind of thing?

Subject 1: Wait it's not necessarily like, I wouldn't say the primary purpose of it is to be diverse. The primary purpose is to have people to call on and not always be calling the same person. Certainly, you know, the first person you call and is available, you want to have more than one option out there. But in putting that list together, I know, one of the focuses has been to make sure that it is diverse. Political experts, for example, have been traditionally white and male and there has been, you know, when they look at the list and they see that there is sort of one type of person reflected, then they have made an effort to try to get other people on that list representative of different groups, with you know, whether it be the race, different gender just putting a call out to the reporters and asking if they have more people to add to the list.

ALD: Is that something everybody has access to, or is that, like does that live at the assignment desk or?

Subject 1: It lives at the assignment desk and everybody contributes to it..

ALD: But if you needed something like you just say hey can I see the list or just somebody pick somebody for you?

Subject 1: So if I was looking for a category of person, then I could request everybody who fits into that category so i'm looking for a medical expert, i'm looking for somebody who knows about guns, i'm looking for somebody who knows about X, Y Z, then the assignment desk would send me like that portion of the list.

Subject 1: I guess they have in recent years they've looked at the list, and they have flagged the areas that lack diversity and have thought to put people on the list that represent different races and genders.

ALD: Can you walk me through any conversations that you remember having or that you've been a part of with news management, about making sure that different communities or genders are represented in stories?

Subject 1: I mean, certainly, you know with like the police department, for instance, [the city] police association and then we also have an association dedicated to black officers association dedicated to Latino officers and we have tried to make an effort to not just always go to the sort of main police association. And to make sure that we're, including the black police association of Latino police association, particularly on issues where there is a variety of opinions on something in the police department. That's something that we've had a lot of conversations about in terms of coverage of the police department, making sure to include those other groups as well and to not just the view them as other groups, but to to incorporate the diversity of opinion among police department among police officers. So we've talked about when we've done stories involving the police department, such as like the selection of the new police chief to make sure that we're not just focusing on the largest police organization.

Subject 1: We talk... I get pulled into a lot of the discussions about the Hispanic population. With COVID that's been a big discussion, making sure that we incorporate Hispanic voices because of the impact that it's had on the Hispanic community. Sometimes that community can be more difficult to reach. Sometimes they are less trusting of media. Sometimes there's a language barrier.

Subject 1: Now just I guess we just have a lot of conversations about not leaving populations out and how to do outreach I think sometimes it really helps to have...to identify community leaders in certain community groups, you know, like in the Hispanic community there's just certain people who have the respect of a lot people in Hispanic community, and if you can develop them as sources, even if you don't have the sources in the Community yourself, you can turn to those community leaders and they will sometimes do the outreach for you. So I'm trying to think of others discussions with the police department.. discussions with COVID. I've been frustrated by the lack of an Asian American reporter. I remember, we used to have [former reporter] who worked for us, and when I would end up covering something in the Asian American Community it would be... my identity would be you work with [former reporter]. Like, even though I myself am not Asian American like I they trusted me more because she was and she had done the outreach and she had created those relationships. I worked with her and sometimes...how that made me more credible are trustworthy. So we've had those discussions... in the newsroom and company-wide about just having a diverse population of reporters I think that's been a big focus for companies, but within the newsroom the reporters I think turn around and it's like great like we love having diverse spaces on TV that's definitely important but just as important is to have diverse faces behind the scenes, because it can be very frustrating to go to management and to pitch stories to management and producers and not really have people understand. I think in news like a lot of the times we're motivated by gut like, "Oh, this seems interesting" or like "there's something off about this" and I think it's sort of subconscious that some of that gut is based on previous experiences and if you don't have a lot of diverse people with diverse experiences, you know that operates differently. I remember a story involving a woman who had had her visa denied and I brought it up and they saw that as a red flag. And I saw it is something

that had happened to plenty of my family members before. Not because they're crooks or anything. I'm like.. It's not... no..it's not suspicious... look it's like a really standard thing like it can be very difficult to get a visa. And it's frustrating because you know, I was facing like a wall of people who had never applied for a visa and they had never had a family member apply for a visa and they're just like no, you know. And then, they look at themselves and they're like well, you know, it's a consensus... like.. And i'm like yeah...well you know... there's a reason. So it can be very frustrating when you have that diversity on air, but not necessarily like reflected behind the scenes. Because so many decisions are being made by management, by producers, even when you have reporters pitching stories. And I talked to our other Hispanic reporters and i've talked to our Black reporters as well on that conversation and you know, there you feel like we have the responsibility to speak up when you're like the only person representing a certain group and it's also tiring it's tiring to argue and it's tiring to have those conversations. So, I think all of us feel like it would be all of us have pushed for not just the diversity that you get credit for, which is the visible diversity of having people on the air, which again is great like absolutely in favor of that, but we have had a lot of conversations behind the scene about increasing the diversity. Decision makers of management and producers, so anyway, those are the kind of conversations that we have.

ALD: that's um that's a very common theme that i'm hearing from a lot of reporters about feeling like they have a responsibility to represent their communities, whether it's race, gender or LGBT Q otherwise and how the management really sets the tone for whether they feel comfortable bringing something up whether they feel heard whether, and so you know how would you encourage news managers to go about that better in editorial meetings? How do you think news

management can do a better job of making sure that all of the reporters and all of the people that they hired to be there to contribute their ideas and their perspectives are heard at the table?

Subject 1: I mean, I think they need to have humility in knowing that they may be the boss, but they just don't... you have experienced that you know there's certain things that they will never experience or have experience and so. I think just making a conscious effort, sometimes like I know some will get frustrated with like always like talk, talk, talk, but I do find that keeping diversity in the forefront. I think it helps I you know I will sometimes as a reporter make a point of using the word diversity so kind of like flags that part of the brain because they've talked about it and they said it's important to them so then.

Discussing a story pitch idea

Subject 1: ...and I really I just really think it's interesting when we cover I diverse communities and there was like immediately like, "oh right yes." So use the word. At times, just like saying it like, "hey" This is one way that not just pitching the story, but this is one way, we can cover our diverse communities and they've had different, so many like seminars and so much like talk about increasing diversity in news coverage, but again, sometimes I think you know the thing they're so used to is going by gut and you have to like use the word diversity, you have to like shake him a little and be like this is what i'm talking about but um but yeah and you just managers in terms of like keeping that in the forefront encouraged, and you know. I think, as reporters or producers or whoever we are, whatever role we have like I think you get tired of having certain battles over and over again. So I think when the news director comes you know just makes the point of saying they're open to it. I think that helps because... it's like they're inviting you...you're not like.... they're signaling to you, i'm not ...you know ...I don't want to



fight about this, I want to hear from you, I think that that helps I know after the George floyd protests, we had a training and in the meeting the news director said that she had really been like rethinking things she was embarrassed by some of the stuff she didn't know, and so I think just taking that more like a humble approach in like admitting she didn't know things and admitting that she was reexamining the things that admitting any like just stating very publicly that this was something that she wanted to know more about and she wanted to hear more about it just signals to the staff that they are open to this, that they're not looking to fight about it, that they don't...that if you approach and talk to them they're not going to take the stance of...you know debate. Because debate is very tiring when you're like somebody wants to, you know, count give you the counter sides like. I don't want to like hear the counter side, so you know, I know what it's like to be Hispanic...you don't. Take my information and then let's. you know. we can debate whether to do the story or not. I don't want to debate, my experience or my perspective. And so, when they signal to you that that's not what they're looking to do, I think it makes it more approachable. so that's what i've seen that I appreciate...the just conscious effort to be more approachable and to signal that you're open to the conversations and if you've hired a diverse group of people and signal to them that you're open to listening to them, then you know, I think it helps.

ALD: Does your newsroom have resources available or policies in place that would assist or encourage using different sources or covering different stories.

Subject 1: policies in place that will assist in?

ALD: Just off the top, you said when I asked, “does your newsroom and use diverse sources,” you said yes. So how do you know that that is something that your newsroom does? Is there a

policy that they have, or are there resources that they give you to say you know, this is something that we do? How does that work?

Subject 1: Well, I answered, yes, because it's something that we actively talk about. So I think it's something they're trying to do. Is it something that they're great at? No. But I think it's something that every newsroom struggles with and I think the conversations help. I think to your conscious look at like our list of sources and trying to branch out this helped. That yeah I mean the conversations that and of themselves and saying it's a priority, making the effort. Have they done enough, no.

ALD: So, how would you characterize your own efforts in including diverse sources and your coverage and your stories?

Subject 1: I mean it's something that I have paid more attention to with time. And it's... it's... interesting. The obstacles that I hit like I talked about how much easier it was to gain the trust of the Asian American Community when we had [former reporter] working for us. And you know, i've had conversations with community leaders in the black community who have wanted more coverage and some of those conversations have been about their frustration and about not appearing and about not having their issues covered, but then, when you go to them and you want to cover them because historically we haven't done a good job, doing it it's led to more skepticism which has made them less likely to want to do it when the opportunity presents itself so that's great but it's been a frustrating to share just....having to win over trust, not just not just about asking different people you know you ask somebody who traditionally has appeared very positively in the media to interview. They're more likely to say yes. If you go after a population that is more likely to get, you know, have been more likely to be treated well by the media. And I

think, also the public, I mean there's people that you put on you can put on, and you can do your job in terms of presenting them neutrally or it can even be a positive story, but just because of who they are, the public may skewer them more. You know we've been getting much more criticism over their appearance, so when I go to women sometimes, you know, they're more likely to, you know I don't have makeup on or I don't look presentable. And it's easy to sort of lay blame, like I gave, you know, I gave everybody the same opportunity, and these were the people who said yes. So it's very easy to fall into that trap and be like, "I gave everybody, the same opportunity, and these are the ones that came back," but you have to think about you know why some people are saying no, too, and so it takes more work. Which is frustrating. But also understand why because their concerns are there. Historically, women happen to be worried more about their appearance, you know. The black community has been shown less favorably on TV. So it's not an easy fix that's one of the things that has come up. Also, I mean, that just shows that it's more, kind of like, work required on the front end, you know. I think a lot needs to happen in terms of meeting with these communities talking to them. Not just turning to them as a source on the stories that you want to do, returning to them for suggestions on what stories to do.

Partially redacted

Subject 1: To think if you like, work, a community it helps if you look like them, helps you understand them from personal experience, but even if he down because, obviously, like I you know never going to be anything other than what I am. You know it helps to like to do some of that front work. Because you know it's going to come up you know there's going to be a time when you need to turn them and get them to trust you and show that they can. But yeah I would

say, like my perspective, it's something that I need more attention to overtime and have been frustrated to find how much work it requires. And I've had to work past some of that frustration, to try to understand why it is, why it's being so much work and what's led to those perceptions.

Subject 1: If we want to do good coverage and we want to be responsible coverage, it's work. I wish that there was more support from management to get that work done. Because it takes time. It takes effort and so many reporters and producers and new staff are overworked as it is and so to be given that time to work with sources to go to Community meetings to sit down with people and and ask the other stories that they want to do and go into those communities that aren't going to reach out to you - takes time it takes energy. And if news managers allowed that time, gave news staff that time, I think that would help and we are over-worked for sure.

ALD: So let's say I'm your manager, and I say I'm going to give you some time to develop relationships in X, Y & Z communities, what do you do, where do you start?

Subject 1: I mean, I think you identify organizations in that community, groups, churches, restaurants. I mean, you know, you just start... I mean like when I when I want to know a police department I start with the most obvious ... you start with the PIO and then you go from there. It's not always, I don't think the solution is always you have Monday and Tuesday. But being like hey if there is a Community meeting or if there is a city council members having a town hall, you know if you see opportunity, let me know and maybe you can have that night off to go attend and talk, because it can be hard to sort of dictate or you know, maybe Sunday, it might be, you know, the Greek Orthodox church's festival or whatever. I don't know like...if you are targeting a specific Community that you are trying to make inroads with you see an opportunity, an event or a town hall or something, then...you know just signal that you're open to the reporter asking for

time to go on that date, you know, to ask for certain dates that they identify where there was something going on. But yeah, if I was given specific days to work on it, I start with the most obvious. Start with the churches, the gathering places, the organizations there's generally advocacy groups that have popped up for different populations. You know I've been looking for advocacy groups for disabled disabled population. And they're there. And then you start sending emails and you say hey...I'm really interested in improving our coverage of xyz. I understand you are an organization that xyz or a church, with a heavy population of xyz you know, do you have any advice for me, do you know where you know, do you have any people that you think I should talk to, or people who'd be willing to talk to me. Would you be willing to talk to me? Do you have any advice for how I can better cover them? You know, what do I need to know? And then just see where that takes you so... you know, I don't think the first steps are difficult, and I think if you signal to people that you are interested in learning and they are a community that has historically not been well covered they probably have a lot to tell you. Some of them will be very eager to hear from you. If you get resistance, that might be hard, but I think like from our perspective if you go if I go in without a camera, generally, people will talk to me. I go, "hey, this is just me listening. This is just me listening. It's off the record. It's I...can learn from you." I'm not asking for anything in return. I'm not interviewing him. I'm not like... nothing that you say, well you know. Then, I don't think I've ever had a situation where somebody, a community, the entire community of people, I haven't been able to find people to sit down with them to talk to.

ALD: How do you think your colleagues do as far as including different communities in their coverage or, including women in positions of power, rather than, you know, PTA meetings and stuff like that?

Subject 1: um I mean...I think they run into the same obstacles that I do. I find photographers...our photographer group, and I think most photographer groups tend to be more diverse, so a lot of the times of photographers will bring it up... when it comes to race, because they are diverse and not in terms of gender. But sometimes I have a photographer who brings it up...like,"hey, you just interviewed like three white people." And sometimes I tell the photographer to choose. Be like, if it's a group of people sometimes I'll be like, "hey, you tell me - who do you think's, you know, who do you have video of" or who would you pick? who do you think is open to talking here? But yeah, I think they have the same obstacles that I do. It's hard to know like...what they're doing behind the scenes. I think the more experience that they have, the more people that they know, the more sources they have, the more options they have to choose from. I don't think anybody really enjoys... like going to the same source over and over again, you get into reporting to meet different people, and so, if you have that opportunity I think it's good. I think I get a little bit frustrated with, like, political coverage, but because, again, it does tend to be very like white male. But I see that changing a bit. I know there's been an effort to change that. I see the most diversity from my colleagues who are Black and Hispanic. And that may be, in part, because what, I mean, I'm certain that they're more aware of the lack of diversity, when there's a lack of diversity. But I think part of it is also that they're more trusted, again, by members of their community, and so it might be...it might be also, that people are more receptive saying yes to them. That may be that may be part of it as well, so...yeah. I mean, I think any good reporter or journalist is working on this, that they have in the past, they're currently working on it now because it's been a big conversation. I see journalists of color having the most success in terms of being racially diverse. But, you know, I think it's something that everybody

needs to improve on so I wouldn't say that the industry is by any means... has achieved what we should yeah.

ALD: So how will we know when we've gotten where we're trying to go, how will we like like if you were to give us a grade right now, one to 10?

Subject 1: Like a two or three. I think we're definitely bad at it. Again because it's a difficult thing. Yeah and I think a lot of focus has been on race, which is huge. I think gender has kind of fallen to the wayside, although we've been having that conversation for a while. But I mean, I think yeah, I think when people think of diversity, a lot of the times they focus on solely your race and again like not to diminish that like race is huge. But, like a said earlier, I mean, I take an interest in the in the people with disabilities and a lot of the times when you when you call somebody with a disability it'd be like, there was a guy interviewed who he said he was telling me with blind. You know and you'd have to tell them like. You tell me like... what will work like you just have to tell them you're committed to working around that. Like we will work around you, we will accommodate you. Please tell me how we can do this and... You know, someone who's working through an interpreter. The language barrier, like, how English media better cover...I didn't like I don't want to diminish being more racially diverse but, that in itself is a huge task. I don't know what it would look like, for us to be like mission accomplished in that, but hypothetically if it wasn't mission accomplished dumb race I think there's so many more things that we need to do in terms of diversity. Because you have gender, you've got disability, you've got immigration status. But, I just think diversity is greater than race. And I think, even if we were, again, "mission accomplished" on racial diversity, which were far from, there's so many other things. There's background for this like huge conversation among like journalists and

paid internships this week right like for some people. Yeah well, I mean like if you have parents with money, like and you have a like and yeah if you work hard you live at home, “you sacrifice some things, man like that's how you do it,” and you know if you have, if you have the support system yeah it's hard work and sacrifice and you don't have that you don't have money like, if you like don't have family to stay with like then it's like a completely different thing. And so just being able to like I think it's very hard to view things like that and to not get defensive and be like “well, you know I did it and it worked for me.” Like, “why doesn't it work for somebody else?” Well because their background is completely different or support systems completely different. They give you the same gender as, you the same races, you have the same ability level as you. You know income level has just a huge impact on things. So, yeah I think I think if we ever manage that, somehow achieve like a good racial diversity, I think there would be other forms of diversity that we really need to tackle that aren't in the spotlight right now.”

ALD: So let's talk about women in coverage, I mean how, how do you think overall at your station, women are portrayed as sources.

Subject 1: I feel like that doesn't get the same attention as racial diversity does in terms of the effort put into achieving gender diversity. It's just not in the spotlight as much as racial diversity. I feel like there's several obstacles. You know, one: women are not as present certain fields. You know, when they are present they face additional obstacles themselves. A lot of friends are like primary caretakers and sometimes it's harder to like get access to women, you know. Sometimes they're balancing more than maybe some other male colleagues, so you may run into more like I gotta pick up my kids. I think within the media we're not paying as much attention to gender diversity, as we are to racial diversity. I think that when we do pop it on TV they're more likely



to be criticized, I think, even when we don't put them on TV like if we put out a story about something happening with the kid it's always like, "where was the mom?" Like, maybe the dad was in charge! Why are you assuming that, like the mom was supposed to be in charge at that particular moment? So even if they don't even appear on TV like you have a story involving a kid, who has done something or been neglected or whatever it's like... So I think it's hard because they know that they're going to be skewered more than men would be. You know, you put in like a video of a guy being a good dad and it's like hearts melt you know you put on a video like a woman, being a good mom that's just like what she's supposed to do, like oh my gosh just being a mom like kudos to her., I go. I think I keep mentioning the politics, because there was a female political professor who has posted about women... So I reached out to her probably like a year ago, or so, because she started the thread about trying to promote female experts, and so I messaged her and I go to her, I'm like, "here's the thing...when we need to find somebody like sometimes it's like the first person who calls us back so I need your cell phone number or I need like you need to tell me like...if this is something that's important to you, like you need to tell me like what's the quickest like the fastest way to get in touch with you?" And so I got that information from her, she also gave me some others, some other women in different fields and I got you know contact information for them. But honestly, like the first time that I had an opportunity and I reached out to her she had childcare issues. So, again that's something that takes work and there's obstacles. In the media and outside of the media, that sort of contribute to fewer women appearing as experts. When we do school issues like we're all the times it's the moms or grocery shopping issues at all times it's the moms. Some of that is, I think is resorting to stereotypes, some of it is that women, I think, feel more comfortable talking about childcare issues that's like their role society is assigned them and I think it's easy to go with what society

expects of you, as opposed to like again putting a guy talking about groceries or schools or something like that they might get more public criticism than a mom when so sometimes when you're kind of like playing to role... I think the public perception is not as harsh.

ALD: What would you like to see, I mean well let's let's say that you gave racial diversity, a two or three What about gender diversity on the scale of one to 10.

Subject 1: In terms of like our effort behind it, or in terms of.

ALD: The end product.

Subject 1: End product. Three I mean, I think one of the things that's really helped is having more women in different fields, a lot of women have invaded male spaces, male fields where it used to be like impossible to find...you know, yeah. It's like why even bother? You know, it's like if you're going out of your way to find a female in like a male-dominated field. You know, like if I wanted to interview a teacher most teachers are women, you know, and so, if I don't know... that I would put a bunch of effort, and I was doing a story about men in the teaching field like obviously if a male is available to interview is like great. But I don't know that I would be like we really need to find a guy to talk about this...like most of them are women. That's just ...that's reflective of that population and people and that's what you're aiming for, like to be reflective of what of how the population is. You just want to reflect what the actual population is so um, so I think the fact that women have risen in their fields, you know that they're more female CEOs and there're more females in traditionally male environments. I think that has been the biggest thing that you just find it's easier to find women, they just exist or in those spaces. So maybe a three I mean. It's one of the things I get really frustrated about, but I do think that we try in the media, I

think, media has gotten more female-dominated. I think, on the ground level in terms of producers and reporters, I've seen a lot of women in the media throughout my career, but I think more recently i've seen more and more women in the news director role, which steps things up. That's changed a lot of things. So for me, I think a lot of that is from...is external to journalism, as well as I mentioned, like forces outside of our control that we need to be aware of, understand and work with. I think there's been a lot more understanding recently to have like childcare issues. Trying to work around stuff like that, but in terms of working with employees for their late want you know, like issues that I face because I got kids and once you start doing that extends to how we treat our sources, you know, like if my company's understanding of me having kids and finding ways to work around it and i'm like, "yeah you know I need to do that for my sources," I need to do that, for you know, the people who I am interviewing.

ALD: So last question. If you're talking to young journalists let's say an intern or someone in their first reporting job. What would you say to them about how they should approach finding diverse sources for their stories?

Subject 1: I would say, when you find someone who's great to interview on a certain topic don't stop looking for more. Don't keep going to the same well. You know it's great to find someone who's like who will pick up the phone and respond to you and be willing to go on camera, and it was a great sound bite, but just keep looking and to try to like look at the people who you put on TV and flag where the faces look the same. I'd also just try to like encourage them to try to get comfortable outside of whatever race or gender they are. Like certainly you want to advocate for your race or gender to make sure they're represented, and I will say like and I sort of speak for myself in terms of being someone of like a mixed background I think early on in my career. I

would tell them to like represent their full self to try to represent their full self as best they can you kind of you get a sense and depending on how open your management is you get a sense of like how welcoming that is. But try to bring your whole self your whole life. I would just urge them to be very aware of like what aspects of themselves they are bringing and to try to represent their full self. Because, if you look around and nobody looks like you, it just means that it's like even more important for you to be there. So much of us wants to belong and fit in, but it's the parts of you that stand out that are going to be most important. But just because you're not black or disabled or a woman or man or whatever like doesn't mean you're not going to cover this populations, and you have to like be able to understand. Just learn and be open and like ask them questions. Like... "what do you mean?" or "can you explain?" or just come from a place of humility. Don't come from like, "I'm better than you are. You're talking slang and could you please be clear?", like... no it's your job to learn how they speak and to understand them it's not their job to adjust to your level of understanding or your preferred way of speaking. With the disabled Community, asking... and not like, "I need to put the MIC here", or "we need to do that." "Help me. I want to include you." Again, come from a place of humility, "how can I include you? How can I work around this? Teach me... how the deaf community, how do you... "like, obviously, like if you're deaf or blind, you have to communicate in a hearing and seeing world so like let them teach you and how they do that, and then you know what you need to achieve, you need to capture their sound. So, like, how can you, you know when they explain to you like, how they do it listen and then try to figure out like how you're going to you know capture the audio how you're going to capture the video. Think outside the box. But don't like discredit don't like just not use somebody because it's uncomfortable and you don't understand like how they speak or like it's not going to be traditional. If somebody is using an interpreter

- “how do I do that? That's a little weird. I'm just going to find somebody who doesn't need one.” That's very tempting because it takes less time and it's the easy route, but in the end if you're talking long term... going to benefit from being able to use all these different people. So yeah, bring your authentic self as much as you can safely to work. Find ways to learn about different communities, approach people from a place of humility, know that is your job to come to them and to learn their way of communicating, not the other way around. And then just revisit who you're putting on TV. And in what areas again like when you're talking about gender diversity in the teaching Community it's not just because it's predominantly female like you know that's not something I would flag, but if you see the same faces popping up ask yourself why. Why is it the same faces? Is it because that gender or race or whatever dominates that field? Or is it because of something that i'm doing? Or is it because of something that exists outside of what I'm doing? Is there a reason that if I asked two men and two women to interview, the two men are saying yes and the two women are saying no? And to realize that just because something isn't your fault, you know, it's not my fault society is harder on women and you know and it's not my fault doesn't mean that it's not sort of now your responsibility to try to make amends, and to try to put in that extra work. And it sucks. It sucks that journalists are overworked it sucks that we're short staffed. It sucks that we're short on time but I feel most of us got in this business to tell different stories to meet different people and so ultimately that's part of the job. It sucks that managers don't invest enough time to do that. You know, but I think, as long as we're trying as much as we can, whenever we can you know that's the path to progress.

## **Subject 2: Black male reporter, Large Market (1-25)**

ALD: Does your newsroom endeavor to include diverse sources in news coverage?

Subject 2: That's a good question, and I don't know a direct answer. I'm not certain that my newsroom and its editorial leadership focuses on ensuring there's a sense of ethnic, racial gender etc, etc diversity in quote unquote "sourcing." That is a very good question. I don't have an answer, because I don't... I don't recollect ever having that conversation regarding making that a criteria for news coverage.

ALD: Okay, so i'm going to skip ahead and basically say this question - does your newsroom have any policies in place to assist with that? The answer is probably not.

Subject 2: Probably not.

ALD: What in your mind constitutes diverse sources in news coverage?

Subject 2: Diverse sources constitute for me people, men, women, who are from different backgrounds of life so be the regional within the... the communities in which we cover racially, ethnically, gender, their religious ideologies, diversity means all of us so that's what it means to me.

ALD: So, have you had any discussions with your news management about using diverse sources in coverage? Whether they initiated or you did.

Subject 2: Absolutely, over the years I've been in newsrooms, not only this one, although, I've been here longer than any place else I've certainly had the conversation about instances where I believed there was a lack of showcasing diversity and coverage and using the sources and the the priority of making sure that our source accessibility is diverse I've had that conversation before, certainly.

ALD: So, would you feel comfortable walking me through how that conversation went?

Subject 2: Well, I'm trying to... I'm trying to showcase a specific example because I... again... I've been there a long time... 25 years. I believe that, for example, maybe it's been over a decade ago. If we're doing a story about the stock market crash or the recession, or what have you, that when we typically... In this newsroom and others that I've seen... go out seeking individuals who have expertise in economics, finance, the stock market, what have you, there's a tendency to go to what's already sitting in the rolodex. And once you see those individuals on TV... Literally they are the same people, year after year story after story. And so I'm just mindful of what that looks like and what that reflects who the... we deem valuable and credible in those roles. And so I've said, "why can't we find other people?"... be more... You'll hear me say this word quite a bit, Ashley - why can't we be intentional in doing this, to ensure because we're sending... I believe we send messages to a viewership about who is of value... if you continually go to the same broker, the same financial analyst that you've used over and over again, and if you are intentional and you have... value of diversity... Then, that should be part of your rolodex that... that should be part of the mission. So that's the kind of conversation I've had... is just sort of reactionary conversation once I see it - to suggest that we do better in my view.

ALD: How would you characterize your efforts to include diverse sources in your individual stories?

Subject 2: I'm intentional. I've done this for a very, very long time, and I, we, the power that we have as a media entity, a news operation, the power that we have to tell people every single day, who is of relevance, what is relevant when those decisions are made, I have to be intentional, at

least for me. I learned about 25 years ago that, if my voice is not at the table, is a complete waste of time. You are taught in journalism school to be objective.

That's a lie. Objectivity has little to do with the subjective decisions that are made in my newsroom and your newsroom at nine o'clock in the morning every morning about what stories are relevant and who is relevant. The key is to be balanced and fair. So, I've learned to not be so...objective to me... means to...I don't care, well, I have to care about what kind of images and messages we are sending when we report these stories and part of that in American culture. Is ethnic, racial, gender, etc. diversity and showcasing who we value and stories... so I think I'm answering your question. For me, I am very intentional and making sure that I take the steps to showcase that diversity.

ALD: Okay, so here's where it gets to the heart of my research, because I agree with everything that you're saying, I think the research that i've done has found that. We tend to default to certain people and the Community. It's not representative of the community at large, and when you don't see, you know, a black woman as a CPA you assume there aren't black women CPAs and things like that, so what i'm trying to figure out is how to create a guidebook for journalists, on how to develop sources and make sure that they're including them in their coverage so. What is your process for choosing those... finding those diverse sources, because you know a lot of the pushback in a lot of newsrooms is going to be well you know this was the guy who answered the phone or this was you know.... the person... so how do you go about developing those sources and getting them?

Subject 2: You... do you value the Community in which you cover? It's pretty simple to me. In other words, with... with the technology we have today with Google, I mean you can literally put



in Google [city] black accountant.. and find one. You could put in Latino [city] dog catcher and find one, it is of what you deem relevant and value, so I don't mean to be facetious about it, but if you value it... When I came to this city to [city] in [year]... I went to the black Chamber of Commerce to a luncheon. I found that they had a resource of every black owned business in [city]. And the old days, where it was a book. I also went to the barbershop and my Community because someone told me where I could go get my haircut and where else I could go and whether the businesses minority owned businesses where I can find menudo on Sundays in the Latino Community because it was a value to me so they...it's not a short search...it's.. just has to be a search that you find relevant. You just have to put the work in. It...it... and I don't... I don't care what business what industry, whatever... I mean.. I did a story here...Last fall, I believe. If you look at [city] I because I covered [city] a lot actually...the... the mayor, the city manager, the police chief... the fire chief... the Sheriff of [county] are all African American. So it's... it's... they're not diamonds in the rough anymore. It... in every private sector entity of issues that we cover...issues are relevant, the issue is how was that rolodex in your on your assignment desk for your producers, for your reporters, how was that cultivated from the beginning? Those... those folks I don't believe are intentional by omitting certain people...they just did what they always thought everybody else did. it's sitting there. So your leadership has to decide that it's important to diversify that guidebook in which you want to cultivate. So for me it was simply just going and talking to folks now i'm not a churchgoer, but I would submit to you that, in the tradition of many African Americans, who also in the world of the news business on Sundays...they... their social life revolves around church congregations and there are that centerpiece of that social life and that congregation has people of every walk of life every professional teachers. Specific servants, you name it and so it's... it's no different than how you cultivated the list you have

those... those individuals and think well, they have to be white men. Only that's just what they were comfortable doing and that's what they've seen once you become intentional of the value of diversifying that guidebook... it's not hard to do. Does that make sense?

ALD: Yes, absolutely absolutely alright so... you're talking to a young journalist, how would you, you know, an intern just or someone in their first job, the smaller markets, sometimes it's harder for them to feel comfortable reaching out to different communities. How would you recommend that they approach finding diverse sources for their stories?

Subject 2: Young reporters today, frankly, have an easier...in the 40 years I've done this job...we, maybe make the debate, the argument that well I can't find that level of diversity in this field, or this profession, etc, etc.Maybe that had some semblance of relevance 40, 50 years ago, today, I would submit to you that those.... same young journalists and their own lives are much more diverse in their social settings and, most of us get... I start with these...These guideposts of access to people in your own social setting where do you live. Who, who do you hang out with on Wednesday night out, you know where are you in some sorority or fraternity when you're coming out of college, even those things are much more diverse now than they were when I was in college, so I would tell them it's the same storyline that I give all the time. Are you... is this relevant for you, once it's relevant that you say...I need to go talk to someone about the growth of coffee shops in [city] that there are... umm...it's the fastest growing industry or local breweries or coffee shops, I know that some young reporter is hanging out at some place that has that. So access that place and... and be intentional. Do you see any diversity of ownership or like that maybe that's the story, too, but yeah it's the... the biggest power we have in what we do for a living is a question to ask. I don't care where you are... if you're not asking the question about

where you can find those individuals to diversify, then you end up with what we have. That's all it takes for me is to simply go out and seek it. If it's valuable, you go seek it and add it to the pot. That... that's what...that's what I would tell them.

ALD: So who among your colleagues in local news, either now or people that you see... that you've worked with before...who do you think excels at that... at finding diverse and using those sources in their ...in their stories?

Subject 2: I watch a lot of news. like I watch a lot of local news... and i've been in this market for a long time, from a TV station standpoint I believe [local competitor] right now has showcased it in their coverage. It's in... they can I just feel it, I can tell it's more intentional and kudos to them. That's just from my as a as a consumer of local news I can see it. That ...that's my first reaction and in terms of a reporter or journalist showcasing it [local competitor] is...he's probably the ambassador at showcasing the diversity in all facets of news coverage ...has been incredible at it. And then I'd say me. (laughs) But yeah but here.... here is one of the challenges with that Ashley is that how people deem people of color in these jobs. We shouldn't be so focused on what i say... what I'm bringing to the table...my value added to bring it to the table that it becomes to the point that i'm the only person doing it, in other words. Hey... we need black history month covered... oh let's let [Subject 2] do it let's let [Black reporter] do it. I've always said and I've done this for 20 some odd years here...that I'll just almost guarantee that I will be covering the Martin Luther King jr holiday. Well last time I checked, the King holiday is a national holiday and American holiday and why wouldn't every other general assignment reporter, regardless of race, creed or color be able to cover that story as well? Now I do understand I may bring a different perspective to that table, but I've covered everything I was a young reporter actually...in

the early 1980s, they sent me to a regatta and I said that's great i'm going to a regatta and I turned to the photographer and I said what's a regatta. Because I did not know what a sailboat race was. Ignorance is not a liability in this business, if you have the power of asking the question "why?" "Who?" ....you know those kinds of things and they didn't have any reluctance sending me, so why would there be any reluctance in showcasing for all of us, because that sends a message too. That's a long answer to to some of your stuff but to your question, but that's just how I handle it.

ALD: So how do we know when we've gotten where we want to go, how do we know when we've reached a point where there is an equity in coverage of gender and race, in local news.

Subject 2: I believe ummm.. Equity... being equal is showcased when you don't see a difference... and i'll give you a ...and I point to ...[competitor] as an example, maybe a year or two ago and local news I noticed it, but I, but I... I stood and applauded when I did notice it. There should be no difference because for generations, it has always been the standard just the opposite, I saw a day of coverage at [competitor] where all the anchors on the desk or African American. I don't know what the circumstances were. I don't know what the situation was but I saw it, and I noticed it. And when i'm... when I use that example is ...that shouldn't be something that for me to say (gasps) "oh wow! Look! They have all black people up there," because for generations it's been just the opposite, no one looks twice at all white people. At my TV station, to this day. That was... that's the standard fare in terms of their primary seats. The... so to answer your question I looked at it this way... and i'm very direct... in Washington, D.C. and Chicago, Illinois and Atlanta, Georgia in Houston, Texas major urban markets TV markets and TV news what could be the problem with having a representation on your anchor desk with your weather

person your sports person so on so forth, be people of color or ethnic minorities, because that actually reflects the viewing audience and so that's where for me how you showcase where it becomes equal when it's equitable...that no one has to do a double take when there's more than one sitting on the desk. That the standard bearer is no longer, "Oh, we can only have one" and that's gone on for far too long. That... That would be my example of showcasing that we don't have to... when ...when the general public doesn't think twice about not necessarily seeing what's defined as the majority group sitting in the majority seat. In... in [city], for I just did this earlier this week actually I said...We fail and our coverage of geographic communities [surrounding cities] and, specifically, we fail...and showcasing the voices of people from south.... of a South Asian descent, who... people who are originally from the Middle East....those who have carry a different faith, who may not be Protestants, Catholics Catholicism is the majority of the population in the [city] area now. Muslims are people... who are faith... of either Sikhs or Islam are steeped in the fabric of what we do every single day in these communities and we don't showcase it and how we cover the Community.

ALD: And that's going back to your point about being intentional right, I mean we have to be going out finding...

Subject 2: That story.

ALD: In those communities and and and showcasing them.

Subject 2: In the business, the business, the business model of news coverage...has... has dwindled to a point where it is harder, because you don't have mobility in the COVID era.. you know, etc, etc, but if you're intentional to say... we've got a... ice on the streets it's snow... big

storms are coming we've got to be out there to cover it why can't you say well why don't we go to [city], why don't we go to [city] ... What... why aren't we in [city]. Because I guarantee you if you're in those communities, you will find a diversity of people then versus you saying "Oh, let me go down to uptown because that's where my apartment is." And there's a critical mass of folks at [popular area] and that's where i'm going to get sound. it's... it's where the usual suspects are, and if you value diversity and news coverage you can't just go for the usual suspects.

ALD: Yeah. I know that you know anytime that I have so I started my research by looking for you know examples of you know they tell you, you got to do a literature review so you've got to find out who's who's covered this subject before who's covered, you know diversity in media, and you know issues and lack of coverage and things like that. What I found is that more and more in the past 10 years I would say, there has been an emphasis in diversity within the newsroom. There's there's you know a lot of emphasis... on... on hiring more diverse voices to bring to the table and that kind of stuff. My personal experience is... it's still a bunch of white guys at the top. You know. Fine, if you want to hi... like you're hiring people, but they still work under the..the white guys sitting at the big table having the discussions about everything.

Subject 2: That's right. That's right.

ALD: And... you know... until you have that representation in there, you know it really doesn't...you know... we're just all working for you.

Subject 2: Well i'll tell you there's... the... the fascinating thing about it, I call it the psychosis of coverage and what I mean by that is even people of color.... if you if you talk to.... you know I would...I would reach out to National Association of Black Journalists, National Association of

Latino journalists Hispanic journalists and others to see if they have resources to talk to you about that topic, in particular, and what I mean by that is the psychosis of Black managers in newsrooms and TV stations who once they reach those positions feel pressured whether it be internal or external to showcase diversity, because then they would be perceived negatively because they're doing it ...versus what the traditional general manager, President, news director looks like and what they're doing. And so, other words, we don't even talk about that ...about oh we've got diversity Look, we have a Latino news director of GM we've got a black i've had several female news directors, I had a black female news director who's now in Los Angeles, and I don't know if she would ever discuss this, but the logic that Diversity is on her priority list.... I would submit to you...would feel a little bit more uncomfortable because it's no different than me covering me MLK... well that's what you're supposed to do. And so, once you start doing that you know... there's ...I see that there's certainly been some changes and I always sort of go back to seeing the ...the diversity i've seen at [competitor] but I always have... I have old friends of mine who's in this business and.... name... shall remain nameless... won't mention his name, but he used to say I this was maybe 15 years ago....”Oh, I can't ...I can't put her on the air because she's got braids,” and if... “if I hire her it's going to be an issue.” “I'll wait til the other guys hire her so it won't become an issue.” And those kinds of internal realities aren't really discussed. When you get.... when people of color get to those positions of power... Who has... who still has a Latin accent because their first generation a Honduran who's used to work at telemundo or Univision and then transition to mainstream and they're worried about what someone's going to think about their coverage. When I first arrived at [my station] we had a medical reporter... I won't repeat his name... and the county health epidemiologist was a man who was of Ethiopian... he's Ethiopian American. And he had a thick Ethiopian accent, and he

refused to interview him because of that accent and I argued that... I can understand exactly what he's saying. You may not be able to, but he is the health authority of the county so it's a moot point. If we're over supposed to be doing our job he's the person we need to be talking to, and so I would submit to you that he would never do that to the health authority whose first generation Czechoslovakian. We... and it's showcased in that manner so yeah I think that. The guys who still have the power... Who do they value and what do they value? But there also is some pressure on ...on that diversity that's getting into those positions... who don't want to be, if you will, the civil rights leaders of newsrooms because that's how they're ...that's how they would be categorized. I think we don't... we don't talk about that out loud.

Subject 2: that's ...that's... that that's why the culture of a newsroom has to... has to put it on paper that this is... the old news director [my station]...was good at saying .. “this is who we are, these are our priorities” you know.... you know ...breaking news, weather, you know, etc, etc, Most days, today it is you know...whatever flies. There is no.... there's no direction, there's no focus, there's no value. So until you get someone like that to run the newsroom, then you can't showcase diversity and value of sources that are diverse. If it's not a priority, if it's... if you don't recognize it as an asset.

[section redacted - irrelevant to current study]

ALD: Good, I mean I that's... that's part of the reason why I wanted to do this is because I feel like I have these conversations with my friends and with you know people, and I think that a lot of... A lot of people don't. And a lot of people live in their little bubbles, and they think that ...you know all my friends would never say or do anything like that, so that doesn't really happen. And um and that's...that's why I want to, I want to do this and make it apparent that



...that you know... there's representation... of you know there's... there's a Latino you know heart surgeon there's a you know, a Middle Eastern I don't know hedge fund manager they're...making sure that all of these people realize because the representation that you see of people on the news right now is not representative of what the Community actually is.

Subject 2: There's... there's no question that part of...at the heart of it ...is... you know, the news business is incredibly incestuous and repetitive, we think of the... the ultimate era of the news businesses but they call the Edward R murrow era...the Cronkite era, the days of after World War Two and to JFK was assassinated and we define those as the special periods of excellence in journalism. I would submit to you... look at the facts, how would you define their coverage there do these their service was truly reflective of who we are, as a nation, when all the people doing the news coverage were white men in hats who all knew each other. How in the world does a guy get into a press conference and shoot Lee Harvey Oswald standing next to other reporters? How does... How does that happen? Because it's ...it's a...it was a fraternity. So.. so I'm not confused with the logic that... that was the greatest era, but it's ..it's... it's repeated that it's the greatest era, because it's a reflection of who we valued as providing the information. I always say about...I'll use an example about who we anoint. Billy Graham is considered you know America's Christian leader Protestant leader... was the late billy Graham. But we don't talk about the fact that for years, for decades... Billy Graham was a staunch segregationist...That he did what most of the rest of society did... he changed, he evolved, but ...but which one is more newsworthy about the issues of being the voice of religion for the masses without doing God's work for an entire population of people in the country. So that story was never covered because no one at the table raised that as a newsworthy issue. Because those people weren't relevant. And that's what i'm talking about.... Is who's at the table deciding what's relevant? And then ...whatever the story

may be, whatever the topic may be... be intentional to say, “can we make sure in our coverage that we're responsible enough... responsible enough to make sure that our coverage we're making an attempt to make sure that the coverage reflects the people,” and the history of it is...is that no that's that's never been the case. And we're... you know we're inching toward it because it's depending on the newsroom...Some newsrooms at the national level have decided to find their lanes and only cover their lanes because it makes money. Hopefully that won't you... know dilute down to the local level to say only... but you're a producer, you know we talked about demos and you know... this quarter should have this much news all of those kinds of things that using news as a marketing tool as opposed to a public service tool.

[Section redacted -- irrelevant to current study]

Subject 2: I did a story two weeks ago about vaccinations and the lack thereof in a certain area, my photographer ...don't think so... I don't think he did it purposely or whatever... we were shooting a [city] neighborhood... where they were targeting of... registering older black citizens. And he showed two, three seconds shots...a Black male... his pants sagging, he was walking opposite direction. I didn't even think about it...didn't even see it because we don't we don't work together. He received a call because someone... had to have been more than one person... called or emailed the station indignant about using that image as a reflection of that community and said, “you did it purposely or you did it with ignorance, and you should know better.” And the good... the good news about that is... the station responded. They let the photographer know. They didn't call me ...the photographer actually called me about it, but those little things are indicators that whether it's reactionary because someone has complained ...hopefully that

transitions into being proactive and how we showcase stories every single day. And there, and so the people themselves, the Community themselves, maybe the best monitors of this.

**Subject 3: Black male reporter, Large Market (1-25)**

ALD: Um, so first does your newsroom endeavor to include diverse sources in news coverage?

Subject 3: Yes, we do. Do you need me to elaborate or...um yeah we do a...We keep a tally a weekly tally of the sound bites that we use in our newscasts by gender demographic you know where you know where they live. And by race and ethnicity, as well, so overall from a newsroom perspective, yes, we are.... we do endeavor to include diverse voices in our newscast and stories.

ALD: Who... who keeps the tally? Like, who keeps track?

Subject 3: Managers. News managers. I'm not sure if it's an EP because we have three or four that work throughout the course of the day, but I know it's it's a log that basically a record that has kept us as we try to like I said, ensure that we're getting a diverse range of voices in our newscast.

ALD: Do they share that internally?

Subject 3: Uh, not... not regularly. But it is something that is brought up from time to time amongst us. If.. I... if I were to ask for it i'm sure I would be able to see it.

ALD: Um, what, in your mind, constitutes diverse sources in news coverage?

Subject 3: Um, I think for... for me it, it depends. I think, on its surface, obviously you want to have a mix of you know, male, female, different races, ethnicities, if you can. But I also think,

depending on what the story is... um ...sometimes you know... diverse... diversity of voice may not be a racial difference. If i'm doing a story in a neighborhood about a you know, a neighborhood issue... i'm... i'm you know limited by how ...what the makeup of that neighborhood is, and so, then I would try and Okay, let me see if I can find a man, a man and a woman, let me see if I can find a renter or a homeowner. I think there are certain ...there are certain ways to go about reaching that diversity. Um, and I know personally, i've tried...I've tried to do it as much as I can, but obviously you know you are constrained by your deadline and things like that. Um, so yes, I think... i'm sorry What was your question, one more time?

ALD: What constitutes diverse sources?

Subject 3: yeah so...so yeah. I mean i've yeah ...so obviously like I said on its surface, you know just visual differences that you can see, but also um, a diverse people who can give you diverse perspectives on the questions that you're asking ...I think, is also important, and you get at that, by making sure you get to choose who the people you are asking them to are so it's up to the reporter and try to find those different perspectives. And I like I said... I know it differs from story to story, but I think within every assignment that I get there is a way to get a diverse range of voices in there.

ALD: So walk me through how your news management encourages reporters, newsroom in general, encourages the use of diverse sources in coverage.

Subject 3: Um, well I guess i'll... with the most recent example just being with the pandemic, I think we make... make a point to discuss and explore issues of equity, you know, be it the response, or the impact of the virus is having on communities of color and by pursuing stories

like that I think it is somewhat baked into the cake if i'm doing a story about how the virus is... is disproportionately impacting black and brown folks. My diverse...you know perspectives are going to come from the black and brown folks that I interview and it's also making sure that if i'm doing a story about vaccine hesitation amongst African Americans... i'm going to make sure that i'm talking to a black doctor. We... in throughout throughout the course of the epidemic... i've been very impressed that whether it's a medical doctor...you know, a psychologist talking about mental health issues ...that we are constantly endeavoring to find people who looked like the Community we cover. So again, using that black doctor, you know we're talking about mental health for for for teens in the story is focusing on a school and in the black.... and black neighborhood we're going to try and find a black psychologist. So I think that's some of it, some of it, yes, is baked in, but I think it's also we recognize that it is important that people. Hear from folks who look like them and see you know you make it to the whole positive examples of young kids being able to see people who look like them in positions of authority and power and talking to those folks. So I think I think we do a pretty good job of making sure that it is something that we really ...really try to ...try to accomplish and, especially, you know it's it's i've only i've been at the station since [redacted date] and, obviously, a lot of a lot has happened in terms of how race and issues of diversity, get covered, and so I know just from my experience that there has been a real shift in recognizing that it is important to hear from those people, but also making sure that you are pursuing those people. It's one thing to just talk about an issue impacting black or brown folks. But if you need that expert interview person, we recognize that it's important that that person be you know, a member of that community. If the... if it allows... obviously again ...we're under pressure of deadlines and things like that, but I know if i'm doing a story about African American health.. i'm ...my first priority is trying to find an African American doctor.

ALD: So that's that's your personal priority, or you think that's the priority of the news management as well?

Subject 3: It's... I think... I think it's both. I think it is both. I know we have... whenever we do talk about you know ...hey I have a story idea about black mental health and suicides... rate... suicide rates being up... our... my EP even my up to my news director who's involved in our morning meetings will say, "hey let's make sure that we find a black psychologist to talk about these issues." So it's something that is very...very top of mind, and it has its positives and negatives, which I won't get into but, unless you asked .... So that's kind of where we... kind of where we are. It is... it is kind of a top down, I think reporters also understand and this comes from having a diverse newsroom that we need to find people who look like the communities that we're covering.

ALD: And so, can you walk me through some of those discussions that you have with management? Obviously, you say that you do talk about it...So is that, like a one on one conversation? Do they have it within the editorial meetings? Walk me through some of the conversations that happen in the newsroom.

Subject 3: So if it's... if it's a... if it's a story idea that's being kind of bandied about then it falls to a couple of different people within the room, if my news Director is... who is the one that's brought up the idea and saying, "hey What about this," and then it kind of turns into a robust conversation...then ... then certain people will bring it up. I know ...I knew as an African American reporter, and our African American producers, they will be sure to chime in on it, so it is... it's kind of a ...it's a case by case basis. Our editorial meetings...our management tries to

make them as short as they can be... so when... when it does come time to have a conversation like that... i'd say 60% of the time they're probably happening between the reporter and their EP or their producer... um ...about you know just what sources to use and things like that and... and to make sure we're cognizant of... you know... who we have speaking on ...on different issues even who the... who the focal point is in the story uh... is you know something that are part of part of the discussions that we have. But I think ...obviously on the front lines it's... as soon as you get that story assignment and if you have those thoughts in your head and it's kind of up to you as the reporter to say ...okay... how am I going to make sure I have a diverse, you know diverse perspectives in the story? And then you know, there have been times, where I say... i've gotten this interview, this interview, this interview in my... my new EP will say, "Well hey you know were you able to find a you know, a person of color to talk about this?", or you know, "were... were you able to find um ...you know, a renter compared to a ...to a homeowner?" You know, someone on a... on a lower socioeconomic status, you know, maybe not an English speaker. I also think one thing I didn't mention was the fact that we're a dupoly with [Spanish language station]. We're constantly thinking ...Okay, is there a way that we can get Spanish sound here ...and so that is also helping us diversify our voices...the voices in our story, because those are obviously people we're going to use in our own stories if they speak English, but then there's also that added bonus of..."hey Can you also do a story for our sister station?" You know and.. And ...speaking in Spanish language. And so that... I... that I think has also kind of put diverse voices...a diversity of voices ...and those aims kind of at the forefront of what we do on a daily basis. So again... it's kind of those things where it's a little bit ...is baked in... but ...a lot of it just kind of falls to us as individual reporters and managers to make sure that we are pursuing those voices and perspectives.

ALD: But you would say that the news management is making those priorities on a daily basis story by story?

Subject 3: Yeah ...yeah and I think it again, I mean ...some of it is, I think some of it is conscious, I think a lot of it is conscious...a conscious decision on their part to make sure that we are doing it, but obviously some of it is also just the...bared out by the market, I mean we're covering [metro area] a lot of our viewers are suburbanites.. you know white middle upper class folks... you know, there are... there are obviously pockets of you know, heavily minority communities and Spanish speaking community and things like that... but then also ...you know you go across the board in [area of market] when the largest African American counties in the country. So you know you know you're going to have a certain... certain types of voices and issues and stories coming from there and then you've got [county] which is a pretty good mix. So a lot of it is kind of like I said that the geography kind of dictates what kind of diversity you're going to find. And that's why I say it's important when... you know ..Okay, if I am in a black Community ...where is the diversity amongst that group of.... group of folks. And it's about pursuing that... um, you know when there is just I guess on its surface, you know... a black story about black issues for black people.

ALD: So does your newsroom have resources available to you as reporters or policies in place that assist in including those diverse sources?

Subject 3: Um... Ii'm sure ...i'm sure there is....is it... is it documented? I wouldn't know um, I think, with just the experience of our desk managers, if I call and say hey I need somebody to speak on this issue... then I will... I probably wouldn't have any problem finding that person



through ....through my manager. I don't know if it's something as concrete or tangible as a list of resources. I think it's just the built-in knowledge base of the... of the folks who work there are the ones who would have that information, I will tell you in ....our ...we have our , you know, our desk binder which it was obviously ... a majority of that information is pios and different things like that, but I know some of it is you know if you've got a financial story, here are some folks you can reach out to. If you got a public safety story here's some you know former law enforcement officers that ...that you can speak to, and I know ...you know just kind of use that as an... as an example um ...whenever we're now, when we discuss issues of policing...they will endeavor to make sure that if, you know, we get a former African American officer...if we have white officer talking... just to be able to again allow that perspective that voice to come through in a story. That may be, you know, that we're... there is an element of race or you know there isn't an element of diversity in there, that you have to recognize and that you can't ignore. Yeah to answer your question I wouldn't say that it's a you know... I can't necessarily pull up a document and say here's a.... here's a black doctor that we go to or here's a Hispanic, you know, accountant that we've talked to in the past, things like that.

ALD: So that... that kind of gets to my other question is what resources do you use for finding you know...

Subject 3: sources and contacts? So... you know if I need... So i'm you know... i'm looking... i'm doing a story about ...you know... how they're going to try and get the vaccine into the hardest hit communities, you know in [local county]. The person that I would call is the guy who works with the county getting into these neighborhoods to increase the amount of people going to get testing and now they're working with the vaccination team, I called him and said hey and say

hey, “Do you have a resident...do you have a doctor... somebody that I can speak to who might be experiencing, you know, this issue that i'm trying to do a story about?” I will look in... if I know... if i'm looking for a doctor of color I ...i'm ...as a person who lives here, I know where the communities of color are so I will look in those neighborhoods. So some of ...some of it is ...yes, actually doing the reporting and finding those resources on your own. But I know if I ...if I call up my, you know, desk manager and said, “hey i'm looking for somebody who can speak on topic X,” they are going to be a wealth of knowledge in terms of giving me folks who I could potentially contact and if I said, “oh hey, by the way, i'm looking for an African American accountant...somebody who specializes in African American Communities”, then they will also know that information ...so those resources are available to me as well, but again, some of it is just you having to do the job yourself. And, and you know as you go about reporting of the story ...trying to find folks... best fit the... the story that you're doing.

ALD: So let's say you're talking to a young journalist, an intern, or somebody in their first market...those smaller markets tend to be ...probably they're not as comfortable reaching out to different communities that kind of stuff. What would you recommend to them for finding diverse sources for their stories?

Subject 3: Um, Well, first of all, cast... cast a ... as wide a net as possible right, but you also have to know where to fish. So if i'm looking for...let's say i'm doing a story about diabetes within the African American Community and I know that there's not a lot of black people where I live, well, maybe there's a black church ...start with the pastor of that church because he's got an ocean of folks who will potentially be your sources. You have to go, you have to go to where the people are. You can also I mean Google was a hell of a tool. There's a lot of just different ways

that you can search in Google... to... to find things and to find people... even I use, you know social media sites like Twitter and Facebook. I use them the same way that I use Google if i'm reporting on an issue... say in [region of market] i'm going to put in some words that maybe somebody in [region of market] posted about a certain issue you know... you know. "Child murdered Friday" and then I will find people who... "hey did you see that about that child murder Friday?" and that's... that's another way to do it. But I think the biggest thing is... find... find where people are... there are... there are tons of groups now... you know... social media things like Next Door certainly help um.... So yeah I think that's a... you always have to... you always have to cast as wide a net as possible... um ...but again it's also being... making sure you're...you're strategic in terms of where you're looking also. Every... every market has a university or a ...a college of some sort which.... which has subject matter experts, if you need things like that ...every place has a business association... a chamber of commerce. It doesn't matter ...those big...you know... those kind of big topics that we cover every day in news, public safety, the economy, healthcare... experts are... are out there at all times. Obviously, the difficult part becomes ...hey I have to find that real person that... that I can base this story on who I can make... make that connection between them and the viewer. That becomes a little bit harder, but again that's where it takes ...going to where the people are and... and just hoping that somebody can be nice enough to say okay, oh yeah, you know... I know a guy who knows a guy here's his number. So that's... that's one way to do it and then also there's a good chance you know...a story that you're covering or an issue that you're covering isn't new. It's old ...go back and look at other stories to see who's commented on that in the past um.

[redacted -- irrelevant to this research]

Subject 3: You know it's ...it's technology's... it's out there, it can help, but I think it's it's how you use it, especially with all the different social platforms that are on there now ...you know... it takes a simple subscription and a username and an account to start finding things. So I think that's... that's probably what I would say to an intern... and then also just relying on your... relying on your colleagues and co workers. You know they're there with the guy... the guy who works on our desk has been working there since before I was born, so if I have, if I have a question on who to go to...then I can... then I can ask them, because I know that they're going to be, you know, a wealth of knowledge as well, so it's... it's about not being ...I think... and I experienced this as a young journalist ...you can't be afraid of somebody telling you no. And that's because ...that's honestly ...that's the worst thing that they can tell you is no. And so it's about opening yourself up and being willing to ask... because...because the majority of people out there are ...are willing to help you. Yeah that's...what I would say....just you have to cast as wide a net as possible and rely on the institutional knowledge. I hope you have... you know, in your market, but obviously ...yeah some... some markets are smaller than others, you know... if i'm in a place like Fargo, North Dakota... yeah ...it might be more difficult to define that ...that diversity of voices. But you can still try... and there are... there are certainly some achieving it.

ALD: So who among your local news colleagues, whether it's somebody you work with now or somebody worked with in another market -- who do you think excels at finding and using diverse sources and their coverage and why do you think that is?

Subject 3: Good question. Good question, I mean. I think... I think the guy who cover... the guy who covers our local [market] politics [reporter name] does a pretty good job and I think a lot of that comes from the fact that he's... he's very much plugged in... and he's been ...he's been here

for a very long time and can... and does a good job, making sure that the folks that he interviews are kind of representative of the of the issue that he's covering in ...in the in the area that they're covering. Our... we have a ...we have a Community reporter named [reporter name] who I think does a ...for what her... her franchise is basically... she's she works in the mornings and she'll go to different charity drives and different events being put on by folks and just kind of spotlight them, and I think she does a good job, making sure that she's going into different pockets in different neighborhoods and having a diverse... You know, having diverse interview subjects and things like that. I'm trying to think of...of older ...kind of reporters or you know anybody that I worked with in [market]. I always thought that ...I thought, [reporter] did a great job of getting a diverse group voices. I think some of that so just comes from the fact that she's... a she's a native Spanish speaker, but she was always ...I think... keen and aware of making sure that you are getting people who look different to talk to you ...um.. I think...I think [reporter] does a pretty good... pretty good job of the... the coverage that I remember her doing, and especially in a when you're when you're the health reporter um I you know I think there are...you know, there are necessary traps, you can fall into, but there are certain things that you know within themselves towards one one race or ...or the other but I always thought that she did a good job of finding different people to spotlight ...different ...you know... issues that... that she was covering um...[reporter], I thought I think he does, I think, does a good job anything and so that's again just kind of baked in [market] is a pretty diverse place covering City Hall you're going to ...you're going to be able to get a diverse... you know ...population of folks to talk to see i'd say that's probably...For the... to point out, somebody singularly I would probably say those folks.

ALD: What about women? Would... whether it's you know white women or women of color is that part of the diversity initiative that you guys...

Subject 3: Work on? yeah yeah yeah um and I think...it's... it's... it's hard. it's... it's. I will say yes, we do. We do it absolutely all the time, I know we have done it recently and some of that is you know what the first see i'll just use the election, you know, the first female the Vice President...um ...you know African American Vice President, we did a lot of stories about black women and their role, you know, in the election and ...and ...and things like that and based stories around Kamala Harris' sorority ... and things like that um. And I think also... you know... we ...a lot of the... i'm trying to think. A majority of... a majority of the reporters who work on a day to day basis are women. I think... I believe are women. And majority of them are mothers themselves, and so I think that also, I think that also plays a role in and making sure that you're conscious about you know not just having Oh, you know, and I know i've done it myself, I said I need I need to get a woman, I ...you know I hate having stories where it's you know... Three ...three guys, you know... talking about something, especially if it's an issue that impacts, a lot of people. um ...you always kind of ...a direct, let me find a woman, let me find a person of color um, so I think you have to be conscious of both, and... I think ...I think ...I think our newsroom does a pretty good job of ...of recognizing that...and making sure that you know we are talking to...to different folks and getting those... again ...diverse perspectives. I keep... I feel like i've said that 100 times now um... yeah, that is, that is something that we are also conscious of.

ALD: And is that included in like if you need a doctor, if you need a lawyer, if you need a CPA or something like tha...t is that something that's part of the tracking process that you guys use or...

Subject 3: I believe, I believe, so I believe they look at you know what the ...what the story was ...what the topic that person was speaking on... you know what their ethnicity is and what their

gender is. I think those are all things that they... they kind of categorize. I don't know how long they've been doing it um... but I know at least you know for... for... for the last year and a half that I... that i'm certainly aware of on that ...we've been doing it that way.

ALD: I want to open it up what ...what's your perspective, what do you, what do you think about all this, what where do we need to go?

Subject 3: I mean, I think... I think we've all come to the ...to the recognition that representation matters. And that you can't just say it matters without do... without showing that it matters, and I think a lot of newsrooms have done a good job of showing that it matters... that they are covering issues that are important to communities of color. You know, different socio economic groups things like that, but I also think, from the perspective of a black journalists, I think there is still some work to be done about how we go about delegating who covers these stories, and this is a, this is an issue that I raised when I was in [market] with all the ...the...police brutality protests and things like that. It was very important that we covered it and i'm glad that we covered it, but at the same time, I felt like I was the only one that was covering it. I almost felt like I was on the protest beat. They're sending me because i'm the black guy and I think moving forward to today even I sometimes feel like....Oh it's a Black ...it's a story about a black issue what's going on, so like this past week there's a [story involving Black community issues], and I just knew over the course of the conversation throughout the editorial meeting that I was probably going to be the guy to cover that story and I ...it's almost getting to the point where I can kind of call it like....Oh it's a black story...well... we're gonna send [me] to do it. Um... you know... story about the vaccine and equity and things like that let's... let's... let [me] do it and, again, these are ...these are very important stories and I, and they are newsworthy and they they do warrant coverage um, but

I do feel like in an effort to...in an effort to increase representation and to find diverse voices, I do think some minority, it will be personally, I do feel, sometimes that I am pigeon holed. And I am the person that has to cover it if it's a black issue we have to send the black reporter, and sometimes that bothers me because there are other things that I may be ...find interesting that I would like to cover um...And... and... but... that's secondary, I think, primarily, it becomes you're... you're not allowing...white reporters to go into those communities that they covered.... like we recognize this problem of...White reporters not knowing or not being willing to go into these communities and find their sources, they are... or to cover those issues there...Yet when we ...when we do cover an issue there... we don't send those reporters. And I get some of it is I, I may have a better rapport in those communities than my white colleague does, but at the same time...they're... they're... you're... you're...you're keeping them from... from... from having an experience that can improve their... their work and can improve their contacts within those communities and can ultimately make your product better and so that's what I think has been somewhat of a... of a drawback. And then also...I think...I think, so I think some of it is, and this is mainly social media's fault, I think sometimes some issues like my white managers may think a certain way about a certain issue and kind of have some blind spots in... in how that issue impacts other people ...were... how other people view that issue...i've been... i've had instances where i've pitched a story about a school that predominantly serve people of color and an issue facing that school....And one of my managers saying well "Why are people in [different are of the market] going to care about that?" Well you've got a lot of African American people in the area who care about it. There's African American people in [that area of the market] who are going to care about it ...so just because it may not...You know, when you ...when we think about our viewers, yes, we know where our ...you know ratings points are coming from and those



households, but... at the same time you have to realize that we're not just serving a certain type of viewer ...even though that's what maybe the demographics, the geographics may say. You know, and so that's ...I think that's another thing that kind of bums me out a little bit is that. An issue... you can take a small, you can you can take a small, you know... group or community and report on an issue that has broader implications for the larger Community yet, because that... you know ...because it's just one school in one black neighborhood who ...you know... who's going to care, other than those folks in that neighborhood and so that's...that's kind of been a bit that's I think that's something that... that...Our newsroom is ...I guess has tried to work on a little bit is... is making sure that you know we do recognize this and ...what may seem small to one group is a big deal for other folks in... another group um ....so you know, and I think...I think, also, and I think the difference between working in [two markets]. We ...I think in [market] we ...because of the population, you know ...we made sure that even in the English speaking stories of ...we had Latinos and you know and Hispanics. Whereas here, sometimes I don't necessarily... I don't necessarily know if you know... if [spanish languages news] pitches a story that would be a pretty good story in English as well. we'll probably just... going to let [spanish language news] handle it and say hey can you get us something too?... sound if you can? instead of actually assigning a reporter to it. I guess the thinking being... you know ...this is going to be more impacted for Spanish speaking audience than an English speaking audience. And I remember times and being in [market] when we ...when some of us had those same thoughts. And it's like well, no, we you know... have a large Latino population. They don't all just just speak Spanish a lot of them speak English, a lot of them are...Our.. our viewers and so we're doing them a disservice by not putting these stories in English as well or not even that just covering the issue in any... in the English news cast as compared to know the [spanish language news] thing, so I

think ...I think that ...that's an area where we need to to improve and I think some of that can come from...That I know we've ...we've made... we've... there have been hires made to find on the English side on [station] side, that is, that are bilingual who can go out there and cover those issues. Just so ...again that we are pursuing that diversity, so I think... I think, overall, we do ...we do a pretty good job again like I said, with the...The source list. I'm... you know... 99.9% sure that we're tracking who we are hearing from ...who they are, you know ....what their what their demographics are ...um ...but it's you know.... it's an it's an everyday struggle, I mean every news is ...news... this is different every single day. And I think ...I think what the pandemic has done has really left newsrooms no choice but to cover the disproportionate impact and communities of color. You know, be it, you know ...the the slow rollout of vaccinations or testing or things like that, like you have no choice... it's... it's one of the biggest parts of the whole pandemic story. Ssme thing with the summer protests...you pretty much have no choice but to recognize the elephant of race in the room. And I think it becomes how you go about reporting on those things that... that truly make a difference, you know, not necessarily like when... when the riots break out or you know when police and protesters scuffle. You know, there are those who makes ....who makes the story about that and about you know ...the violence and the anarchy and the chaos, instead of...hey... Why are these people out here, you know. Whenever I go ...whenever I go cover a protest...so the main question, what do you want? what is your message? who is it meant for? what do you want to say? what do people need to know? And I think... I think we've done a better job about that as... kind of... summer went along ...and as the protests continued. Because obviously ...at first it was about the chaos and things like that... and that's important to cover obviously because it's happening... um ...but, again, I think it becomes ...Okay, now that everything has kind of settled down ...now let's go back in and say

okay well what's the issue here? what's the problem? So I think there's still ...there's still a lot of steps to go. I think it's great to see more black reporters on TV and people of color on TV. It's the behind the scenes stuff that I think a lot of people don't really know about... are naive about it's ...it's not just... it's great to have a lot of you know...reporters of color...r but if the people calling the shots the management, the EP, the news director assistant news director, are all white men...then you know ...you're... you're kind of fighting against yourself and now I'll applaud my news director, you know for for understanding that and I ...we're lucky enough and fortunate enough to have a ...a diverse group of folks within management, but even he has his blind spots ...and you know... he's I think he's done a good job, about recognizing that and... and and his guidance and his leadership has certainly shown that he's aware of it... um but, again, like I said he does have his ...he does have his blind spots, there are some times, where I feel like... You know, he may see something as a controversy, and thus we have to go cover it when no it's really not. So ...there are there... are those you know, everybody has their kind of blind spots, but I think... I think we do an okay job of ...of you know, recognizing it...and making sure that we're at least talking to each other and communicating about it and i'll give you one example is that I that really kind of opened my eyes, was [prominent figure] had a black face photo come out....And it was breaking news ...it happened right in the middle of our newscasts and the my news director walks over to myself and two of our... one of our content producers and one of our one of our editors.. two black women ...so he stops and talks with three people of color and said hey..."Is this newsworthy? How would you cover it?" you know ...what do you think people need to know? you know as we prepare to get this breaking news ...because it's obviously spread and for him to...Not just go talk to the executive producer or the producer of the show itself but to come and actually say let's take a breath real quick. Let me find some African American

people to talk to this about... because we've seen these that's ...you know those types of stories aren't ...aren't new. We've seen them before um...but what are the nuances here? where... where are the blind spots that exist? and how we proceed so I thought that was a really good...He gets it ...he understands that... you know, this is not just... you know, a controversy ...controversy's sake we're going to turn this into clickbait type deal. Let's... let's really for the sake of our viewers, because we owe it to them put this into context ...not sensationalize it ...just say what it is ...why this is controversial, what [prominent figure] has to say about it and then move on. And yes, there were follow up stories, the day after ...the day after that, but within that moment it felt like okay my voice was at least heard. It was recognized ...somebody said let's.. let's find people. Who this does offend and ask them about it, and what they think from a newsworthy standpoint, when we give him our opinions, we ran the story and I thought we did pretty well.

ALD: So how do we know when we've gotten where we're trying to go as far as representation and newscasts is concerned, I mean, how do we get...the goal right now is... is we're working on it we're endeavoring we're... we're putting policies in place ...we're tracking it ...we're doing this.. how do we know when we've reached a point where it's just second nature and it just happens?

Subject 3: I don't know I mean. It's hard to ...I guess from a ...for well, I guess, the answer is different from a viewer standpoint as compared to the reporter standpoint. I think... I mean, I think the... I think the numbers kind of bear themselves out when you look at a story and can say this person... this box ...this box... in this box. I'm to the point where it just kind of becomes second nature and I don't think well... I don't think we'll ever get to ...I don't think we'll ever get to that perfect like okay we've made it. You know we're ...we're done. Everything ...everything works. I think... I think it's a constant um... I think it's a constant evolution right because

diversity. You know 10...20 years ago may have just been Black, White, Hispanic. Well now, it means now it's socio economic... there's so much... there's so many cultural things that play into it now, so I don't. I don't know, and I think you can... I mean you can certainly drive yourself crazy saying you know ...Okay, I need to find this person ...really kind of be super duper specific on the type of voice that you want, and I think sometimes that can be to the detriment of your story, but...I don't know... I mean, I think I think it comes from you know... looking at a ...Like and... looking at a major market... and does ...does your newsroom ...does that make up a newsroom look like the area that you're covering? Now, obviously that's going to be difficult in your smaller markets and things like that you know I worked in [small market], and on a lot of African Americans and [small market] um.... but I think ...I think that... I think that's... that's one very important thing that whatever... whatever area you're covering... if you can find people who look like that ...that... that Community that they cover ...and some of that comes from also finding maybe a hometown person, you know.... that... that's ...that's something that can ...that can lend itself to that, but in terms of knowing when we've got there...I well, I think you may be not seeing some of the stories that ... get... get out... you know or that get published. I think..I think... I think that is, that is something.... that... that can kind of tell us where we're at, and I also think, I also think when we get a better handle on...the difference between accountability and cancel culture, I think that will help um ...you know... saying somebody is calling somebody ...calling somebody out for saying that they're racist and saying that they maybe shouldn't deserve to be in the position that they're in isn't necessarily cancelled culture, but in ...but yes, sometimes, some people are just simply cancelled out, and I think that's that's another..That... that's the hard part right ...because you don't try to figure out the best way to say, I think...I think, well, I think we'll get there when ....when we understand .... we'll get there when.... when the

when the white reporter in the room pitches a story, or does not pitch a story based on some sort of stereotype or some sort of you know controversy out there that ...that's... that's bubbled up I think that's important. we'll... we'll get there when we don't see... people like sweet brown put on TV. You know.... "oh my God it's a fire" and no, "no, I got time for that," I think that... that's what am I for me specifically ...well, like the first time that I really felt like the industry had a really terrible understanding of diversity and how ...how things like that....play out in communities of color, you know I had a colleague, say, "well, you can't pick your witnesses".... you can't pick your witnesses, but you can pick which ones you put on TV. And I think when we get to a point where we aren't putting people on TV because they're a caricature... and hiding under the veil of... "oh they're just a really interesting character" I think more people are conscious of that, I think we will have realized like... Okay, the representation part of it is now sinking in and people are now getting it. But those are kind of the tangible things. But again... I think really ...it's when the... the main people calling the shots... You know don't look like each other at all... and are from ...from different walks of life and things like that ...then that's what I think we have reached. You know... at least a level of diversity that we should have reached a long, long time ago.

[redacted - irrelevant]

Subject 3: yeah I don't think i've ...i'm trying to think I haven't had...I haven't had one news director of color. I have had two female ...i've had two female news directors in my time of the rest of them male. But... and nobody of color... now my like kind of my immediate superiors that now that's been a pretty ...pretty decent mix of folks. See, I mean I don't know it's... it's not until the ...not until the people signing the checks are different, and you know, are we going to get

there, but I don't know how long. I know part of me... part of me thinks that... that we're that we're that were close... because we have been able to recognize it, but once the pandemic's over ...once you know things settle down just because the Presidency is different, I do wonder, are we still going to be talking about these things. Because there's a lot of other stuff going on, obviously, but... You know, when we start talking about the economic recovery after all of this and are we going to be talking about you know... Black businesses coming back or ...or not coming back you know and so we'll see, I think, but I think you definitely do ...you definitely do your viewers a disservice if it isn't something that you're conscious of. And look, I know that it ...we especially... when you're ...when you're dealing on a deadline, and you know you just want it, you want to get your work done, because you don't want to miss your deadline....it's easy to just say i'm just going to find the first person I could talk to. And sometimes you do fall into that trap, but I think it's ...it's up to us as individual reporters to really put in the effort to find that diversity and it helps when management is also aware of it and pushing you to ...to do that yourself.

ALD: So um earlier, you mentioned that you know when you, you are the reporter that they send to the stories that are...

Subject 3: Like the Black stories...

ALD: you're not the first person to tell me that you're... not even the second person to tell me that ...so i'm wondering if I had a conversation with one of my reporters because she was constantly covering you know....you know the inequality stories the social justice stories the you know protests that kind of stuff and I told her you don't have to be the one to do this, you don't, this is

not your beat... this is not something that you have to do, and she said, “you know, I appreciate that, but I feel a responsibility, because my white colleagues are not pitching those stories.”

Subject 3: she's exactly right for that reason, and also, there is a sense of responsibility to our viewers as well. Because... if I know that ...even if we do cover the story ...if I know that person isn't maybe going to give it what it truly deserves or maybe find somebody really can drive the point home...then it's like well why we did we do the story in the first place? So it's like okay i'll do it because, again, you feel the responsibility to. You feel responsibility to your viewers as well, and I think this is also like in terms of crime reporting, you know...I can't tell you how many times and i'm sure you've heard reporters tell you....You know, oh, you only come down here when something bad happens, you know you guys don't come down here when we're doing good this or that or the other. And some of that is... so that is yeah ...that's... that's on us as reporters but, again, sometimes it's on us as newsrooms for not pursuing those stories and that's where it kind of falls to okay well...let me be the person to do it, let me be the person to ...you know pitch the story about [different neighborhoods] or something like that ...that I know the other my other colleagues won't pitch. And then you can kind of cringe when it's okay... hey let's go cover this murder that happened in [neighborhood] ...well... Okay, so you know... I hope... I wholeheartedly understand that. I wholeheartedly understand that feeling of... it's our responsibility as black journalists to ...to pitch those stories and to cover them, but again, it doesn't... there is that level of frustration, where sometimes ...sometimes I just want ...sometimes I just want to be a journalist and cover something...And not... you know ...have my ethnicity player role and or be the reason why, and that doesn't even just go for for being black I mean I had to do story about the Catholic divide about Joe Biden. And my producer happened to know that i'm Catholic and part of me felt like I was assigned this story because i'm Catholic. And even



when the... we will... my manager said I didn't assign a story to you because you're Catholic... it's like ...look it's just i've.... maybe that is the case, maybe that truly is the case, but it really feels like I was assigned this story because i'm Catholic ...i'm so... so yeah but, again, that and that I think after after George floyd and and because because let's be honest, I mean there is...There is a large level of responsibility on Black reporters for the lack of representation and things like that, but I think some of us haven't been as outspoken as we should have been in the past and I don't think it will ...it wasn't until we really had this sort of racial reckoning, where a ton of Black reporters in... in some of these larger outlets just got fed up and said...we've been w...e've been screaming from the rooftops about this all along and nobody ...and you guys weren't willing to listen and now you are and it's great. But you know... we still can use, we can still be the only ones, you know shouting out the rooftop and going to cover these stories... like ...you gotta send other people to go do this work because that's truly ...that's ...that's truly how you get to that goal of ...of representation it's not just. Not just seeing those you know, seeing those communities on TV as part of a story, but the reporter going into those communities and understanding those communities, because they're the ones, putting all this into context for you. So yeah ...so I ...I wholeheartedly understand where that where that reporter is coming from, because I felt ...I felt the same things. It's... it's a double edged sword it's like damn this is great... i'm so glad...we're covering this and really banging the drum on this thing but I don't want this to just be my thing... like... it... where... where it falls to me, because then it gets to the point where you're in those editorial meetings. And nobody's pitching those stories... and it feels like i'm dropping the ball like they're... they're all eyes are on me to get those ideas out there to get those issues out there and it's ...that's... I think that's a bit unfair to do.

ALD: How do we fix that? Is it news management? Is it ...is it...

Subject 3: I think, so I think ...I think some of it can be. I think some of it can be beat structure. You know I think some of it can be. Just being... just being conscious of it and... and key and and keeping track of it, I think I think it's important. You gotta be ...you have to ...you have to want to do it first ...first... first and foremost, but, I don't know... um ...you know ...I felt like you know... when I was in when I was working in [market] I didn't have my beat was [city]right, so I could do education or I could do public safety and things like that and.. and then it's ...The challenge was then Okay, let me go and find the diverse voices within those stories um. So yeah, but I think.... I think it's... I think some of it is... you got to ...you know take your medicine, you have to send reporters into those communities to do these stories, I mean it's it's it's kind of as simple as that, and I think. You know...I just... I just think you're ...you're not doing your job if you're not willing to go into places that make you uncomfortable or that... that just require you to open yourself up. For me as an African American who's worked in large metropolitan cities... in smaller markets that are predominantly white, I have no problem going into any setting or situation whatsoever. That's a benefit for me as a reporter.... I ...if I were a white reporter I wouldn't want that disadvantage of... I'm not going to go... I can't... I can't go do this story because ...it's in.... not in a place that ...that i'm ...that i'm familiar with you know ... and I just ...you're... for me you're not doing your job if you're kind of limiting yourself to ...or silo in yourself with ...you know ...who you go to for... for sources or or stories with things like that. Yeah... I think it's... it's a... it's a... it's a recognition, but it's also kind of practicing what you preach and...just telling people look, if you want to, if you want to do this job and you want to do it well... you were going to have to do these things, because they matter now now so more than ever.

[redacted -- irrelevant]

Subject 3: Having ...you know ...again.. getting... getting.... having my white colleagues have... do some of those things... do some of those stories.... lightens the load... lightens the burden on me a little bit because it's like ....Okay, I can least separate myself from it a little bit. But yeah... but then ...yeah ...it's always kind of in the back of your mind...you know ...responsibility... you know ...who's gonna ....who's gonna ....if you're not gonna tell my stories, nobody is...So it's a daily struggle, but.

**Subject 4: South Asian American female reporter, Medium Market (26-75)**

ALD: So um does your newsroom endeavor to use diverse sources in news coverage.

Subject 4: You know, I have to tell you that, out of all the newsrooms i've been in, I feel like we do a better job. You know when you're on deadline and you're trying to get something ...do you go to whatever is going to be the quickest right.... the quickest and what kind of fits that what you're trying to report on. But I think where our newsroom really shines is that we have a diverse group of managers... on my assignments manager, who is you know always thinking about the other voices... and the managers are like I swear they talk every second... um and because of my role being more with the I-team and part time I don't get to have the day to day interaction with them anymore, but when we were in the newsroom before pandemic. It just felt like they wanted to know Okay, who are you talking to... who are we reaching out to? Is this a fair representation? I just feel like i'm hearing conversations that. Either before I didn't have access to, or if they were being had they were behind closed doors, whereas now it's more like Okay, who are you going to talk to is this going to be a fair representation. And I just think that like as reporters ourselves we're looking at that more.

ALD: So then, what, in your mind would constitute diverse sources and news coverage, what does that look like to you.

Subject 4: So for me that looks like someone like me ....i'm ...just that's been lacking my whole life and one of the reasons I wanted to get in this business was to be that voice ...right? I want to see more people like me because I want my children to see that there's a wide variety of people that you know offer different perspectives and expertise. And so that's not only just the mom, it's the dad, it's the professional experts in this pandemic world... it is the experts that look like all of us, offering advice and knowledge, especially given that.... what we've learned about the virus impacting certain parts of our Community, more so than other parts and trying to have an understanding of why that is .. it is trying to talk to groups that we just don't hear very much you know from So for me it's the Asian Community it's the Middle Eastern community who not that they were always silent, but you just may have never thought to go to them, or you know again when you're on deadline, how do you find this on such a quick basis....harder on the day to day turns stuff, but I feel like when you have a little bit more time, you can really find it and connecting with groups to say look I need an expert in this area and I wanted to represent what you guys are dealing with, please help me find this.

ALD: So, are you part of I know you're investigates... now so are you part of the editorial meetings at all, are you kind of like separate and on your own most of the time?

Subject 4: So, depending on what's going on, like when we have obviously with the pandemic and then the protests, we were all asked to be involved in certain day to day aspects and I was involved in editorial meetings when it came to those things, but as it, we have a weekly meeting.

Not only with our direct boss, but our news director and assistant news director is all often involved, depending on what they're doing day to day. We have that meeting, once a week where we talk about tips, what we need to look at pursuing who we're going to talk to how we're going to go about it so, for instance, this week. So my pieces ...Just to give you an idea... I turn pieces that the other investigators can't get to.... quicker, these are quick investigations or in depth pieces that I can turn around and you know, a week or two depending on where I am in the workflow so, for instance, tonight we're looking at.... medically fragile... families of medically fragile children who feel like they should be vaccinated and so i'm so happy that, like my big voices it's an Indian mom... an Indian doctor who was head of you know, infectious disease in [city] and then we have a white mom who's also a perspective. But just a few weeks ago it was just another story with MIS-C and you know I had connected with a mom and then I was like wait a minute, you and your husband were involved in the decision making...let's let's get both of you guys because, as someone who covers a lot of parent issues like the voice of the dad is sometimes totally missing. So I am really aware of that, I honestly do a monthly check like I ...I write down list of okay this month for my four stories, this is, who I talked to...Who did I not have Why did I not have it, and then I honestly go back to like the [state] Medical Association or our main hospital here for kids I go back to those groups and then Facebook, you know I go back and I see Okay, where, could I have picked up a parent that may have offered a better perspective.... And you know who... who looks like our community that we're covering.

ALD: So, can you walk me through how your news management encourages diverse sources?

Subject 4: So our news managers so, for instance, if we're covering during all the protests, they were very alert about Okay, the voices that we were, including and the voices that we weren't,

and how are we going to go about including those voices. I don't think it's like they're going to come out and I never heard them say we need to go get a Hispanic person, we need to go get... you know African American person or an Indian person it's more of a ....the voices that we're representing what do you guys think like they ask us what do you guys think who else is missing? As far as a voice that we should get and then that's where we all come in and luckily, they have a great rolodex and you know, a source list of people that we have interviewed in the past and experts in the past. And you know a lot of our cases dealing with police issues on they are asking the reporters... Okay, think about who all we can get and the representation, and I know it's going to be tough on a tight deadline, but let us know how we can help with that. I remember when the protests that started out. Early on, you know when the big of protests were happening all across you know our cities, one of the things that we were looking for was the helpers on Twitter helping the different communities impacted the lawyers that were stepping in to help pro bono you know people who had been arrested or you know people who have run into trouble, and so I think they do a good job of just being aware, you know and being in [city] our viewers are really educated. yeah, and so I feel like our managers realize that and they want our audience to look like the you know the Community. Now are they like hey you get a special Prize if you go get that voice? No... it's never like that. It's more of a daily kind of conversation and ingrained in kind of the fabric of what we're doing if that makes any sense like. You know if it's not in the day to day if it's not in maybe your five o'clock report, maybe it's in your later report that you can incorporate a nugget or something where the bigger Community you know they always talk about the managers are big about viewer value. The bigger viewer value what is going to be the takeaway for the viewer simplify it and, if I can simplify then.... they send me

back well go figure out a way to simplify it and the voice that you're going to need to best help make this point

ALD: yeah so my my next question kind of goes back to that and I don't know if you can go into any more detail about a specific discussion that you've had with news management or that you've overheard in an editorial meeting about making sure that those perspectives are included?

Because a lot of times and what i'm hearing from a lot of reporters especially reporters of color is that when they sit at the table, they feel like...you know, not that it's their directive that they need to bring up those things but it's their responsibility to bring up those things because their white colleagues or potentially white managers won't necessarily bring them up. And so they're so happy when the news management sets that stage, that they can kind of relax a little bit and be like okay I don't have to be the one to bring this up and everybody's not everybody's going to look at me like well, of course. You know you're interested in that story, but the management really setting the tone is important so... is there a time when you can remember being in one of those editorial meetings where a manager has brought up a difficult topic and said, this is important, how are we going to cover it?

Subject 4: I... definitely... so most recent example was a case here in [city] where you know, we had a situation with police and a gentleman that was you know shot and I don't remember the exact wording, but one of the managers was like Okay, so we have .. we have the side of the police, we have the side of the Association, what are we getting from the family? from the Community? and who are we going to be on like you know the NAACP who you often hear from? Those are things that you're going to incorporate anyways ....but like within the Community ...who else are we going to is there a charge that has been involved is there. You

know, a family that is really outspoken about this that you know, because at the time I don't think the family was talking ...so they were looking for other perspectives and voices and I think that's... it's not uncomfortable when you do hear your managers who are white say Okay, what else? and oftentimes....Like in the back of my mind, like a little light goes off when I do hear my managers say Okay, we have this that's great, but who also we can again, we cannot just air this the way it is and so i'm often like wow..not surprised, but like you're right, it does take pressure off and it makes it easiest tensions over something that is like so volatile. You know, especially with what you're covering and that's an example... another example is we've done this huge you know project on solutions based journalism and one of the things I... my manager talked to me directly about was okay when we're thinking about solutions and communities that don't have the same advantages like we want to see examples and so. We had been contacted by an organization that really focused on the African American Community and they immediately flagged me on it and said look, can you spend some time talking to this organization trying to figure out what the bigger story is and the voice that we need to get out there and within like an 45 minute conversation I was able to figure out oh my gosh in our Community, our children from zero to five...Like a crazy number of African American children are not ready for kindergarten and this group just is realizing this and trying to figure out why and what they can do so, we did like a big project on him and...It wasn't ever like I just don't feel like they when you do get those things that it's like hooray we got this now, we can move on to the next thing it's like a daily thing right. And it doesn't ever have to be said, you know, like ...like I said earlier, you're never going to hear ... my manager say um.... I've heard in some other newsrooms like you know you get special bonus points or recognition if you get this one voice it's never like that it's more of a daily conversation right. Okay, who are we talking to who's representing our Community,



because the majority of people that are made available to us are white. And so, then it's up to us and our job to go beyond that and so, if that hasn't been done, then my.... I have heard manager say Okay, well, we need this other side, we cannot air this without this other voice.

ALD: When that happens, and you know they their reporters are looking for that other voice are there resources available to them that, like everybody can like dip into the rolodex or are their policies in place to help them figure that out like...or is it does it have to be that conversation, where the manager says, you need something else, like or is it something that they're going to immediately know on their own, or is it something that the manager is bringing up more often than not?

Subject 4: You know I think it's one on like one so on high profile racially sensitive stories managers are always involved right... And one you know our assignment desk does a really great job of kind of having sources, if you cannot find someone or know someone that you brought up in the meeting, then that is like who you go to...But to like there's a big push not to go to the same people right there's got to be more people that we have not tapped into and, for instance, like you know.....I keep thinking about the NAACP because we hear from them so often but there's other church organizations and other groups within our communities that are just as vocal and doing things to change perspective and so where I think the help comes in for individual reporters is that there is like a big ...You know, our follow notes, we do a really detailed job of not only like our slugs have to be very specific, but also in our follow notes...you have to include contact information and so that that is an easy easy search so, for instance, if i'm looking at COVID among Hispanic Community I just searched for it and context started coming up of who we've compiled. And so that's immediately now given me a leg up in my day when I

have a five o'clock package, because I know that two months ago, so and so talk to this person who had this perspective about this particular issue where you know, COVID within Hispanic communities, like you know, for instance, I did a story about the impact of children within the Hispanic community and ended up in the ICU and I ended up talking to the director this this director of the mobile unit that goes into these communities and make sure she's pushing education. Hispanic voice. I made sure I flagged that so that whoever is looking for that voice in the future will be able to find it in an easy way. And that's The other thing like if your assignments desk cannot help you then a mass note to everyone and usually everyone's really good about communicating back and forth about hey..I'm struggling with this, I need to find this perspective can you help me and within minutes you have other reporters chiming in and trying to help. Because even though, for instance, our i-team may have a lot of experience, our newsrooms are reporting stuff sometimes it's younger and so younger and....They are just starting, you know out in this market, so they may not have the contact, but our managers have been here for a long time and they know the players, they know who go to who is beyond you know your region. Like I said, our assignments editor she is really crucial and understands and the voices that we need to have and she's African American. So she's not only African American but a mother and a homeowner in a suburb and so her perspective right adds a whole other layer and her contacts bring a whole different perspective.

ALD: So, how would you characterize your efforts, I mean you talked about this a little bit, but i'm just in general, how would you characterize your efforts to include diverse sources in your stories?

Subject 4: um so a lot of what I do focuses on either women issues or parental issues. um I think I do, I think I look for voices that I don't hear from regularly so people you know with so I live in an area with a huge Asian Middle Eastern community And so I feel like I need to you know have that representation more, and I think i've done a better job of it. But where I like is the dads um you know I know a lot of these parents stories, you often hear from the moms and the women impacted. But where you don't often hear from is the dad, so I think I could do a better job of that, but I also like I look back at who i've talked to... who they represent in and where I can change that that's like a daily thing that I look look at, because I do have time, you know my weekly stories, I have a couple days to think about it, to figure out who could be better voices for it. And sometimes I get really lucky and sometimes I don't and so, then my focus is on next week story and how I can you know make that better. But my I want to watch news I want to see people that look like me, I want to see the doctors, the experts, the politicians. Because I know they're out there, and so you know when I did a while back you know maternal health was a big thing and I couldn't figure out where to find a good voice ... you know, beyond the women who were sharing their stories... Well, my producer and I talked about it and we ended up finding a lawmaker in [city] who you know is trying to really push some things that are impacting maternal health within the African American Community and then, realizing oh my God, she has personal experience, she almost died and her pain level that she describes was what you hear other African American women talk about... But that you know complicit bias that's like her big thing and trying to understand that and then why this community is impacted more so. It was really interesting because, who I had did not have that representation, but I had the time to find it and I think in a newsroom like ours, they give you the time. And they help you, so I think that's a big benefit when you have a newsroom that's willing to hear you and taking your perspective and

understanding of what you're trying to do, and like i've never felt any pushback. Even like noticing some of the stories, where I have you know we keep metrics on digital and on air obviously and I noticed that sometimes some of the stories that really focused in on Community issues may not get the biggest numbers but that's never impacted my managers from saying no it's not a click worthy we shouldn't do it. I feel like the total opposite, that I have the flexibility to do...you know, to go after those stories and include those stories and shine a light on them. like during the pandemic one of the bigger stories was about midwives like there's only two black midwives in the [city] area for this growing number of families who are having children, and so you know, like things stories like that, where... I mean, and I guess that's also part of thing like I don't think I think about bigger right overall and then... Looking for those voices just kind of becomes the bonus, not because it's already ingrained so like when you're thinking about bigger picture you're thinking about everybody, not just a small community. And that's where the whole viewer value right they always ask what's the viewer value what what you know, is the viewer value bigger than just one subdivision and when you're thinking about it like that, I think it forces you to think about everybody involved.

ALD: So when you're talking to a young journalist, maybe this is their first job or an intern or something like that, how would you what advice would you give them for making this part of their regular process?

Subject 4: You know, it may not be the day to day stuff, but it may be like work overtime, so when you're trying to make deadline and trying to look for those voices on that first story, if you don't have it, I understand, but then now you know what you're looking for right and that's how you build these databases for yourself and contact list. I have a growing list of contacts so, for

instance, other reporters know that i've dealt with a lot of parents. A lot of experts in the medical community that deal with maternal health and who deal with COVID MIS-C.. this inflammatory syndrome and so... you know, every few weeks i'll get a call here... so i'm, how can I connect with this expert, do you think they would be a good fit, so I would I would one use other people in the newsroom... and then really look at the Community, you know, look at organizations that are out there that why like we get a lot of press releases right. And at the surface level, the press release may not really have a story, but now you have a name of a contact and an organization, who could potentially provide you with something not for today's story, but maybe a future story so it's got to be like a it's got to be a conversation in your head daily right. And if you can get that perspective, today, then maybe you can work towards tomorrow or you've got to be able to feel comfortable enough to be able to reach out to others in the newsroom in make those people like part of your research and trying to get those better voices.

ALD: How do you think that we will look, how will we know when we've gotten where we're trying to go as far as getting a making the second nature, making this a part of the daily process, making like the end product is representative of the Community, how will we know when we've gotten there?

Subject 4: When we start seeing you know stories across the board, look like our communities. Are we there? No. We're not there because still when you're on deadline and you're trying to get your experts or whoever, you know. The... the time limit, sometimes doesn't allow you and I don't think that is like lazy thinking about it or trying to make an excuse, I just think that's the reality when you work in this business. I think this is going to be an evolving thing our communities are changing daily so it's not that... there is an end... right because there shouldn't

be an end because of the changing community and viewership, but I think we're will start to really see... For instance, is our coverage better today than it was several years ago when we're dealing with communities of color and protests and just you know situations involving law enforcement or coverage just much better, yes, but where we still don't do a good job is every newscast doesn't look like the Community, and I think managers are aware of that and how you get there, I think it's just going to be like a an ongoing process newsrooms are doing a better job of it. But how you overcome that with deadlines that's going to be like part of the struggle, I think.

Subject 4: I think, where our managers have really done a good job is making it comfortable to how to think about all these different perspectives right.... um but there I see them wanting more I, I know that, like when i've come to the table with stories... one way of supporting what i'm doing is having an understanding of why we need to include these voices. And then saying thank you, you know for thinking about that because I didn't think about that, just like sometimes I may not think about it, like, I was saying that they you know i've heard the same so The other thing that's so helpful is our managers have story reviews. So every several months we connect with our assistant news director, we sent her a list of links to our stories. And we literally talk about the the way we told the story the voices that were incorporated in the story what could you have done different and that helps you think about future stories right so... for instance, one story if I didn't have a perspective, I now know that that's when red flag for me and I need to do a better job of getting that side of it or perspective and Why did I tell the story this way there were other ways I could have told it and so having like an outside perspective is very helpful, but you know I think the fact that we have we're starting to have a diverse newsroom makes a big difference.

ALD: Another thing that that I have heard people bring up is that when there's an issue within a certain Community... the reporter, who represents that community is automatically thought well, that person is going to go cover that story, do you do, you find that in your newsroom or do you think that you know the the white reporters just as just as likely to cover a story about the black community is a black reporter is?

Subject 4: We pitch well we cover I mean that's truly it and if there's a big story then like everybody's involved I don't ever think it's.... yeah i've never felt like it was black reporter having to cover something that impacts, the black Community unless they pitched it. And you know, for instance, like within the Indian Asian Community i'm... I live in the Community... i'm part of Facebook groups, and I see kind of what's going on in people's worlds, so I have a different perspective and insight and so i'm going to pitch a story about it, it doesn't mean that they decided I would be best for it because of you know, being my background it just happened that I pitched it. But when it comes to the bigger stories I feel like it's all hands on deck and there's it's not about preference it's about getting the right coverage.

ALD: So, as far as stories that impact the you know Indian/Asian community do you think that your colleagues would bring up those stories if you weren't there with somebody be covering stories that impacted those communities?

Subject 4: That's a great question, I think, like my boss...He you know he's brought up things I think there would be some coverage, but the stories i've done is things I found or he's flagged me on something and i've looked into it...But some of the stories no.. because of the... you know what I find or if i've heard something within the Community and i'm like I you know what we need to do this, for instance, a while a couple months ago I did a story...Like all over my feeds,

there was a lot of talk about this Indian mother who had committed suicide, and you know that's so taboo, so I was like. Whoa like, why are so many people talking about this, because you just don't expect it within the Community, and it was because the younger mothers had said enough, we need to talk about this, how can we do a better job of making this more normal postpartum depression, was what she was dealing with and how can we normalize it, and so they were sharing their own personal stories and that's how I found out about it. So I was like Look, we need to do a story about this and immediately, I mean it was my pitch and I got to do it and, in the long run, we got to have incredible voices that now are part of our contact list. So, like with the Community within like the Asian Middle Eastern Community maybe some of the stories are more tailored because of what I learned. But when it comes to like Hispanic and African American Communities, I think, overall, we would still be doing those stories, but some of the more grassroots pitches... might be here and there, if there wasn't that kind of representation, because you know you bring whatever you learn within your own community or neighborhood or area.

ALD: Well that's kind of that that's all of like the questions that I have for the project, but is there anything that you feel like I need to know anything that I should add.

Subject 4: um you know I think managers are doing a better job of thinking about our coverage overall um how the one of the key questions I always go back to is when you're on deadline, how do you get you know all these moving pieces and then try to make deadline and i'm lucky because I work with a photographer but if I was mmj and responsible not only for figuring out who i'm talking to but getting my story on air and then trying to get my digital version on before my TV version it there's just so many pieces to it. I think, where we really will benefit is one



with representation in the newsroom's, for instance, did you know that we have a reporter that wears a hijab? yeah and she brings incredible perspective and she's got an incredible support not only within our own community, but within our managers. And so, like just being able to turn your TV on and see a Muslim woman covering the news it's like whoa that's incredible to see right.

So I think managers are thinking about those things more and those voices are helping elevate these stories, but I also think as a Community Member from an Asian background a Muslim background I can do better, and having and providing resources to my station, you know if there and that involves, you know that means be more involved, so when I know we're covering a big story, and they want everybody on the call...I need to make sure i'm on that call because maybe they're looking for something and thinking about something that I can provide that may not be you know right there in front of them so I think it takes everybody it's starting to be better i'm really helpful and I just you know this newsroom I feel like it's very different than any newsroom i've worked for. Not only as a person with a you know different background and religion, but also a woman who's trying to raise a family and who's trying to find a balance I would never have this arrangement if I was in a bigger market, I mean, to be honest with you in [large market] I don't know how I would have done it. I don't know one manager who would have been supportive of it because we're in such a market that is very competitive and...Like I felt like in [large market] people barely had enough time to say hello, let alone sit there and really be like okay... Where are we, like some of the discussions that I hear now in this newsroom and maybe it's a smaller market, but the news has changed, so we are covering more crimes and more breaking news so it's not like there's just not news and managers are like... Oh well, let's think about this right, I feel like they're really in tune and they know the audience is smarter and they

know the value of what we're doing is greater so I feel like they do a better job of having these discussions and they're white managers. So I just I think it's going to take time, but it should never be like there's an end goal, because it's constantly changing yeah.

**Subject 5: White female LGBTQ reporter, Large Market (1-25)**

ALD: So does your newsroom endeavor to cover diverse sources of news coverage, and that means you know people of color and women and everything really.

Subject 5: Overall, like all shows, you mean? Does it ....it's... uh... it's better than it used to be. But yes, I would say yes, it does try... it's trying right now. More than I recall.

ALD: So what, in your mind constitutes diverse sources and news coverage?

Subject 5: When you mean sources like who we interview? Yeah okay... yeah that's actually the most important thing to me is uh I say this, a lot, because I threaten to ...you know, be done every day...That... my one goal is to leave the rolodex different than I found it because the rolodex you know when I started at [station] or any station decisions I worked with [stations] Their rolodex, especially when you talk about like... oh let's get a political scientist or legal analyst and they were all white men and usually like white men over the age of 45. So it's so changing that, especially as we've gone through the last four to five years of politics, being a main story...making sure that we go to every university and especially now that we have the possibility, with zoom there's no excuse. That you can get anybody, you know before it was well that's who we have because that's who you could drive to and put your camera and put a MIC on well we don't do that really right now, and now we know we never have to again. So, making sure it's different and Lo and behold, it is different. Now there's obviously the diversity problem

in those areas and avenues as well, like if they say go get a black high school teacher, male high school teacher, do you know how hard that is that's like 1% of the teachers in [coverage area] so...there's a diversity problem all the way up. But yeah I have noticed in big coverage, the elections and then big trials that we have coming up that they are very mindful that they get women and they ...they... they get gender, diversity, and race, in diversity, as well.

ALD: So, can you walk me through how news management encourages that in your station?

Subject 5: I think they use words like diversity but, to be perfectly honest, I mean it's up to the individual to make that decision, you know, at least at the station I work for....it's really on the reporter, and I don't know that anybody tells them that and we have more diversity in our reporting ranks now. Where it's... it's... it's... how do I say this... it's something that's not always talked about openly, probably because we're majority white. We don't even know how to talk about it, but several individuals...certainly find it important to try a little bit harder to change the people we talked to. I had the EP of that show, so I know what I tell my staff. What they say out loud and then how you can say those things... I know it's strongly encouraged, but the assignment desk has to be a part of that too, and I think that they are...you know, making sure they kind of come up with the original rolodex right so when you go into the newsroom computer system and look up person or an expert that's you'll get the list that they've compiled.

ALD: So you have a diverse list?

Subject 5: We just have a list. I wouldn't say that we have a diverse source list... at all. Okay, and there are some people...you know, when you reach out to universities, we have several others in

the metro area, much like Dallas i'm sure where it's on there, and to the people that they're suggesting are different than the people that university suggested before.

ALD: So, can you walk me through ...and you said it's really mostly up to the individual... do you ..do you recall any conversations in the newsroom... with any managers, yourself or EPS or a news director...anybody about encouraging use of diversity of sources of coverage?

Subject 5: I mean if I can't specifically recall conversations I can remember things being mentioned, especially around the last election like who do we have and...try to get different different voices is kind of the buzzword or try to get new voices, or do we have anybody else I just had a conversation with our lead reporter on the killing of George floyd that trial is coming up against the main officer. He and I had a discussion outside of management to make sure that the legal experts that we had were representative our community as a whole. Because you know many times it's just people news is like one of the worst industries to fall into just to not give up its habits ever so. Oh, we have a big trial will we should call [expert source] because that's the guy and i'm like [expert source] is a very kind man ...he's a 70year old white man who has had his say. move on. try. And if you can't find anyone, you know...try harder. But if that's still the case... like ...we've got to try this, but it is a delicate, delicate situation to say certain things like that out loud. Because there's you know everybody's a little bit more, you know why people nervous like ...oh shit... Am I allowed to say that out loud like...yeah you know I can't shout across the newsroom, "get me a black lawyer, God dammit." I don't think I can. I mean I don't. Because the reverse hasn't been true because, because of course we always have a white lawyer, like you, don't say, "give me a white lawyer God dammit" because they're all white. So yeah it's... it's so when you ask about like... are they being... are they saying that... I think they're also

very careful to you know....Not..... sadly.....show some sort of reverse bias. Like well why not have [expert source]... he's really good ...it's like. Cause you know, we want to broaden the pool... yeah.

[section redacted for anonymity]

Subject 5: We had painful conversations about race in... as individuals, there was never, one that would happen as a newscast about how we talked on the air. What people would say ...I mean... it was it just felt more “ouchy”... like if I heard you know, our main anchor say, “those people” are merging this way or you know “them,” so... you know that kind of thing that became much more acute, to the ear for more people like ...that's F'd up... don't do that. And we have a... we had at that time... that person has since left but... really great news director assistant news director team that are very tuned in to the race discussion in America. But at that time... we weren't interviewing like experts or anything.... we gave I would say, at that point.... I mean more... we gave a lot of...We gave our stuff over to like... the people are talking and whatever they're saying both and say it.... It wasn't... here's the cops. So, I think that kind of... I mean we were very... we talk to people and let them, you know air grievances that.... I just don't know that we would have five or 10 years ago, but it was the reality of the situation and I think we all, since we experienced that as a team...learned a lot about ourselves and our profession and the world all at one time. For me, anyway. You can't go back.

We had two I think three at the time, three reporters of.... three black reporters...Who you could physically watch the burden on them. And we had.... and we learned, you know..understanding watching it happen in ...and understanding and watching you know what... what their days were like you know, one of them was on my team, so I just I was kind of had a front row seat to that

and letting them be. No guidance... not like you take the time you need, obviously we're watching something and I just remember the person on my team who she's now moved on...and it was something that...You know ...I ...it was basically like [reporter]... you know just.... it wasn't even like we had newsroom discussions about stories ....it's... just tell me where you're going and which show you want your live shot to be in. I don't know it was a..it was just a strange time.

ALD: I have heard from some reporters of color that they feel...they feel not that they have a directive that they need to cover the stories of....about social justice and that kind of stuff that they feel a responsibility because their... their colleagues are not bringing those stories up. Do you think that that the black reporters in your newsroom were automatically assigned to certain stories or did they pitch their own ideas or or how did that work?

Subject 5: i've heard that too, and I think that's absolutely 1000 million percent true because if you don't speak for your community, especially when you're a marginalized Community nobody's going to speak for you, though, the kind of, I feel that as...In the kind of non binary, gay world ...like ...if I don't speak up for Trans athletes, the story is not going to be mentioned. But then, if I don't want to, because I feel so I know that, like ...i'm so emotionally invested like I want to be able to process that on my own as an individual, I mean we get into the whole ...that whole discussion, but absolutely...and it's different for each reporter, And it is a delicate dance, you know, like, why should I expect [Black reporter] to go to a protest. And if [that reporter] even hints towards sounding like i....Oh, he doesn't like the protesters that's where.... he's black though he's supposed to like the protesters, you know that's bullshit we shouldn't expect that of him. On the flip side it's February and it's black history month, and so what stories are we going

to tell and it shouldn't ...it's not the black reporters job to be talking about black history month on the flip side of that... it is a delicate.... i'm sure it's like this everywhere [this area] is so painfully white....That like you're nervous to say, I want to do a story about this and, like you, don't want to make your colleagues... like they're like... that's fucking stupid, who are black like.... no you don't get to do that story... so it's that balance. On the show I work on we've always done black history month in a different way, so it was easy for us. But it's harder... So I have trepidation, and like Should I be telling these stories. But I have to get over that ...that's my own ego and like, how can I best do this, and so i've learned and I am learning ...every day and I will mess up. What stories should ....what stories should I go towards... what stories are not mine to go towards... And that's I mean that's hard it's... it's... It makes me nervous like....But also. As a person who presents as I do, if I... I ...if we were at a table and an editorial meeting and someone else's like well they Equality Act is coming out in Congress next week and that's a big darn deal, for you know our friends in ....gay brothers and sisters I would ...my shoulders would sink in like....Like I don't want to tell ...I don't... I don't have to do it somebody else brought it down so it's that.

ALD: Do you feel like....And, and I don't know what the makeup of your newsroom is as far as LGBT Q, but do you feel like if there... if there were a story like that...people would look at you and say ...well yeah she's gonna say we need to have that story?

Subject 5: Before... yep ....yep. I don't as many as much anymore, but I can tell you, for a fact 10 years ago when I was just... when I was just a desk reporter, dayside desk... when stories would come up... about ...I mean in our State.... there were like a decade ago...folks like from the tea party in our House and Senate statewide that we're trying to pass constitutional amendments

....this isn't far before same sex marriages legalized ...saying ... that would write into our Constitution that we could never marry ....so before we were even asking to there were these pushes to like marginalize us even further. And those were heated and there was concern that I wasn't going to be able to cover those issues fairly and my response to that was I know them...probably better than any reporter in this room. So keep that in mind, and I know how to be a reporter like I know the opposition, better than you because the opposition is about my personhood. Right, so I think that... that also can remain true for every type of person, you know you can do a story about equal pay, because you've probably read more about it, you know, like you understand the nuance of it because, like maybe you ingest it at a higher rate, so I don't think that an assumption of bias ...first fine, we can do a whole story about bias anymore we're all individual people living in this world right now. I think is wrong, I think, because if we're journalists... for journalists and especially if, like you've... you've been in the newsroom at that point ...i'd probably been there 10 years and it's just like I think i've proven that I can tell two sides of a story so... I can do that, and the same should be you know, we could say for our reporters of color covering George floyd they never just said, you know well, all the cops are liars like that's not it, you know now. It gets into another... like really interesting discussion of what is felt on the other side of the screen, I have said to my team. I would prefer not to do that story, because people may make assumptions about my reporting that I just don't want to deal with today, and I trust you as a reporter, so you go do that story, because I just don't want to deal with it. Their reactions to be like well, of course, she interviewed that person, because that she's gay or she's non binary you know.

ALD: Do you think you know you talk about if somebody else at the table brings up a topic and then you don't know you know you just kind of relax into it, but do you think that there is a



bigger responsibility... you talked about the ...it's up to the individual, but do you think that... that management and an overall newsroom policy or just of openness and...Do you think that there is a responsibility among the management to create an environment where those kinds of discussions are encouraged and how do we...?

Subject 5: Totally because you know as well as I do, if a news director assistant news director is running an editorial meeting and they bring up the story...You all know.... kind of like kids at the table with parents like oh that's... that's the reason important so then everybody is in on it, because they brought it up ... so I think it needs to come from the top, and then that... that makes it a collective discussion that ...that topic that thing is important... right? And to your point, that is the case of who we talked to about the George Floyd case and what are we, where are we going and we make mistakes. ... So yeah I think it has to come from a management perspective, and I think we need to find a way...Everybody does have....How do we say that out loud without being offensive without being presumptive...And then it to me and then goes back to...You need... I... my wish before I leave [station] is there has to be diversity of management and executive producer and news directors or else...this ship doesn't really change, you know if there's not somebody at the top, if there's not a person at the table that has a lived experience. That is different from the always white lived experience, whether you're the wokest white person or not...doesn't change... is the same as all.... if it was all men we've talked about that as women like .....weird congress is all Dudes.... and then slowly but surely we trickle in and now we're seeing slowly but surely our black brothers and sisters are trickling in there ...and so media is no different, and I think it has a great responsibility. And you see it on Twitter every day with you know, an NABJ ...I mean what an incredible organization and powerful when that's become I mean... shit.. our bosses can't get to that thing fast enough like. I need you, I need you, I need

you.. you know because they know... they know it. But it's just not changing and we've seen it on air change But I, we need a management change. I... i've never had ...i've never had a producer executive producer or news director of the color ever. Ever. There's never been a black producer and whoa ...no I know we do have one black producer but that's what... i'm going to have.... that person must feel...all the time you know, and I, and I don't... my lived experience you know... is not the same, you know I can code switch differently than a person of color if I want I can take off men's men's sweater and I can put on lip gloss and I can pass. They don't have that. And it's not such an omnipresent kind of story, I have had people you know, bring up when issues about my Community come up...And they're misrepresented... misrepresented to have my lived experience I make a loud noise and those.

[section redacted for anonymity]

Subject 5: I think we have a responsibility that ...getting past the surface, because i've seen this come up with the COVID vaccine, you know where...stations news organizations, especially TV because we just don't have enough time to get what we use that as an excuse, I think we have to try harder... to get into something, but just to say black people don't trust vaccines and move on and we really need to get black people to trust vaccines it's like....And why is that... you know and talk about that in a very real and direct way of like... what happened... I don't... I don't think that a lot of people within maybe two generations, why... You ...you... there were no black doctors, there were no black therapists and...and the system was stacked against you, you couldn't even marry a white person until the 17th vote until the 16th I mean we're not that far away from that like so. Of course you're not going to have a therapist. That happened a lot here, and I think they made it as a character, they made it on "This Is Us"... it was like a storyline

about black therapists and here...many reporters and photographers needed therapy, maybe they were you know going through like the witnessing the George floyd killing and then how all that happened after that..But couldn't find black therapists and, of course, many white people were like what difference does it make, and in my lived experience.. makes all the difference if you're going to be vulnerable with someone and it's something you've never done before holy moly think it's everything. I always seek out... if I go to therapy... it's gotta be a female... and "B" it would be preferable if that person, at least as well versed on what it's like to be queer, because.. otherwise i'm talking about my relationships to a very nice person that may be an alien to what... what it's really like ...you know.

And all of those little things come into those newsroom discussions right like... yes ...there's fear ...like are ...like well don't do the... You know minority vaccine as a 20 second VO because you do more damage by repeating just that black people don't get vaccines and like cool score one for the racists ..have one more thing....Because there is quite on their report card. That was the worst about this summer, with ...with is it you know what is what's a riot with a looter what's a...who's doing it, you know and now a year later, a year later story when everybody that's getting charged federally with arson, who is, they are not black, nor are they from here... No one talks about that.. it's still those people ...look what they did pull roll that file video right when the truth came out the truth didn't get very many clicks. And that's our responsibility...yeah stop using that if you. You don't get to use the file just because it's good video drives me fucking crazy.

ALD: So let's say you're talking to a young journalist just starting out an intern or first job reporter...How would you suggest that they start out....finding you know... my question reads

finding diverse sources for stories, but I mean in the in the broader sense, I mean, how would you suggest that they approach covering the news in their community?

Subject 5: Oh wow. I think you know I...I guess i'm cheating and not... not a politician, but I would take that one you know one step further back...it's the conversation that is happening in [city] about hiring you know who are your cops... so make sure you hire the right person that you get through that in the beginning.... because you can't ask, but you can certainly investigate their character and figure out what kinds of people, you know, are going to happen, I typically with a new reporter, or they you know kind of get paired up with the desk is that he's don't know what I do is....Because you're just going to go, I mean I it's been a long time since i've been in the reporter in a new city, but I just remember being God awful. Because you just feel so lost, you know he's like oh my God, you know, and you could Google something, and it could get like Oh, that person like that we're legit stuff and then the rest of the news room is like...."never talk to them"...Like you know you have an institutional knowledge and because there's an institutional knowledge and every newsroom there is a responsibility so.: Honestly, I would cheat and make....Like here's your phone book, you know, one that we've made already that has pictures here's a picture of this is the person here's their job and we've talked to them about these things. And that you basically yeah it's just like a manual. Now and say, like you, don't have to you're going to develop your own sources and that's awesome that's like the. One of the things that you do as a journalist and that's fantastic, these are people that are reporters are using and we're always adding to this list, and we always want to make it more diverse, you can say that. We always want different voices if you find somebody great we're going to add it to this list, but as you start here you go.

ALD: How do we know we've gotten where we're trying to go as far as equity among coverage...what's the benchmark for knowing... Okay, we just this is the standard.. Right?

Subject 5: yeah I don't know the answer to that, I mean it's different, and I think it's different for every city and market, you know my market obviously is going to look a lot different than Dallas. We look different. So you know our population of African Americans is outweighed by our population among Americans. We have a huge East African population so diversity here is just different it's not just like black and white, like it is in most cities, the bay area looks different than Dallas New York looks different than everybody else you know Miami looks different than Chicago. So yeah I think that that answer could be different for everybody. But i'm not, but I would think... I would hope that, especially NABJ is you know... it's a newsroom management decision. Yeah I know I weighed in with my company when both my general manager and my news director left within a month of each other, I was like...I have a suggestion.... can someone give me a black woman, please? And the answer was. We have no black female applicants and I believe them. A person of... it's... it's difficult [market] to get the retention of black folks here, it just is we just don't have a strong we don't have a vibrant black Community like Dallas Houston Atlanta we just don't so it's difficult.

[section redacted for anonymity]

Subject 5: My show like ...or know white people on the show today... good job guys like we would have like no white men on the show ...like nothing against them, but like man we've gone three days without a white dude on this show like we would have women and women of color..Trans people in black men and so. I... you know... I would say that, unfortunately, I think that people that do it best are the people in those communities still....Just can be... I mean and I

don't and I think. We have very... a very white main news team. Two main anchors that look like... two main anchors. They are white... they are Christian...they are affluent...they probably... just... from sports to weather people... And that is shitty in breaking news. The language...I'm just super sensitive to language very specific words. When you're in breaking news and you don't have scripts ...your language, then becomes how you talk. And I think that ...I think some people were very hurt and it's not just us ...every station has to ....I mean boy girl cisgendered white people... Christian. And it just comes out.... “wow look at the What are **they** are doing.... what are **those people** doing?” They...them... never an us... and we all live here. We're all in this Community aren't we? So.. that bugs me. You can just feel it, I mean TV is a ....you can feel it when you watch. Sometimes, especially in situations that i'm sure it was like that, with the shooting you know that was in real time, you know, things are on fire, and yes there's a sense of urgency. But be very mindful that people aren't setting things on fire, perhaps, or in the streets, because they don't care. And so the assumption is like “Why would they burn down their own neighborhood?” Whoa whoa whoa whoa... it's because they care so much about no one caring. They can people that look like them can die on a fucking cell phone and we debate like was it a crime. So we can't imagine having that happen over and over and over and over and over and over. All the way back to your great great grandparents being stolen. That shit hurts. There's a the best video ever because, last year I think she was from California and a brilliant black woman just goes off for like a minute and a half, and the last thing she says is...I don't want to hear about your fucking target ...she's like you are lucky that we're just angry and we're.

...That and that we're not asking that we're not out for that you're lucky that we're asking for equality and that we're not seeking revenge i'm like yeah. And why people never have that lived experience, it is not happen to us, and so on those streets on any given night there is a lived

history of 400 years for some people. So don't talk about it like it just happened...like somebody George floyd get killed and everybody got mad, and then you just went outside and that's just the wrong way to deal with your anger like. What about just George so we have to talk about it and, like you, have....we have to ...to your point like when we talk about vaccine... like it can't just be there's a COVID vaccine and black people don't get it. There can't just be another black man was killed and people burned shit and broke shit. That reinforces racism... in my opinion. And it was just one of the many times it's been several years ago now, and where it's happening right now again where there's these really, really troubling.

Laws being introduced in different states about trans people....And it was in the time and I had to do this ....I wish I would have had the courage to say something back then.. where you interviewed people...who literally were hateful to you about your personhood ...they literally are “A” saying things that are not true. It’s hate speak, you know, but we were told in the past, like well, the other side is this, and so [reporter] wrote this very compelling essay basically that went viral about not compromising your purpose personhood to “other side” something... like i’m Jewish ...I don't go fucking talk to a Nazi about anti semitism. No. And so we have to learn where's the “no” because, again, the default is the cis white majority... and there aren't a lot of no's there. So no one's challenging the person who have ....white men who are standard ...They stole the country ...they keep the country... so. What are we going to do.. up that... you know why did [reporter] have to go compromise their entire being to get a soundbite. Why do I have to go talk to someone from the Family Council who says that if I raise a child they're going to be a pedophile. Why do I have to talk to them? because that's the other side? Is that what we're going to do? Why does a black person have to go talk to a “proud boy.” So, and I think that those are

extreme examples, but I think we danced pretty close to them, we did in the past and are we going to change them? When are we going to say there is no other side?

**Subject 6: Asian American female reporter, Small Market (76+)**

ALD: yeah um so does your newsroom endeavor to include diverse sources in news coverage?

Subject 6: I would say so, at least, both sides of the story.

ALD: Okay, and what, in your mind constitutes diverse sources and news coverage?

Subject 6: I think hitting all the points of intersectionality right, you know you mentioned race you mentioned, gender, but also age and then I think...one of the biggest things in local news is socio economic background, all you are, you only telling stories of people in the rich communities, or are you actually going into those inner cities and low income families right, so I think for me class is huge, sometimes even more so than race.

ALD: um can you walk me through how your news management encourages diverse sources in news coverage?

Subject 6: I don't think they necessarily care so much about um did you get all the races... it's more of just did you get both sides of a story, and I think. That's been very important you know if you talk to the democrats, you have to talk to the Republicans, if you talk to somebody that's pro something you have to talk to somebody that's an opponent right. So I think they put an emphasis on making sure all the parties are heard, but not necessarily focus so much on race or gender, that you were talking about.



ALD: So, can you walk me through any discussions that your news management has had about including diverse sources in your stories have you had any discussions about race or gender and making sure everything's represented?

Subject 6: I think a lot of times in my own station, it was kind of up to the reporters to make that call so that's why it's so important for all of the journalists at our stations to kind of hold themselves accountable for that I don't think a lot of the newsroom leadership has really had open discussions about that nor had a panel or anything like that so it's really just me holding myself accountable, I would say.

ALD: um so your newsroom did they have any resources available policies in place to assist i'm assuming, no?

Subject 6: No.

ALD: So then, how would you characterize your efforts to include diverse sources and your individual stories?

Subject 6: yeah well. I think. You know, no matter what the topic is I try to...Think about all the different types of people that it would impact, you know, for the last couple of months it's been covid-related right in the vaccine rollouts and things like that instead of focusing so much on people that have no problem, having access to that or having access to information for that you know I thought about people that use English as a second language if it's harder for them to find resources or even understand what those resources are because they don't understand when they read it in English or hear it in English right, so I try to always think a step further and when i'm looking at stories on okay yeah this might be fine for people that speak English and go to school,

but would this reach the same people in a different lower income Community a second English speaking community that sort of thing, so I think I just tried to take every topic, a step further and think about you know ..are we, being inclusive right...So.

ALD: Is there an example of a story that you did um recently that you can think you can walk me through the thought process for choosing sources and..

Subject 6: yeah so I mean, so this is a story, I actually did the the English as a second language covid-vaccination information rollout... Is it easier ummm... not easier, but is it just as easy for them to get the information and have access to it. [This area} is predominantly you know Mexicans it's very Hispanic heavy and then...I also knew that there was a small population Burmese populations that nobody really talks about Because it's so predominantly white and Hispanic nobody really cares about the Asian Community there. And so, for me it was really important for me to reach out to that one Chinese association that we have to get their perspective. And so I took a good look at what our population looks like at large. And you know I mean white people they speak English it's not really a problem for them so, then I took a look at well what or who are the minority communities that are in there....And then I reached out to both the Hispanic community and the Asian community and I actually did an interview in Spanish, and took a person that could translate for me. And I had subtitles made, and you know aired it in Spanish, instead of having my voiceover and all that, so I try to really incorporate and you know have it represent our community at large, a lot more, you know I mean holding myself accountable for that at least a personal level.

ALD: So did you have any conversations before you shot that story or was it afterwards, with any management about how you were approaching it?

Subject 6: um I did have a conversation with them ahead of time I said, this is a story that I want to do, because I think it's important. Because so much of our population is Hispanic and Burmese population is quite bigger than a lot of people know of. I said this is something that we have to do, and then I said, but I want more time. Because it's going to take time for me to translate that and to reach out to these minority communities that I might not be able to communicate as easily with, and so you know my management gave me extra time to work on this piece.

ALD: So, have you felt comfortable having those conversations with management?

Subject 6: Oh yeah... absolutely and if it's not comfortable you got to have it anyway right and me, being a minority it's important for me to make sure that my people are heard so. it's not something that I shy away from it's something that i've always brought up even when [name] was my news director. And the hate crimes against Asians were rising not recently, but when the first wave of assaults were happening. I went to [news director] and I said, we have to do a story about this, no matter how controversial, it is i'll do it because i'm the token Asian girl here and I have zero problem doing that right, and so. I did it and it turned out very well, but yeah I mean those are the kind of stories that we can't shy away from you know if it's uncomfortable you probably should have that conversation.

ALD: that's great so you know i've talked to a lot of reporters from a lot of different backgrounds and one of the things that they do feel is... not that they have a directive to represent their particular community, but they have a responsibility, but sometimes it can be tiring being the only one who's bringing up these particular issues um have you felt that? have you addressed it in any way?

Subject 6: No, I think my mindset has always been if it's important to you, you do it... don't sit around hoping that other people care about the same issues that you do. So for me it's always been holding myself accountable and bringing up stories that I think are important. I've never held it against management or my other colleagues, reporters for not pitching those stories. I've had Hispanic colleagues who pitch stories predominantly within the Hispanic community and it makes sense to me because it matters to her right. For me I'll pitch stories in the Asian community and because it makes sense to me and it's important to me, so I don't hold it against other people, but if I think it's important then I hold it to myself to bring that up.

ALD: Would it be, how would you feel if um...I guess how much of a difference, would it make to you if management were the ones, bringing this kind of stuff up because, obviously, if you're not having those conversations the editorial meeting... then it's not kind of an open conversation it's it's you responsible for bringing them up individually. I mean, do you. Do you wish that there was a policy or a conversation being had at an upper level where like you know mom and dad are saying we need to do this so everybody better sit up and pay attention.

Subject 6: I don't necessarily want policy, because then it seems like you're doing it because you have to... you know, I want conversations like that to just be a natural process and how a newsroom works um I just want people to want to do that, I want that to be the natural way that people think when they're talking about you know what stories we're going to do that day, you know, making a rule, so that we do that. I think it's almost like we have to do that, but it's like we should do that right, so I don't really want to create rules, but I do wish newsrooms had those conversations more just, naturally, because people believe that that's how it should be.

ALD: So what resources do you use when you're looking to find diverse sources for your stories?

Subject 6: Lately it's been Facebook, I feel like everybody's on Facebook that's where I get a lot of my story ideas from but also just going out into the Community and talking with them. For me, when I do stories with anyone, no matter what their background is I just kind of chat with them after the interview talking about what matters to them and what they've seen in their respective communities on what's going wrong or right, you know so. I don't necessarily sit around, though, and think oh i'm going to do a story on the Hispanic Community today, you know, like I don't like think like that you know, does that make sense.

ALD: yeah.

Subject 6: it's not like it's like I feel obligated to only do stories about minority communities like I don't think about it like that, but um.. yeah i'm not sure i'm not sure how to go about that.

ALD: So um when we talk about....um news coverage and just in general um...for your station um..When....So some of these questions are geared a....re kind of written, and this is actually really interesting because you're kind of skewing my...my my results, a little bit because most newsrooms most newsrooms do have some discussions and some policies in place to talk about to talk about this stuff and... and, knowing that it's on you as an individual and what you're doing as an individual is is really interesting so i'm having to kind of come up with these on the fly now. But i'm just really interested in finding out...You know how we do better, as an industry, essentially, and you know, obviously, having more people like you, but but. Where did you come up with the idea that you needed to include you know Spanish speaking voices or you know other kinds of Communities in your coverage, I mean you talked about looking at the

community at large and seeing, who was there and making sure that they were represented, I mean where did that come from, if not from some discussion that you had in the newsroom?

Subject 6: I think my mindset is... the whole purpose of all of us working in news is to get information to everyone in our communities, not just some people in our communities... When you're just thinking about delivery of news, you know that's one thing like it needs to reach everybody, but um you know I just... I don't know just... You have to tell stories of everybody in the Community, not just people that... You relate to. Because there's so many different types of people... so many different people with different backgrounds in one Community that you can't just go and talk to people that you're comfortable with and not go into the other people like that does that make sense, like you, can't... I guess my mentality is we serve everyone, not just the people that we're comfortable with or people that we want to or people that we relate with um... And as a news industry, you know it's our duty to get information to everyone in the Community, not just some and if it means we need to work a little extra to reach the people that we usually don't come across and that's what we have to do, I hold ourselves accountable for that, I think. And usually those are the type of people that really don't have as much access either. You know. yeah i'm not sure if i'm getting my point across.

ALD: you are, you absolutely are yes, yes.

Subject 6: Okay, good. yeah yeah.

ALD: So, but where did that drive come from.

Subject 6: I mean, I guess, just fairness... Like you know that it's just the principle of the matter right... I think. Just, you know as journalists you got to be fair and you got to make sure that

everything is accessible to everyone, holding yourself accountable just yeah it's the principle of the matter right, you know. You can't just like when I come home at the end of the day, I want to make sure that I did everything I could to fairly and accurately report but also make sure that my news is reaching everybody in the same way as it reaches other people know all across the board.

ALD: What's..what's your your background was [this market] Your First Job out of school? wow wow because I can tell you I work with people who have worked in this business for decades and and while fairness and accuracy are obviously like the the bare minimum, the the way that you talk about reaching the Community is... is is much more advanced, I think, than, a lot of people think it's it's thought through this a lot more, and a lot deeper than I think a lot of a lot of people who've been doing this for a really long time think about stuff so that's really impressive.

Subject 6: yeah I feel like i'm not eloquently letting you know. it's kind of hard to put it to say it out loud, you know it's just like. it's like you asked me why are you a good person, you know what I mean? it's like that same nuance for me it's like why... Why are you being fair, why are you being a good person, why are you know that's one of the things, so I think for me it's just always been a no brainer.

ALD: No, I think i'm I think that's great I think um you know I will talk to some you know news managers who will say you know....part of the reason to get into journalism is to give voice to people who wouldn't otherwise get that megaphone but then also you hear from from people who say you know you have to look at what the Community you're serving looks like..and if it's 75% white and 25% other then that's what your coverage is going to look like.

Subject 6: I see yeah.

ALD: So you know it's it kind of runs the gamut but...but that's really, really interesting i'm really curious as to because is that something that you talked about in journalism classes, or is that something that you picked up from an internship from following like who's your who's your mentor or who's your like... the pinnacle of of reporting for you like, who do you model yourself after who are you trying to you know....

Subject 6: I think I took a class in college... ethics, I think we all took that um and in that class, we talked a lot a bit of a lot about you know just making sure we don't portray certain people. In a loaded way right, you know kind of framing them to look a certain way that sort of thing I mean that really opened my eyes to how I right how I identify suspects how I talked about them that sort of thing. I think in terms of making sure that everybody in my community is represented I think that's for me it's just been like well duh right that for me that's just been a no brainer obviously. We have to talk about everybody in the Community rich poor black Asian white Hispanic whatever. I don't necessarily believe in the whole percentage thing you just talked about like because it's predominantly white, we should only talk about white people I think it's like. it's more so just representing all those people, not necessarily like this isn't the government, you know I you know you know we're not trying to yeah delegate however many white people there are, but so yeah I mean. I guess for me it's just like. Of course, of course, you're gonna include everybody.

ALD: So how do you how would you characterize your colleagues efforts?

Subject 6: um. I think, at least in my first job I was a lot about just coming up with three pitch ideas they know they didn't really think necessarily about is impacting people you know they're



just like trying to scramble three stories together, just to pitch that day. But I did have a couple colleagues where social justice was very important to them, and she would always always pitch stories that were. Minority related you know in their communities um other than her I don't think there was really anybody that was like social justice, we must include everyone, but I was the only one who ever pitched anything from the LGBT community. We have a very small community of the LGBT community in [this area], and nobody goes out and covers that which I was so weird to me, because even, no matter what my beliefs are about that. They're still a part of our Community, and if they're doing something for the first time or bigger than last year, you know, like. For me, it was just like yeah, of course, because there's a lot of people, even if it's one or two that can relate to that and see that in news and feel like they're part of the Community. And so, for me, I think, [this market] was a culture shock and maybe that'll be that's different in bigger cities and stuff but I will definitely say [this market] was very skewed sure.

I mean not saying that that's bad because that's what the town is and I respect that you know that's that's their customs and the way that they are I respect it, but it definitely was in a lot of ways skewed in one sided for sure.

ALD: So, other than race and politics, what about women um have you thought about how women are represented in your stories?

Subject 6: yeah um I think like news media's and corporations are doing a lot, too, I like them, which is good but it's also it goes back to the same thing as like, why are we creating rules and campaigns, just to highlight them like I wish it was just a part of what we do right and it might take time for us as a society to get there... But it's for me it's the same thing, like I don't want to create rules for us to have to pitch stories that highlight women in our Community, I just want

that to be the case, you know because there's so many wonderful women that we should highlight um...So I mean and then there's a lot of initiatives and I understand that we're we're as a society, not there yet, and so we might need those kind of encouragement for us to do that more but yeah I just I don't know, maybe i'm just a dreamer... Like I just thought, I just wish that was just a natural way that we talked about it and, like I just hope that that's the way that journalists kind of go, not necessarily like oh yeah well it's remarkable women, so we have to highlight three women this like this month, you know, does that make sense.

ALD: yeah yeah I think I mean i'm thinking about how women are portrayed and more often, you know news stations will go out and find them when it's stories about kids and schools. ... grocery stores and stuff like that and you're less likely to see women interviewed as experts or professionals.

Subject 6: Okay yeah yeah no, I agree with that and when they're an expert there like an Ob gyn or like when they're an expert it's like. You know... somebody who has a PhD in early childhood education, you know, like those are the only types of... and then I lately it's just been story after story about how being a mom a working mom in the time of covid it is... right it's always about being a mom but then it's like.. Oh claps for you, you also have a job and you're also catering to your husband.... yeah it is, it is very much domestic still... I think there's... we have a lot ...long way to go, as a society to just normalize the fact that women work. But that they're also parents, but it also goes the other way too for men, I just saw story yesterday on network about how dads are becoming more part of their children's lives, since covid it happened, but is that going to last....I was like that's so loaded. You know.

ALD: yeah we rarely ever talked to like stay at home dads or sorry, can you see me...yeah um we rarely ever talked to dads about their kids we're always looking for moms...And I think that's that's part of the issue is that you know that's immediately, you know that's the easy thing it's The thing that POPs into your brain when you think about you know stories about kids and...and you know my sister is a working mom and she refers to herself as a working mom but it's you know it's also you know she's a financial analyst right like...she's more than that, and I think....You know... I would like to get to a point where, in our coverage, where we are making sure that we're portraying women not just as mothers, but as professionals and....leaders and things like that too.

Subject 6: No, I definitely agree it's like oh this person is so successful she's at this point in her life, but also did you know she raises three kids on the side, what a superwoman you know, like it's always. But she's also a mom so great, you know, so I yeah get away from that for sure, and then also like I said being you know, looking at men as better because they're good dads to you know because they're apparently never around you know you know what I mean so... yeah loaded language to...the way that we blame certain stories is not is not great.

ALD: yeah yeah I also talked to a reporter, who is a mom and she's like it's irritating when you see because people's like hearts melt when they see video of a dad being a good dad...but like when you see video of a mom being a good mom she's just being a mom like that's just it just is so it's it's it's it's definitely like societal... and it leeches itself into news coverage as well. So, like like how how we frame, it is important as well, how would you characterize your efforts for portraying women in positions of power or as professionals and how would you characterize your stations efforts like that?

Subject 6: I mean like I don't think we necessarily seek out experts to be women I don't I don't think that's something that we really think about you know, like. For me it's always just been the best person for the job, the best person to speak on whatever it is that i'm working on, and I think that's empowering women by doing that, not necessarily looking for women, because it looks good for me, or because it gives them a certain kind of boost In my story... kind of focus on who's the best person for the job, and if that's if that's a man then it's a man if it's a woman it's a woman, but then also when you see a woman to be like yeah okay. But like to not think twice about it does that make sense it's like when I see a woman as a CEO and she's speaking on whatever topic I don't want people to see her and be like oh i thought it'd be a man, you know. But I also don't actively seek out... oh I need a woman expert for this, because I want people to see that women can be in this role. I don't really think about it like that, and I think when you really have that mindset of i'm going to pick somebody that's best for the job it's empowering women because for so long society in itself thought of women as they can't do that and so it's like indirectly...You know, boosting that does that make sense. yeah yeah that's how I feel.

ALD: yeah um that makes total sense i'm also you know, a couple of other people that i've talked to also... I'm thinking back on conversations that i've had about that as well and, like some of the research that i've done and women are you know, as we talked about there they're vastly under represented in in media coverage, I think a lot of times um...you know people go back to the same well over and over again...Like if you have a great pediatrician.. or a great you know doctor that is willing to talk to you, you tend to go back and because you know that they'll pick up the phone. So if that's a man and we're constantly like putting the same faces on TV over and over again, and the challenge, I think, rather than saying Okay, I need a woman for this or I need

a you know, a minority for this or I need or whatever is making sure that it's a different voice, each time rather than rather than just going back to the same to the same.... you know old white dude that's always on TV.

Subject 6: yeah okay. that's... okay that's true I yeah I do think Okay, so this is something that this conversation I had with somebody else like... I feel like local news has gotten so bad because we only care about the two loudest voices on each side. And we only think about making deadline for that day and so we'll try to call up anybody that will give us the interview that we need in the time that we have. And so, like you said we resort to the same people that we know are very media friendly and willing to talk to us and it doesn't and so, for me it was like we need to get away from the mindset of everything is a package, but also we need to crank out a story every day. And really dedicate our time to find out that grey area because that's where most people live. So for me that's always been very important and that's something that I saw eye to eye on my next station and that's something that I really liked about them is the two loudest voices on each side might make for great TV to certain people but it's also the reason why so many people in the Community have distrust against the media these days. And so dedicating extra time to figure out that middle spot, I think, is something that local news has to really, really get better at for sure.

ALD: yeah absolutely. yeah yeah yeah and another another interview that I did brought up the fact that women are sometimes harder to nail down for interviews because of child care because of...Because of appearance sometimes sometimes if they're not camera ready.

They feel like they're they're going to be scrutinized more. 100% more than than their male counterparts so sometimes it's harder to get them to.. You know, to agree to an interview. But her

point was but that just means you have to work a little bit harder to make sure they're represented, because they are there, but they have these other obstacles in the way.

Subject 6: You know what is so interesting... is like so [this area] is a lot of moms and women would refuse to talk to me because they have to ask their husbands for permission... I have had so much like I would go knock on doors and like you know moms would answer and they're like oh my husband's not home, and I have to ask it. And I don't know if that's like a.... like a cultural thing because it's happened a lot like Hispanic communities it's because you know any me like it was so interesting to me because that... that is not a thought process I have like. No, but you know it was so even if women are willing, sometimes there's external factors in their lives that doesn't even allow them to voice their opinions in public, because fear of retaliation, or whatever from their husbands or their community which I was like shocked by... You know... yep what's that's really upsetting

ALD: yeah that's something I hadn't thought of before that's very interesting.

Subject 6: i've had so many interviews rejected because their husbands not home or they have to ask them for permission or they don't speak English and they would need their husband for translator and so. yeah I remember just being really upset by that.

ALD: So let's say that you are talking to an intern or someone about to start their first job as a young journalist.... How would you advise them on how to make sure that they are including...different voices different communities different genders different backgrounds and their coverage.

Subject 6: Well, first, I would ask, I would tell them to take a look at the Community that they're serving to see who's all in there...The different racial groups, the ratio from men to women, the different organizations of people that identify as such or whatever I would tell them to take a good look at the Community that they're serving so that they have an idea of all the people that are in it, and then I would advise them to when they're looking for stories... to just make a list and then like sit back and look at it, you know, take a look at the kind of stories that they picked out to pitch.. And then really be frank with themselves about Is this being inclusive is touching on all the people in our Community and no matter what the topic is to go a step further and to think about how would this affect somebody that doesn't have a car, how would this affect somebody that doesn't make as much, how would this affect somebody that doesn't know how to speak English and to just go that extra mile and to really think about really think about it, and then to look at their own biases and, to be frank with themselves about that too. And to reach out to communities that are different from themselves right So for me like I know that i'm Asian and also grew up in predominantly white communities and so those are something that I felt comfortable with, but I also knew that I have to reach out to the black Community and also the Hispanic community which I don't understand as much, and to make sure that i'm touching on that you know so just I think.... I think being woke and like being aware about the stories that you're pitching and then to really look at it and be like is this is this being inclusive, I think, is the place to start.

ALD: So how do you...how do you get, how do you gain trust in those communities that you are not necessarily a part of? What they think you know I had someone I talked to talk about you know we have a fairly predominant Vietnamese Community here who are not....And I don't know if there's a language barrier or if it's just you know they don't see themselves represented

very often... and i'm it took an Asian reporter reaching out to build that relationship and then, once that happened aHispanic reporter was able to go in and it was like oh you work you work with her on your cool like we're cool with you because you work with that Asian reporter... that we know, but how do you how do you build trust in communities that you don't belong to what, especially when they're marginalized and may not have been historically represented well in the media and may have some mistrust yeah.

Subject 6: Well, I think, being proactive as a new station is really important, because they're not going to reach out to you... A lot of times those communities kind of keep to themselves and feel like they're under represented, but they don't really do anything about it other than hold a grudge against the mainstream media so for the new station to be proactive and reach out to those communities, not when you need them, but ahead of time...is very important, you know emceeing for a Community event that they're having within their own race or organization i'm seeing for them i'm covering holidays that are important to them right like Chinese New Year or diwali you know that sort of thing.. So I think as a new station it's important for them to reach out to those communities ahead of time to build that trust to create partnerships for emceeing opportunities for coverage opportunities being at those events where they do it sending out reporters to those events. And then you know you mentioned... They feel close to reporters that represent them or look like them, at least...that goes back to the hiring process to it's so important for new stations to hire diverse people so that they have a tool, so to speak of creating that connection with them...I think that's especially so with like the Hispanic community and the Asian Community because a lot of times they kind of keep to themselves and so to have that reporter go out and somebody that they feel like they can relate to I think it's so important, so hiring people that reflect the Community that look like the, the Community is very important, I



think.. But honestly yeah the proactive outreach is huge, I think... Because they always have a leader in their community to you know, a president of whatever a president, or whatever you know reaching out to them be like I know Chinese New Year is coming up, do you guys have any celebrations, can we MC for you? Can we send a couple of reporters out just to follow you around and to cover this that sort of thing you know relating to them in a way that you can...that's not like appropriating their culture right so having that humble demeanor to yourself, but also being proactive about it and saying we're very interested in your culture, and we want to include you kind of thing.

ALD: Who among your news colleagues do you think does this really well? Or just a different station or someone that you look up to that you followed?

Subject 6: I don't know I don't think there's anybody that really stands out to me okay yeah which is kind of sad.

ALD: yeah.

ALD: How will we know when we've gotten where we're trying to go with this.

Subject 6: Like I said earlier, when we have conversations like it's just the way it's supposed to be. When you don't feel the obligation to talk to a woman or talk to a black person to elevate their voices, you know when we get to a point, as a society where it's just the norm and when we see a woman in a position of power, or when we see a black person succeeding you don't sit back and think oh wow I thought they were going to be white and a man, you know to get to a point in our news meetings when reporters don't have to be like we should probably talk to the poor

community about this too, when it's just a conversation that you have because we're all people... And it's not taboo I think that's when we'll know.

**Subject 7: White male manager, Small Market (76+)**

ALD: So does your newsroom endeavor to use diverse sources in news coverage.

Subject 7: Yes.

ALD: And what, in your mind constitutes diverse sources of news coverage.

Subject 7: It would be obviously...Diverse points of view.... But also...That you know all of our sources and our stories don't call, are you know, have a particular demographic and I would want to representation of the Community. So you know, having some knowledge of kind of your demographics, in your community. So I mean if... if..Because we have a fairly....Large African American population here and an African Americans are in positions of power that's not a huge challenge I don't think ...But I think there are some ways, you can make sure that that's you know happening i'm sure we'll get into that so you asked me what what what is diversity, what was the question.

ALD: Well, what constitutes diverse sources and news coverage for you, what does that mean to you?

Subject 7: yeah I think it means having something that's reflective at least of your population of your demographics that you're ...you're not just listening to for lack of a better way to say it one side of town...And because we tend to live in segregated communities, at least here and i'm sure that kind of plays out in many cities, you have to make sure that you're you know seeking that

you're not just going to one particular part of your viewership or or demographics. I want to just be aware, you know, being aware that you need to make sure they're not doing that.

ALD: And working at [your station] you tend to work with reporters who are very young, who have probably not had to... you know... accost someone on the street, who looks different than them, so can you walk me through any discussions you've had with your staff about using diverse sources?

Subject 7: yeah let's so...probably the way we easily it's either it's either where they did the most direct way you influence that is geography. By you know we're okay we're doing a story on X and Why don't you go to this Community this part in this neighborhood and try to find something instead of always just going to the white Community here to the black Community here and and sometimes I think you have to be more sensitive to it, based on what the story is because you may get different responses. You know just the something that's old that I use, but if you're going to go ask people, whether OJ is guilty or not you're going to get a different answer, depending on what neighborhood you go and ask people that question. So if it's a story, where you know as a news manager you're probably going to get different answers, and you, you know you make the effort well if you if you go over to this neighborhood make sure you also go across town....that's not always relevant in every story, I mean, but and you could argue it is probably in every story, but I think, being aware of that, where people go to get to source the story is going to affect the representation in that story. So the discussion often is you know yeah if you go there that's fine also go over here so it's it's more just knowing your..the geography and the demographics in the Community, where people they're where they're likely to shop. You know, find it less a factor in an elected representation, I say that, but you know you could also just talk to the white

councilman in [city] or if you go to [city] you know they're almost all African American or Hispanic...So we even where what city you position, a story from...You know if you're talking about federal aid or something that's going to play out differently and a story that's more dependent on a city that's more dependent on it in another city...So I think it's understanding your community is and directing you'd... like you said, a young reporter to go... you're going to get... knowing what the outcome is ...going to be generally not 100% if you do this, then also do that just so you can try to have a representation in that story.

ALD: So, can you think of a specific example of a conversation like that that you've had.. Where' you've had to tell somebody like look, you need to you need to talk to different people who look different?

Subject 7: You know, and not really recently in large part, because our staff is very diverse, in fact, if anything, amount of hires of all way to our new hires for the most part, have been weighted towards people of color. I mean, I recently hired... kind of wanted to make sure we hired a white reporter because we didn't have any. Now you know I feared almost we were going to become too skewed to being people of color and if I mean i'm not... I sound like such an old white guy um but...yeah I mean, I think the more diverse staff, you have... a lot of those things shake themselves out because people will tend to seek out the people they interact with more we live in communities where we can to...You know the only ...the only time we may basically interact with people who are different than us, and maybe out shopping our work, because the rest of our time we spend in our enclaves....right or wrong it's kind of the way it works... so um no I don't remember a specific specific conversation on something like that...But I think if it... anytime.... it's a say it probably the most recent and I don't remember specifically having a

conversation, but the the black lives matter protest from last spring and the summer...Definitely was one of those things where let's make sure we get different points of view on this, because that was something that seemed to polarize people a little bit....And if you just ...if you just go to this side of town and you know, try to get people's opinions you were going to get one point of view and again the geography going to the other part of town and getting a different point of view. I wish I had a more specific, one that I remember, but I felt okay.

ALD: um How would you characterize your newsrooms inclusion of diverse coverage like if you had to give yourself a grade on it.

Subject 7: I feel like we do pretty good in and they always would give us a you know a grade a B.... At 85 you know I mean I feel like.. I don't feel like we're excluding people. You know, I think that the... when I hear people talk about journalists being liberal. And I've thought long and hard about that. And I think the source of that effect is the idea that, when I was being indoctrinated into journalism that part of our mission was to give voice to the underrepresented...To give voice to the disenfranchised and if if you sort of go well that's part of our mission, and then we give greater weight to people who don't have voice, because they don't have voices other places... Then someone in the Community who doesn't value that may look at it and go well, that you're just doing that because you're liberal me that's almost what I think that means that we actually cover. We cover stories and communities that otherwise no one would hear about it. So it's to me it's it used to be and I don't know if it still is sort of baked into the mission. Maybe that's my Liberal arts education, but I just felt like that was this part of the history of journalism at least modern Journal in the modern American journalism and you know part of the principles of journalism. So when you have you know the benefits of having a diverse

staff is that they...They tend to be going to....have some allegiance to representation of their communities. I hate using even phrases like that, but it's I guess it's reality it's not how I thought we would be. If I was looking forward 30 years ago, but here we are. So I don't think that we're you know, because that I were seeking out those you know those people who don't have voice. That that we're missing communities, I mean probably we probably are, you know not as good on maybe the LGBTQ community, though, there was a period I mean it kind of comes in waves right, so there was that... I don't know '15, '16 those years where that seemed to be where we're Gay Pride became something we'll talk about it and we tended to we had people who are actually for the first time in this area openly saying they were gay, which you know....They weren't before that, so in that period, I mean we covered that Community so we cover it are we doing how coronavirus is affecting the gay community no ...we're not. So you know I think it's difficult to look at it something as a short snapshot I think you have to look at it, over a period of time. And i'm just trying to think who else we may underrepresent within our you know. I mean, certainly the communities of color I feel like there's there is.. you know coverage there. And I guess, we could go into the white grievance and say, maybe older white people don't get their fair shake...You know I got this... i'm so inside the fishbowl it's such a hard question to answer, because if I if I didn't think we were doing it, I would I would. I would want to change that and always go into you know we can't have it, you know we can't have too many points of view on something i'm, for better or worse, you know default flawed philosophy of the marketplace of ideas. But... I don't think we're missing anything... probably the Hispanic community ...maybe if I had to pick something that we probably under represent that's probably it, because I think it's growing and it's still....Fighting it's sort of nature and more underground. So if I had to pick something that's that's something we probably need to be aware of you know you get into things

like obviously language issues and our is that Community even paying attention to you and but... it's probably if I had to pick one, I would say the Hispanic Community here.

ALD: Just Out of curiosity, do you have any Spanish speakers on your staff?

Subject 7: Currently, let me think...We have an assignment editor who speaks Spanish. And she has done some translation for us, I don't think any of our reporters are bilingual we... we've had some over time, but I don't think currently are. Man, that's a good... but I mean if someone ...someone applies for a job and they and they're bilingual I weigh that in... that's... that's important because if you don't have someone as bilingual you automatically exclude yourself from covering that Community almost yeah it makes a lot...I mean, we ran into that probably the Vietnamese Community here two years ago back back when it was like....I mean, I made it...I kind of had a running joke 20 years ago that you know you scored extra points, if you got Veitnamese person to go on camera because they just wouldn't do it. And I think part of it was a language issue you know they didn't speak good English, and I think was also cultural. I mean, I think that... that there was some distrust, or maybe they I don't know, it was very, very difficult and that changed... they changed over time, where it didn't even become a thing, but there was a period of time when it was. So it made it hard covering that Community because you, you know you didn't have people from that Community willing to talk to you on camera. So you always had other people commenting before the Community yeah you know but eventually I think there's more assimilation and where I don't... I don't it doesn't come up where I'm like "oh gee you got a Vietnamese person on camera" here I mean you know it's just one of those things you observe and you sort of make the make a joke about it because man it's kind of how you deal with, if you like, trying to deconstruct it deconstruct it and it's like because I had I as a reporter

had had situations where I had people Vietnamese people go they don't want to talk to you.. And you try to figure out why, and I think a lot of its language.

ALD: Do you do you as a newsroom have resources for reporters to use or policies in place that would assist them in using a variety of sources?

Subject 7: Now?

ALD: Some stations have you know, like their diverse rolodex or something like that?

Subject 7: No, no, now we really don't I think... You know, part of the issues we've had a long term concentrated management crew here, you know which is probably I don't know how rare, it is, but so it's more institutional knowledge than it is anything that's written down ...we rely on informal institutional knowledge of managers who've been here for decades. And so it's not like now, we don't... In fact we don't even have a newsroom rolodex. wow ...yeah we just operate off of our own phones and phone numbers. Which is something that's kind of pissed me off, and every time I try to move towards centralizing the rolodex it just goes nowhere and I don't get on my chair and yell it out, but I don't know I mean you know. It just seems odd to me that we haven't really done that.

ALD: How would you characterize the efforts of your reporters who frequently used to resources, I mean you said that there's a pretty diverse newsroom already when...I guess in some of my conversations with reporters...some of them feel like they have a responsibility, not necessarily a directive, but they have a responsibility to represent their own communities.. and in pitch stories that some of their colleagues might not but it sounds like you've got a pretty diverse group of reporters anyway, so they might not necessarily feel that burden on themselves?



Subject 7: I think they do, and I think they....In terms of stories they pitch to cover um...and part of it...is just you know who you're talking to them what communities you're paying attention to, of course, social media consider this right, because you know we again we we create so many bubbles, both in terms of geography and now social space it's another form of geography. But I think that... that there are times when reporters. Speak that kind of language like to represent a community, and it has come on and I don't ...I don't have a problem with that, I just want to make sure that we're not...I guess fairness and accuracy are always the you know the the goals and the truth. And a point of view, is a form of truth. I don't have an issue with it, as long as it doesn't seem like it's very agenda driven on someone's behalf. That, I have a problem with ...i'm we're not advocates for entities...PR agencies or organizations, I mean we can certainly do stories about what their goals are and aspirations and I don't think we necessarily should be advocates for them, so if it's something really controversial in somebody is you know we're doing a story about it, then it needs that counter weight from the different point of view, then We certainly have discussions about how we're going to accomplish that and not every story's equal you know, not every story warrants that... But some do, and I think it's just recognizing....I tried to look at every story as i'm a viewer and i'm probably you know, going to be skewed towards looking at it as a you know... middle aged white viewer but I try to put myself, at least in the shoes of other people and how they make you something, because I want them to know that we are... Trying to present this and it's all in its complexities, that is, you know possible and TV journalism and you know that minute 30 stories. So it's a matter of you know, almost deconstructing something before you do it, what the end thing is going to be and how do we get to where it looks like something where you know people aren't going to look like you know they're not going to be. I don't know... put off by it... I don't want that you know, hopefully it's

informative for people. A lot of this to me and I thought about this when you told me you wanted to talk about i'm like ... gosh it's so informal it so ...it's not like something I sit around and think about. But I realized I do act on it, you know I don't have like and I will have a conversation if I gotta work it out our might have conversation. A lot of internal conversations I guess but it's not policy or something that's written down it's more informal and probably like I said institutionally driven but not in a formal sense this institutional in terms of the people that are... that are here. So that's why I mean it's tough when I ...when we were going to talk about this, I gotta I gotta figure this out yeah so maybe the last minute questions that will help me wrap my mind around what happens...But I do feel like we do represent communities and do get points of view from them and i'm always I mean that's been.. You know... baked into my mindset forever, you know when I first got down here and confronted the idea of you know as an adult dealing with race and How much more in my face it was moving here which... it may have always existed I just as a kid you know I mean it's it's different when you're you become an adult especially working in a job, where you're gonna have to talk about it. So then, it was a matter of just making sure that, like yeah, we need to represent everybody, I mean it's... I don't believe in excluding anybody from the table, I think we need to be a voice to to many people and I don't know of any other way of doing it, I mean, I know I know there are ...When I look at something like fox news, and I think they don't do that, I mean it's very much like it is targeted towards a particular group of people with a with a specific type of message to produce a particular type of outcome...And I don't think that's healthy for democracy, I don't think it's healthy for our communities...And I probably haven't paid as much attention to that happening as a public should over the course of my life because I just went well that's gonna that's going to take care of itself. Quite the opposite, I think it's causes lot problems so As a news reporter and

and as a manager i've always been aware of my let's make sure that we're representing...the people that we're broadcasting to It just seems like an obligation to do that. No, the FCC decided it was no longer an obligation that well but a lot of harm that that caused. next question.

ALD: i'm thinking back to some of the conversations that i've had when i've talked to different news managers and reporters about this kind of stuff too. And I think that you know I mean the goal of talking to all these people is to get best practices from people who've been doing this for a while and and from different sized markets Small Medium large markets. And the, the main thing that I have noticed from talking to everybody is that the management really sets the tone for how the newsroom as a whole approaches this that you know if you're in an editorial meeting and you know "dad" says you gotta pay attention to this, then everybody kind of perks up and Okay, this is important it's okay to start talking about it and that having the conversations as a whole. As a group, and understanding that this is important for us to talk about and important for us to include gives it more weight going forward. So that said, how do you think you or the news management at the station could better encourage the use of diverse sources.

Subject 7: Well, I think it, I think it definitely starts with the you know and i'm sure every station America has a you know...several editorial meetings a day but that you know that morning editorial meeting where you you're talking about how you, you know when when it's still aspirational as far as what you're going to get the story. Because it always changes but that's you know, having.... going well, what, what are the points of view in the story... what are we..... And you know what it doesn't have to be in... in this is the other part of it, and I think it's important as news managers that not only that day ....you do what you do that day....that's one day.... you've got tomorrow too.... and you got next week and it's about continuing to cover just

something that you build upon you know it's... it's... journalism is incremental ....so many times and I think as a news manager, being aware of, well, we... we get we get the story that it only had this part of the story. So and that's maybe for whatever reason that's all we could get that day or you know, or sometimes having a single point of view and the story is a good way to tell it. But if we're going to do that and that's fine and tomorrow, can we let's do the other point of view on this story, I mean from a viewer standpoint Is it better to have everything in one thing, maybe, but like that's not always possible for lots of structural reasons. So I think that you know I look at it, as as the long game, you know we got, we have to do this, over time, so it's it's. And I think saying that to staff, I mean talking to them about how we're going to achieve this, and what we're trying to achieve, I think it is a discussion I think it's a dialogue, I think it's. I think the first step is self awareness about Who you are and what you're doing. And that's true for everybody and try to teach self awareness to trying to teach where there might be bias. We all have them...You know I don't always see what's left out of a story, I only see what what someone's trying to include in story. So certainly try to preach the idea that you know you need to... you need to tell the truth, the best discernible version of the truth, I mean that's your goal so whatever you're putting in the story, make sure it represents their point of view. I talk a lot about the relationship with sources that if someone is.. is giving me... granting me the opportunity to interview them or come into their life, I have to tell their story that there's my obligation to them is to tell their truth and not misrepresent that in and I don't think it's misrepresented because of bias, though, it could be or because of agendas, I think it's misrepresented most often because of inability and lack of skill so ...as you become a better storyteller and a better reporter you learn how...How to take that you know bucket of stuff you've got that day and sculpt it into something that is representative of the person as best you understand their representative that person that you talk

to you today. that's the art of journalism and you know that's kind of the hard part sometimes because I want the person who watched the story to go well yeah that's...that's my truth. You know, but if you decide to take just the I don't know most sensational part of what they say, or what whatever that might be, you know just because it makes a better story well...I don't care if it makes a better story what's the truthful part of the story, and so do you have conversations reporters about that, when they're when they're trying to go. You know I don't know probably called different things different times we're cutting a story down and we had to you know...kill the babies, where you got to go and chop stuff out of a story you go well, which things are essential to be representative of their truth. Because a lot of our stories are points of view from people I mean it's tends to be how we function. Some stories demand that you have multiple points of view in it, but, but a lot of times it's you know, maybe a single source story and You know i'll give you an example was you know when you're...Talking about the election and whether it was rigged or not, and you saw this really kind of sharp divide... racial divide over that issue... And so, if we were just doing something like going on and getting man on the street interviews or something like that, and I can remember somebody asked me about a specific conversation somebody said, well, we got some but they're all like saying this thing i'm like okay go to another part of town... and talk to people there....and specifically away from whatever demographic they had already got... someplace where I think we're going to encounter people who have a different point of view and to balance that out, because you know you it's a crapshoot when are you doing that kind of stuff anyway who's going to talk to you, and you know how many can you get blah blah blah so. I think that it's a hard thing to write down I think it's a hard thing to go, you know you could have a policy I don't know what policy would say, I think, having discussions about listening to feedback from people...I don't I don't know everything. I

don't live in the same worlds is as many of our reporters I don't... i'm not you know not as involved in social media as they are, they have different experiences than I do, so I try to listen to what they say and what you know... Give them guidance ...from... my perspective is having done this, a long time and what I think is best practices. And so we have those exchanges, sometimes I mean most of the time it's in the edit process of the story, try to figure out what to leave out and put in. And i'm willing to i'm willing to you know always have a discussion about it, I think, dialogue is hugely important and what we do, because it's you know it's almost like you got to talk it out....Because it's so not ....it's not like it's not a math equation....You know where you ...you... you work, the problem until you get the outcome, I mean it's it's... it's more like a Jackson pollock painting where you're throwing stuff up on the wall and hoping that makes a good image. I mean, I think you can be more agenda driven doing it, which is...the only agenda, I think we should be pursuing is to tell the truth, and to represent our Community or communities, if want to put it that way. Because it's not monolithic um I don't know of any way, but being self aware... self awareness on everybody's part ....open to dialogue... to having the discussions and then ...You know, as a manager, you may be the one who finally makes a decision on something and making sure you're you're doing that for the right reasons ...I mean for the good cause, you know, not because of some bias you have. We recently had a individual here an anchor who he had a pretty strong point of view about stuff and I mean, he was very much within the fox news area and There were days that he would say things... and i'm like that's just not true. It was a weird thing that I mean... I have ....it was a weird thing to confront and i'm trying to prove to him that these things are not real. Because he would complain about... why we were doing this or that or why we were doing it...and so I mean the good thing is It made me question that... it made me evaluate what we're doing. But it was something I really hadn't encountered, you know,

it was a fairly recent thing that happened where i'm like Okay, so there are plenty of people out there with this point of view so...And then you go well to what degree do we represent that point of view to what degree do you represent a point of view of people who saying that the election was rigged? I mean think about that for a minute ... you're going to actually go seek out people to say things that are ....have been demonstrably false? I mean it's almost like letting people go out and say racist comments. You know, is it important that we... we cover the racist community to give them voice so that they can say their part? I thought... weird area. You can pretend like it doesn't exist. I don't know I don't know the answer. we kind of dealt with that in the 90s here when we had a lot of outside groups with racial agendas coming in and trying to you know just hate speech and the Community and you're like. At first it was like we'll just let them talk, because then people go, you know, the more you hear from the more you go in it's kind of ridiculous maybe. And then you got to the point where you're just being used, because now you're just given a megaphone and people that are saying things that I mean their opinions, at best, and they're they're probably potentially harmful opinions. So you know we have to serve the gatekeeper function right?... we can't let every voice say everything it wants to say all the time, I mean. If anything that's our main function, we we restrict the hose of what gets through, of course, you know these days we're not needed as much as people can find other platforms to for their speech. So you know... I don't know how you write that down ....I don't have anything for you there I think it's, I think, maybe it's a you know if you need it ...it's a list of questions to ask yourself, you know, are we, representing different points of view? Are we seeking opposing points of view? I mean it used to be that you had a fairness doctrine...and the FCC and you were basically... in order to maintain your license you were required to do that and I that's the that's, the environment, I came up in and it's not something I ever let go of. I just... it was so ingrained

in me that that's the right thing to do, then I never thought of doing it differently... so there's plenty of media that does do it differently, I think. You know I don't know how many do broadcast TV stations do, but I mean you can find examples where I think points of view are excluded purposefully. Or, if nothing else for market decisions, and you know they're going to make more money doing that. But it sure ..sure doesn't do I don't think it does a lot of good. Because of the bubble thing once people get trapped in their bubbles and and they're not willing to go outside of them, I think that causes concern, and I think there's danger in that. : Moving forward about how you break out of it, let me... I tell people just go seek out something you would never seek out, let me try that ...this just challenge yourself, but you know that takes effort. It takes effort, instead of just doing what you're comfortable with. So I don't have an answer your question about policies, I don't know how you write that down the policy, I mean maybe... maybe smarter people to me and figure that out, but...I just feel like it's... I ...hopefully it's part of the indoctrination process that when people come into a newsroom and they're young is the first job of going... wait you know let's make sure that we're being fair... let's make sure we have different points of view if it's necessary. I mean some stories, you know if someone's pipes breaks in their house you know... I don't know if there's a different point of view, necessarily, but it might differ in terms of Which Community you go to cover that story about how it impacts them, because if you go to somebody that's got a \$400,000 House that has trouble versus somebody that's got you know \$50,000 house on peers in [city] you know who can recover from that that incident?...that makes a difference, so I think it's okay to go do this one over here, but you probably ought to think about going and doing this one over here too, because I think how things impact people. You know it varies depending on their station in life. That was not answering your question because I don't have one.



ALD: No that's good this is good um so we talked about race, what about women?

Subject 7: I like 'em.

ALD: Is there it is there any discussion or awareness about including women in positions of power, making sure you have a female doctor when you need someone from the medical community or making sure that you have you know if you need a CPA that there's a woman or or someone because we tend to hear from women when it has to do with family issues when it has to do with schools things like that.

Subject 7: wow. No, I don't think we ever had a discussion that's interesting um. You know so often I feel like it's like you just start down trying to get who will talk to you once you find somebody ...bam, you go. You know you don't...I mean that's the practical side of what we do...Because of the time constraints and stuff. Wow. You got me there... I didn't... no, I don't think we do... I don't think we ...I don't think that discussion really.... unless it's again something so related to gender that it's going to make you know, a difference in terms of what people are going to say.

ALD: yeah.

Subject 7: i'm trying to think if women are underrepresented in ...in that, in that sense, and I, you know I don't know the answer ...I haven't...I haven't paid attention to it because I feel you know ...there's... okay and here's why, because I, I guess, I feel like I don't feel like women are as disenfranchised as other communities. And now I'm gonna sound like a misogynist. And that

might be just because I don't ever view a woman as being somehow less than... I don't mean I don't ever go I don't know... If you know....don't.. i'm kind of speechless.

ALD: Just because I know the history of [your station} um I don't think you've ever had a female GM right?

Subject 7: Nope

ALD: \never had a female news director?

Subject 7: No.

ALD: Never had a female EP.

Subject 7: nope. No yeah.....No... I would love to have a...Oh well, we did have a female GM we did. Okay, she was a GM for for a number of years, actually not think about it. Like four or five years. i'd love to have a woman news director... I really would, I think ...I think it would and I don't even know why I just think it would change the dynamic of what we do. But I don't know how I mean I don't get such a...Almost innate thing that I ...I don't... I don't know why, I just ...I like...I like working with women, I think it did bring something to the table that.

ALD: yeah.

Subject 7: I mean...What is it ...It is a different point of view. You know and it's one that I think is extremely valuable and necessary, and it can change how you, you know... to me a lot of times kind of subtle I mean I don't think it's like this... I mean we if we're talking to people in power and...There are women who are in those positions elected etc, we do talk to them. You brought

the doctor issue. And I, you know that really hit me because I don't remember the last time we talked to a woman. You know I don't even know how many women doctors there are here. Never have I said, or thought, even more importantly.... let's go find a woman doctor. You know?

ALD: yeah.

Subject 7: It you know yeah I don't... I don't wow okay. There's something to think about during the day.

ALD: um i'm including that as part of this, because I think that it's part of the representation issue you know ...you brought up the the like bubbles that people live in. You know and I feel like for me it's just as important to see a black person in a position of power, as it is for women to be seen as intelligent and in positions of power, rather than just being interviewed as the mother figure that you know ...so um but you're not alone in the fact that a lot of people don't think about that as part of the diversity discussion. They represent different communities, but then, as far as you know, women being 50% of the population. They're all oftentimes included, as you know those... those family type stories where that's... that's where they're interviewed.

Subject 7: Right, and you know that's probably the case. In the reality is ... it's probably because there's not as many women in positions of power or whatever, that we would seek out at ...you know these kind of institutional interviews or whatever they're probably just not there ...as much and it's probably a function of .. you know, women being excluded or or you know....career paths, or what I mean it's I mean I don't ever look at what.... we interviewed a woman good thing I mean I just go oh I don't I mean that's weird it's weird that i've never really thought about that. You know i'm looking at.... I don't go well good we interviewed a woman, I mean I don't...

it doesn't matter to me in the sense that I feel like you know they're underrepresented and that may be a problem that that's how I'm thinking about it. yeah I mean I get it that you know when you're talking to a family story or whatever you're going to seek out a mom with kids because... right but that's kind of a bias in itself, because what about the man's perspective...I mean you know I mean.

ALD: What about dads?

Subject 7: yeah you know, so I mean. wow there's probably more of a sex bias than I probably realized that I don't know ...I don't know i'm not going to say it's us, I mean it probably is us, to some degree, but I mean that is probably as much a reflection of our society as anything else. You know. Well it's something i'm gonna pay attention to and I don't really know if there's... I don't I don't know if there's something we can do about it, I don't want to... certainly don't want to underrepresent them... it just like I was talking about people of color and stuff and we know. Well, it might be an area we think about. It's sort of like... well if they're there we'll talk to them, you know we don't it's not a matter of seeking it out, because that would make our point of view more diverse, which just counters everything I just said, for the past half hour. wow.

ALD: um do you know of any newsrooms that excel at what we're talking about whether it's race, gender.

Subject 7: me I don't I mean i've only got one... the one i've worked in. You know I i'm a i'm a big NPR person I consume more npr news than anything else and and I... I see them going out of their way you know at times to represent many different communities and sometimes to the point i kind of roll my eyes okay. But it's a good thing and I guess, if I had to model myself after

something it's it has probably been in more influenced by NPR than probably any other news organization. I certainly get news from ....seek it out from other places, but that's kind of my daily consuming habit, and I think they... they do a lot of that in my mind, I mean I don't know how they're rated by other people... But you know I feel like they... they definitely seek out lots of points of view. So they're kind of my middle of the road media source, you know I don't I don't consume a lot of fox news or the other, more right leaning sources, I do get into them because i'm just curious what's going on. Now I remember one night during the riots, I was flipping back and forth between CNN and fox.... protest wherever you're going to call them.. protests...They were riots on fox and protests on CNN so I don't... you know. That was interesting because I don't watch a lot of cable news, and I was like I was kind of freaked out by it... i'm like good God, I mean there are two Americas, you know I just. I don't know I tend to deeper deeper dive into things and books and stuff like that and don't my daily news coverage is enough so that I know what's going on and tends to be npr and you know Internet stuff... I mean I'll Google stuff and dive into it, and this and that you know rabbit holes and all that stuff. That was... that was... I knew it existed, I mean because... I mean certainly people talked about it. But I just had this emotional reaction going... this crazy, this is crazy how depending on what you're looking at it looks very different different, and it was kind of scary to honestly I thought God, is this is how we end up in the civil war? But your woman question is a good one. That's a good one. But I mean like I don't even know ... I don't think I know a woman doctor. I mean ...i'm sure I mean, I know there are so ...right, I mean. I'm sure there.... i'm sure they're not half the doctors. You know I bet they're grossly underrepresented, especially here. Teachers you know they're women right. The police the force has some you know their spokesperson as a woman. She's a cop that she's the woman. A few elected officials. And there's certainly women involved

in businesses and stuff like that that i've that we talk to... Some academia, not that much it tends to be men too. Yeah I mean ...I don't know ...if I would feel weird telling a reporter to go find a woman to talk to you, instead of a man. I mean I don't know. Maybe it's because i'm a male. No, I don't ...I mean I hate directing reporter to go find somebody specific of a specific Community or subset or whatever, unless I know that it's necessary for a point of view, for a story, I mean, I feel I feel like ...I guess people kind of gravitate towards what they know and that's why, having diversity is important and but it's weird how that I feel like that kind of breaks down when it comes to gender, you know. And I don't know if female reporters are going to seek out women for stories.

ALD: Sometimes yeah and some of the research that i've done, women are more likely to seek out women for for stories but um, but I do know, having been in editorial meetings where i'm you know one woman sitting at a table with 10 guys that there are times when I do have a different perspective on a story, than, than, than the men in the room do.

Subject 7: It's interesting and I agree with that.. and I agree, I mean actually with things like "Me Too" and all that kind of stuff you know issues like that are very gender specific kind of things, but it's funny because I, my ... the counsel I seek from people are almost always women... my strongest friendships are with women and i'm not trying to say I got a black friend. I mean. I just ...I mean and that's you know when i'm going to go bounce something off like when i'm going to go, let me work through this...i'm going to be talking to a woman, I wish... I wish we had more women here in charge of things I mean.. I would be for that.. and maybe it is that I get a different perspective and maybe that's why I do that. Because when I want to talk to somebody I I don't want confirmation bias, it does me no good... you know I want someone to go

to challenge, or to ... I don't know I don't know I don't know why that ...that is.... but maybe that's why i'm less... I don't notice it as much ... I don't know... But I think you're onto something there I definitely think that you know, we need to make sure we are representing women in all facets of life. I guess my initial response to that well they're just not there. And that's a really scary thing to say, because I, are they just not there because we're not seeking them out, are they not there because they're essentially invisible Are they really not there? I don't know the answer to that yeah you know if we ever move beyond going well, we need to find a lawyer to talk about this Okay, but let's find a... a woman lawyer and not just a lawyer you're going to talk to us, you know, is there is there a necessity for for for a more stringent standard. And I ...you know i'm not opposed to that, but I would have to go for what reason I mean what is, you know, then, then it kind of feels agenda driven on some level, but it seems like I have less problems with that when it comes to race than I do with women so ....Again, that self awareness right.

[section redacted for anonymity]

Subject 7: You know I ...again i'm in the fishbowl... I hope we are, but I think the only way to know that would be for somebody outside to view our news, and you know, to actually document what we're doing because I mean that could be that there's bias there that i'm not even aware of. And, and certainly the what you know what we've talked about with women and gender is an interesting question. I'll have to see moving forward if I you know...can pinpoint more about that and I, you know, I wonder if, having a woman in management would make a difference, who has been a part of our news coverage and we haven't had that... If that would make a difference. That I mean we.... you know the funny thing is is almost all of our reporters are women...

ALD: mm hmm.

Subject 7: So.... I don't... I don't know if... I have to talk to them about that. It'd be an interesting discussion if it ever comes up in their mind that they should better represent women in the stories that they cover...or if you know so much of it, I feel like.... has to do with just what you can get sometimes.

ALD: Oh yeah.

Subject 7: You know, then, based on what you hope you can get but I mean if you're like I said, if you're not aspirational in that morning meeting you know...you're... you're... you're not going to get anything close to what you are, you know a lot of it so it's a practical, this is the person I gotta hold up and they can talk to me a lot and so let's go talk to them. But as I mean you could make another phone call and find someone who has a different point of view, who can talk to you at 11 so. I think.... I don't think it's something we ...I interject and participate, you know, every day, every story I think it's more when I think that there might be an outcome that we don't want...You know. Or I mean a whole thing it's interesting about communities you're comfortable with because, as a reporter, I was always like I am not going to be that person. I'm going to go to the black part of town and i'm going to talk to black people you know. And I mean on some level, it seems kind of weird to go, I have to make myself go do this but that's the reality. I was always extremely conscious of that... not just talking to white people. But I don't think I'm going to say that so black reporter. I guess, unless I see them only talking to black people which that also happens, I mean I mean, I think I don't.

ALD: People tend to gravitate toward the people they're comfortable talking to so yeah.



Subject 7: They do.

Subject 7: Which is I mean if that is happening i'm okay i'll give you an example.

Subject 7: [our anchor]... and there was a interview segment on there ...on that show we don't have that format format anymore, but it was like that for decades. But when she got this show she black ...she booked black people... almost exclusively. And it was a weird thing because you're like well Okay, it was it was who she was in touch with who were calling her and some of his you know black churches and stuff it was like you got to be I don't know it got to it almost seems to be the point of like maybe we should intervene in that you know I don't know if we ever really did...but people were you know white people were saying things. And you know I know okay I don't know that's a weird conversation for you, could you book more white people in your show?

**Subject 8: Black female manager, Large Market (1-25)**

ALD: So um does your newsroom endeavor to use diverse sources in news coverage?

Subject 8: Yes.

ALD: And what, in your mind constitutes diverse news coverage?

Subject 8: Diverse to me, is it includes a lot of things and includes, of course, race...it includes gender, but it also includes diverse... diverse ways of thinking, meaning that it could be an age situation, it could be a gender identification could be seen as diverse, but to me diverse is when you're looking at it through the eyes and the lens of different ways of thinking and in which, of course, goes beyond gender and beyond race it that more or less goes to. The way someone may

have been raised, the way that they identify themselves or the way that they identify the world even because diverse could even be someone who is blind diverse could be someone who was in a wheelchair diverse could be someone....Who is an immigrant to this country someone who is new to this country, maybe not born here, but has gone through the immigration process... have or maybe have not gone through the immigration process so diversity takes on a lot of meanings to me it really depends on the topic at hand, to be honest.

ALD: So, can you walk me through how you as a manager encourage the staff to use diverse sources in their coverage?

Subject 8: One thing that we've done that I think helps or should certainly help moving forward is having the diverse list of contacts we do now have that in a....In a sharepoint document that anybody can access doesn't matter if you're in the newsroom or out, but you can access it, you can read it see what the people's particular field is if it's employment or if it's something that they're active and doing ....activists, even if it's for....Disability Rights we have we're adding people in on that too, but I think just having access to a more robust media list or media contact list goes a long way in that and making sure that we're bringing up when we're in morning meetings or we're talking about different topics that we bring up people that may have a diverse way of thinking when it comes to a topic of discussion. That also helps to because anybody everybody just needs a point of reference and sometimes it's difficult to find those diverse experts contacts, but if we have at least a list that people can go to have we have at least a recollection of people in our heads and encourage others to pipe in if they know somebody maybe they met somebody doing a story on a different topic that would be a very diverse contact on a certain story, but encouraging people to speak up is another way, because we all meet

people of all walks of life, and we all...among all of us be reporter interns even know different people that we may not know what that reporter might not know so if they're able to at least refer somebody to someone that always helps too.

ALD: So, can you walk me through any discussions you've had without with with staff members, and if you can be specific if you're comfortable sharing a specific example about how about the use of diverse sources in their coverage?

Subject 8: an easy one, I will say would be when we talk about the vaccine, I mean we're still talking about the vaccine and the fact that i'm African Americans have...They tend to [there is] lot of distrust among the African American Community when it comes down to a new vaccine, or when it comes down to something that is you know Government issued so as far as health care is concerned. We discussed that even before it became kind of a national conversation, which I think is great because we talked about that way before...you started to hear it on national news and national media outlets but that was a topic that you have to kind of know history, and you have to know what, in the past has made some African Americans more apprehensive about getting a new vaccine and knowing about the tuskegee experiment and knowing about women being used with Ob gyn. Black women in slavery and even post slavery being used for experimental surgeries and things like that...All of those things just bringing those to light. I think helps with the diversity of it, and that was one particular story where not only did we talk to. People that were leading the ....leading the conversations about making sure that we discuss why there's that distrust. We also found the doctor who happens to be black who worked with the Moderna who worked on the research team to bring the Moderna vaccine to....Come to be ..period, and so it was good to talk to her because naturally she's the one who Created the

moderna vaccine, but we also talked to Dr Fauci because of course he's like the lead on the COVID vaccine, but we talked to local doctors and a...Local people and people that are even seen as local heroes like [local expert] I mean everybody knows [him] you know. From [his] background to just being kind of the advocate for civil rights in [city]but even having him talk to us about being on a trial, not even just getting the vaccine but being on a trial for another vaccine is amazing, so I think it was that kind of bringing that to light and making sure that we understood and could report, the difference between the distrust that the academic community has for the vaccine versus the anti backs terms because it's a very different conversation is a very different reasons as to why I think just bringing that to light and talking to people both young and old, about it is a really good example of how diverse sources made all the difference in that story.

ALD: How do those discussions in other newsrooms where there might not be a black woman in charge um how do newsroom start those conversations in a place where people can feel comfortable talking about them?

Subject 8: And I think that that's really you have to make sure that you're listening to everybody in the meeting...Not just managers, not just reporters but it comes down the interns, too which I mentioned them as well, because a lot of ... let's be real a lot of newsrooms don't have you know, a female manager, let alone a black female manager or a minority period manager so.... A lot of them don't have that, but that does not mean that they cannot have diverse thought ...and have diverse contacts when they're covering stories. You have to be able to listen to everybody everybody has to know they're going to be listened to and that they won't be belittled or they won't be silenced, or they won't be talked over necessarily but they'll be able to get their points in their thoughts across then that way the diversity can come from any source, it can be from a

photographer it could be from an intern it could be from anyone, and I think it's important to make sure that you foster a room that is open to everybody speaking and everybody asking questions and everybody throwing out different ideas and pitches and you have to have that open dialogue and have that comfort that place of comfort and it's also it's also a Cone too, because you want to make sure that it's not going to be talked about or shared with anybody. You know, outside of that meeting ...to or you know, be made fun of and behind closed doors, but really have an open dialogue about coverage and about what viewers expect or want. And I think you have to do that by making sure you have a room that it's going to listen to everybody doesn't matter what their titles are.

ALD: So I don't think that's happening in every newsroom across the country right? If you ...you were to give advice to another news director who doesn't have the diverse staff that [you have], how would you tell them to go about that?

Subject 8: It would be making sure that you have created an atmosphere where everybody can speak up and be about that enforce that and when it happens don't silence that and sometimes time works against us in this business, as we all know, and sometimes those people who are not extroverts like myself. Those introverts have great ideas and great thoughts and they have to be able to feel comfortable on sharing ...they may not necessarily feel comfortable saying something out loud in a meeting, but they may feel comfortable sending an email or sending a text or saying something before the meeting or after the meeting. and it's just making sure that you have a room that can share their thoughts and making sure that when they do share their thoughts that that's highlighted that you say hey you know what in turn, so and so had a great idea or had a really good question and I just want to make sure that I acknowledge the fact that she said X and

give them a little credit for that, because I think even an introvert likes to get credit for at least saying something having a thought... having diverse thought or asking the question that may not have been asked, during the meeting. But it has to be done consistently and across the board so anybody who says something is you know given time to speak or given credit for whatever it is they brought to the table. And that can be done, but it has to be done consistently it can't be done every you know other day, it has to be every day. And that takes work and it takes work because people have to fill out that can really trust you to be able to say what they want to say and have diverse thought, because I have talked to another producer. Who isn't a very... I don't want to say a monolithic way of thinking newsroom, but it certainly is diverse in this thought and she just has different thoughts and ideas that aren't even some of them aren't even dealing with women or even dealing with you know... You know Indian Americans cuz she happens to be Indian American there aren't even dealing with that, but she's just felt like you know what I kind of need to speak up for this, because nobody here to represent there's no one here to represent that thought, and I know that that thought exists, so let me just say something, and that does take a little I mean that's risk, I mean, especially when you're speaking up for something that you do not represent. That takes a lot of a big risk, but you have to be sure that you have a room where you feel comfortable doing that and I think that any news director, be it of any sex or any race can make it to where you have a room this a safe place for free form thoughts and or feedback, you know and to just speak up.

ALD: How would you characterize your newsroom's inclusion of diverse...Diverse coverage and your stories?

Subject 8: um I think it's pretty good I mean could it be better, yes, but I think it's I have seen improvement, which to me is the best way that you can measure diverse thought and diverse coverage is when you can like see measurable improvement from what you did this time last year to this year if you can kind of see something here today, so that part I can, I can say i've definitely seen more of a movement for a diverse ideas and diverse thoughts to come out, so I think that's great I think that we still have room to grow on that front, because there are other...Other races and other diverse people that may not have really been talked to or reached out to or highlighted in any of our stories ...and I think that we have to kind of work on making that better. And one thing that we are working on we're only in the early days of it, but we really do need to increase our number of Asian American diverse contacts and experts, and you know, aside from like [expert] which, of course, we all know. There are others are so many others that we don't hear from and there are people from like the Vietnamese the Vietnamese Community that's growing here the...Indian American Community that's growing here that we don't hear from a lot and so we're working now to get that list of experts and grow it and have meetings with them, because sometimes it's outreach. They get you some ...some ....some groups get used to not being covered or not being listened to that they don't even look to us for any ...anything, so we have to reach out to them and that's the other part, we have to reach out to them and have conversations with them ask them what we're not doing and ask them what we can do a better job of doing and then ask them if they can be voices to kind of make that right and be voices of their communities so we're able to broaden and bridge that gap and broaden our exposure and our coverage to include really everybody in this DMA.

ALD: How do you think... how do you think we'll know when we've gotten where we're trying to go like, how will we know that we've reached a point where we're every day we're representing the Community in in that diverse way?

Subject 8: it's a good question, I think it would be. I wouldn't ...i'm not going to put it on viewer email because that's going to always be tumultuous but I...But I do think that some of the feedback that we do get from our viewers sometimes when it's harsh and when it's ugly sometimes I take that as a good thing, because that way we're ...we're actually reaching and we're... we're pinging on something that they're not familiar with us pinging on or they're saying something different and sometimes they don't like different and we kind of get you know angry email because they're like well why are you highlighting just this group and not this group, and why is there, so much emphasis on this and that battle, why are we hearing from so, and so, and all this. That just tells me that they're not used to hearing it. And that means that we're doing something right because we are highlighting something that's different and we are listening to voices that they're not used to, because if they were... Why would they be emailing us asking us while we're doing it? So I kind of see the hate mail as fan mail it away, and I think that ...that is a good way of being pretty diverse in our thinking, and I also think another way. That we would know that we're doing things will get better is when we do get more story pitches and ideas from viewers via social media via email via whatever that talk about things that we've known they wouldn't have known anything about. But they will feel that the viewers feel comfortable sharing with us or asking us about what we're sharing with us, because then that way they feel like we're kind of involved in their communities, and we would want to talk about whatever topic, it is that they're talking about, so I think a lot of it really comes from viewers um the more diverse our



feedback is from them, the better of a job we're doing on getting diverse information out there does that make sense to answer that will right.

ALD: Who among your reporting staff, do you think excels at this and how do they do it?

Subject 8: I think they're.... they're very few that do it in different ways um I think I think um. I think that [reporter] and i'm [reporter] both of them bring a diverse voices to the table, and I think why that is, is because they're newer... I think sometimes you know when you're new when you're learning a city, for the first time that you tend to kind of go and places that... The average person may not necessarily and you don't know like ...Okay, well, I know i'll get a sound bite from so and so or I know someone that will talk. You're kind of flying blind and just looking for someone to talk to, and in that endeavor you're not going to the same people that we all go to because you're new here and you're kind of introducing us to a whole different group of diverse sources and contacts, so I think, because they are new and only been here for like a year man, a year and a half or [they]... it helps because that brings a new voice um but by the same token, I also think that [reporter] does a good job on bringing more diverse diverse sources now than he did like a year ago, or even two years ago and he's been here for a long time, but I think now we're talking and listening to a different set of people that may have a little bit more expertise on some of these topics than what he's used to talking to. If that makes sense, but he knows he knows, some of the names associated with some of the more diverse topics, and I think he's been doing a really good job and i've seen like noticeable differences and in his diverse sourcing for stories and contacts. I also think it depends on where someone lives like I think like having [photographer] I have in my current book who lives in [county] which we don't have a lot of people that live [in that county] he will still know about people that are in like [cities] and some

of the things that are going on, you know, in that, and most southern parts of our viewers viewers viewer area. And that helps too, and when you live somewhere that's different from everybody else lives, you can kind of bring more diverse ...diverse sources to that as well. So location where you live means a lot who you socialize with you know they you know, he also has a spouse this working within the [school district], so that brings a different voice in a different viewership just from location..the location aspect so even though he's not a reporter he's a photographer that still brings diversity to the table and helps came out, I think, because he knows people that are in the southern part of our viewing area so... Those are just a few a few people that I think have really been bringing different voices to the table as well. And I can't forget [reporter] either really too because she's you know she's newer to the area and she's brought different voices, because I think she's new and she also grinds I mean....She will grind it out and she will find a way to get someone, so I think she's really worked [city] area she knew nothing about before getting here and has been here for a year and a half and is made really big strides on making sure we have diverse voices as well.

ALD: So how do you think you can better encourage the use of diverse diverse sources in news coverage?

Subject 8: I think it's just having them talk to them have them reach out to them for certain stories um... and ...have them use them, I think, I think that if you just use them, you understand okay great because most most reporters you know let's let's be frank, most reporters just want to get their stories done. They want to be good, but they want to get their stories done and if you're able to hand them a diverse list of contacts, then hey you're halfway there and I think if they continue to use diverse sources and they continue to use our diverse sources sharepoint document

and they add to it that's, the only thing to it has to be a living breathing source, I mean you gotta keep adding to it. And it keeps growing and then diversifies within itself, but if they use them if they add to them if they start to see... Oh well, this is great Oh, my goodness it's all these great story ideas come from this area we've never covered. Or we hardly cover, then I think that they'll that ...that helps to encourage such... because another thing is once they keep doing it, they get successful with it, they do better stories... someone else and other person will say well how did you how you will do all this... well....I have a brand new way of diverse having diverse sources, and so let me share with you, you know, so I think you know some of that...Peer to peer assistance, as well as you know, managers helping them find these sources helps them and as they use them they'll get better at it and they'll want to add to it and grow our diverse sources lives.

ALD: All right, those are all my scripted questions do you have anything that you think would be helpful for this project for me.

Subject 8: I just think that I think the key to really having...good diverse stories and contacts is just being uncomfortable with.... being comfortable with the uncomfortable because anytime you're dealing with something that's diverse or something that's different is uncomfortable because it's not the same, or if it's a thought that's diverse it's not the same it's it's not quote unquote normal, so I think, to really embrace diversity and to really embrace diverse sources and diverse stories, you have to be comfortable with being uncomfortable and be comfortable with the unknown and want to really dig into what you don't know I think all of those things, help any newsroom with diversity and with reaching people of all types of all walks of life in your coverage is being okay with saying what you don't know and want to learn more and be okay

with being uncomfortable because some ...some topics are uncomfortable because they are not pleasant. And it's but it's Okay, you know it's okay to be uncomfortable with some uncomfortable topics and want to take them on and want to be able to delve into that world. And I just think that you have to really be okay with that and have that culture in your newsroom as being okay with that and let that grow and fester you know, and that I think would really help newsrooms moving forward on on feeling better and doing a better job about diverse Club in their wants to have more diverse coverage.

**Subject 9: Hispanic male LGBTQ manager, Medium Market (26-75)**

ALD: Does your newsroom endeavor to use diverse sources in coverage? And.. by diverse, I mean do you make a point to find people of color in those expert positions and women?

Subject 9: Absolutely, you know we've gone through several trainings here at the station that [company] has provided...Where we want to be intentional on finding those diverse voices right... instead of going to the usual, and so you know i'm making a point...our new assistant news director makes it a point to go after you know those diverse voices, you know, and I think anytime you can make it a point to become diverse, I think it's important. You know this morning i'll give an example, you know it's the second wave of students that are returning to school, you know, rather than going to the normal school that you know is located down the street...it's let's be intentional ...let's go to the east side or let's go to the north side to show you know the... the other communities returning right and it's a lot of... A lot of self reflection too for us, how are we better reflecting the communities that we serve, and not just you know the the the majority which is predominantly white, so you know I think for us it's a struggle, sometimes

because i'll even watched a newscast and i'm like... there's.... there's... there's no other color it's just it's all the same.

ALD: So what, in your mind constitutes diverse sources in news coverage?

Subject 9: I think it's different perspectives and usually it's the voices that we don't hear all the time.... we're seeing here in newscasts. I think it's ...it's starting ...you know the difficult conversations are having that point of view that's going to open up someone's mind and really acknowledge, you know... the ...the diverse voices that don't necessarily agree with them, and I think it's important...As we continue to evolve that we try to mirror all you can.

ALD: So, can you walk me through how you as the manager of the newsroom encourage your staff to use those diverse sources?

Subject 9: Absolutely, you know when ...when we're talking about stories and looking for experts it's really challenging the reporters or the producers who are we going to talk to what are their....what's their background and really helping to strengthen the newscast by having those diverse voices, you know every day it's ...You know, as I step back and i'm looking at everything you know from, and I still have these....just looking back i'm like, how can we find ....and when I go back to diverse it doesn't always have to be you know..a color outside of you know, white, it can be a woman right, it can be transgender person... really how...How can I challenge the journalists here to go outside of their comfort zone to take a risk to look for something that's going to pop on TV that... that wouldn't necessarily be normal right I want us to be [doing it] for the right reasons and different to include all of the voices, because you know being here in [city]

it's.... Its predominant predominantly white and so i'm giving the other diverse communities here an opportunity to have their voices heard.

ALD: And so you know you mentioned that for you diverse sources doesn't necessarily mean a color it could mean a Community it could mean a bunch of different things, it could mean LGBT it could mean...women... anything so, can you walk me through any discussions that you've had with your staff, about making sure that those voices are included?

Subject 9: Absolutely um so... what was it, I want to say, the main race here, this is back in August, and I was looking for opportunities to expand our coverage, and so we had a discussion and how I put this out there was you know, on our streaming platform on OTT...I wanted to do...really, "The View on steroids" and that's what I called it in having these different perspectives and it was okay go being on the Democrat and the Republican and the stereotypical republican democrat can we find a Native American woman can we find a gay black woman can we find a white gay man can we find you know the typical republican from the gop and invite them to have a discussion on the future of the city and why it's so important that we hear each other right. We're going to be marking the [cultural event], this summer, and so you know there's always been an issue with race here, and I think you know, the Community is finally coming together to have those conversations I remember visiting [city] nearly 10 years ago, and you know [cultural event] and now you know it's being discussed now you know you see it's become this big topic... here and so going back you know I thought it was important that we hear and we respect all these different points of view and I want to say we had maybe six or seven. And where the conversation started, and it was impressive to see how everyone was able to communicate and hear each other. And you know, these were five to eight minute conversations

on you know, a topic and I think it was a way to bring the Community together and to show folks you know we all have an opinion and we often listen instead of you know, really just... Talking over each other.

ALD: I think one of the the phrasing that you used was interesting for that, because you know you know you can find those people, those people exist in your community. But the phrasing that you use maybe to your staff was Okay, can we find this kind of person... this person this person, and these are diverse perspectives, how do you....How do you... what's the directive to them and, like, how do you say this is how you go about finding these people like how how how did they go about doing this, what was the process that they took?

Subject 9: So it was the leadership team here and I, you know, and I said we've been talking about this we've gone through several training sessions and let's let's live let's live it. You know.... there's I.... I have this thing here, this is diverse rolodex and local experts, you know I want us to always think about that and not just talk about it, it takes time right it took the 10 o'clock EP maybe three weeks to get everything in order. You know ....and what's so great about doing that is now we can sometimes go back to that well right and ..and ask for more interviews. But it, it was a struggle in the beginning, because we have a lot of folks who aren't comfortable... Who haven't done this before, because we always go to the normal you know white male in his 50s or 60s, to talk about something now we're finding folks in there, you know late 20s 30s and 40s who have these different perspectives, who are able to put things into context so folks can understand and realize “Oh, they have a point” or “I learned something” so it's it was a it was a long process, but I, you know, I think it paid off, and then you know, once we did accomplish and execute the plan. You know what I did was show folks and then bring up hey, this is the

view on steroids so say hey can we get the view on steroids, they know we need diverse voices and really you know, a perspective that we normally wouldn't have thought about.

ALD: So, are you doing that for every newscast or was that just for this special thing that you wanted to do to get different people?

Subject 9: That was just for the special but anytime we do town halls or anytime ... you know we're discussing a big story, you know i'll always bring that how are we going to be different in the right way, how are we going to showcase those perspectives that we normally wouldn't hear.

ALD: So does your newsroom have resources? Does [company] have resources or policies in place? Okay, to assist in the inclusion of diverse news coverage, I mean you talked about your diverse rolodex and is that something that everybody has access to is is that something that the assignment desk or or do you have policies in place that would encourage staff to do this?

Subject 9: Or you mentioned the policies because i'm in the middle of forming policies for this year. In that in and having that diverse role of that, so the Rainbow rolodex and I, you know tasks the night site assignment editor we're putting that together so anytime you need it, I can tell her to you know, bringing it out and help a reporter with finding that voice. You know [company] has you know even before George floyd has been talking about a lot of research that we've been doing to help be more inclusive and to be better...in the Community to reflect the communities that we serve, and so I think you know what [company] has been able to do is ...is powerful and and really helping to get us to where we need to be in to really take a take a look at what we're producing what we're putting out. That's... that's better representation, you know as i've been looking at different newscasts in through a different lens it's... it's really eye opening



and you know I mentioned, you know watching the newscast and i'm like it was all white and the only time we saw...you know, a black person was what was a mugshot of you know a horrific crime and and that's where us as leaders, we have to take a step back and look at ...Okay, we can do a better job we should be doing a better job.... and that's where I think you know the diversity comes into play and making sure that we have representation at the table to be that voice for us.

ALD: So, how would you characterize your newsroom's inclusion of diverse sources like as far as from where when you started to where you're trying to get to like kind of Where are you in there?

Subject 9: Say Level one to five, five being like the best one being like holy crap I give us a 2.5 or three we're not there yet. You know I think beforehand, maybe a one, but I think now through some of the training and in really just having the discussions I think we're slowly moving the needle. No part of the discrep reports that we do is also a report card that we do on ourselves to where power we owning the big story, how are we in the Community, how are we showcasing... and how are we hitting our content pillars and so it's always a good score card a report card to look back at the newscast and the Okay, you could have done a better job or we all could have done a better job here and really you know that that's to help not only the producer but everyone involved to say okay gotta do better gotta do better, we have to be intentional and that's where I think in the planning process, we have to be better about intentionally looking for those diverse voices not just pointing the same.

ALD: So in the in the scorecard that you're using how are you... how are you gauging it? like what are you doing like a one through five? are you doing like how like ....counting how many

people there were like how many diverse voices they're worrying the coverage, or like how are you scoring it?

Subject 9: is just listing off, who was in there, so you know if... if we were to talk about you know diversity, where we, you know how did we cover this Native American story, who was the voice for that...you know it doesn't always have to be a black and white. Then you know, because here, you know Native Americans are so underserved and so you know for me i'm trying to find a Native American MMJ and reaching out to...You know the native American journalists association and trying to get our name out there, so we can recruit I think you know it's it's so important, especially here, and so the report card it's ...it's listing out who we talked to and not necessarily grading ourselves one to five.

ALD: Do you have any reporters that you think are just awesome at this?

Subject 9: No... to be honest, no. I wish I wish I think a lot of times for the reporters is what's going to be the easiest. Right now a lot of the reports here have 1-3 years, and so I think if we can catch them early on and and really help them understand the importance of diverse voices and stories, I think it will it gets better.

ALD: So how do you think that you can better encourage and it sounds like you're doing a lot already, but if you were going to give yourself a score and and... and give yourself some goals to meet as far as encouraging that diversity of opinion and thought and perspective in coverage and what do you think you can do?

Subject 9: I think it's always asking questions asking the reporters targeted questions that's going to get them to... to that point to where they're going to hear my voice in their head what were

you going for this, why not talk to this person? What's the reality? what is it that you're trying to accomplish with these different voices? and who really on the expert level is going to be able to empathize with whatever the subject matter is? and really help connect and engage the audience.

ALD: um do you know of any other newsrooms that excel at this kind of thing.

Subject 9: I would say, you know. A lot of [company] stations are working on this and I think it's it's great right um. I've been in several training sessions with other news directors when it comes to EDI and in hearing from other news directors about you know this is important, and you shouldn't be doing this and we should have been doing this, a long time ago. You know I don't think there's that that one perfect station I think we're all trying to try to do this and and trying to do it in a way that is ...Is is going to help, I think, too many times, you know our industry gets slammed. For a lot of the times, despite us, and I think you know now that we're having the discussion it's it's going to help and it's going to really improve the lives of our viewers, and I think that's that's the the end goal is to inform and empower and really protect.

ALD: So a lot of the people that i've been talking to our so far have been mainly reporters and what I have found is that, if they are, they are a part of a marginalized community....they feel a responsibility, not necessarily a directive, but our responsibility to pitch the stories that impact their personal communities, whether it's you know, a black brown LGBT Q whatever and they really want....

Subject 9: It can be exhausting.

ALD: And what they really want is for management to help facilitate the discussion and set, you know that the day not number one they want their white colleagues, or you know...They want

them to bring up the topics that they otherwise would be the ones to bring up, but when that doesn't happen, it would be helpful for...The people at the top to say you know for dad to say this is important, we need to, we need to cover this, how are we going to do it and then everybody kind of perks up and starts participating in the conversation So how do we get away from you know...the news director assistant news director having to be the ones to bring it up, and you know, obviously you're encouraging those kinds of discussions in your newsroom. But what what can we do to make it second nature in newsrooms across the country rather than having you know the boss, be the one to have to how do we make people comfortable to pitch those kinds of stories?

Subject 9: I think it's allowing folks to feel comfortable um you know the other thing that we talked about here is mental health, especially now with everyone being outside of the building and working from home into this, you know, making sure that you're creating an environment where all ideas are welcome they're not always the best, but we can at least have a conversation I think you know too many times, you know leaders are often thought of as mind readers and we're not, I would say, you know if there's an issue or if there's something that's troubling someone, even if it is you know.... related to news content or ideas that they would share that with the leadership team or with a leader that they trust and... and you know facilitate those discussions right, you know it's... it's all about the relationship that I think that you know, a news director assistant news director can have with anyone below them to where you can have those conversations and not heated... right? we're there to listen and and there to share the different perspectives and I think you know when it to the editorial meetings and having these difficult conversations I think... at least for me, you know what I like to always mention this we're here to listen and then we can chime in with our different perspectives, but it's all about our experiences,

when you boil it down and ... and having....Again I go back to the relationships that you form with everyone in just a bond and the trust we've gone through so much as a team that you know for me we're all a family, and if we can't have these candid difficult conversations and what are we here for... right? we're supposed to.... It doesn't mean we we all have to believe the same thing know? And I think that's what makes a newsroom great is that we all come from different backgrounds and perspectives and much like with what we're trying to do with educating and empowering the Community . If we can come together to share those experiences, we will have better news or better stories, I hope that answered the question.

ALD: yeah um, so I think those are the ends of my scripted questions is there anything that you want to add like as far as you know, like, how do we know that we've gotten where we want to go um you know what's your what's the end goal look like.

Subject 9: I think...I think when we think we're finally getting there is when we've scratched the surface right there's always going to be a marginalized Community there's always going to be a voice that isn't heard... right? and I think that's why it's so important that we have these conversations right and we continue to move forward and, in that we take others with us and that we become better listeners. Because I think too many times it's it just becomes a back and forth, and afterwards it's just noise and and we don't hear we don't see each other, and I think... We have to make it a priority. Otherwise, what are we here for.

**Subject 10: White female manager, Large Market (1-25)**

ALD: Does your newsroom endeavor to use diverse sources in news coverage? And what, in your mind constitutes diverse sources in news coverage?

Subject 10: As a news organization, we try to make sure that... the experts and the sources that we're using for, be it, you know mos sound or experts or police or you know Whatever the case may be, we want it to reflect our audience. To kind of specifically as a really diverse area I believe [city] is about 50% African American and then it goes, you know Hispanic, Asian we're pretty diverse city, so we we realized, maybe I mean we realized this a while ago that we weren't as diverse as we could be and really in the past year we've really been making it a priority to make sure you know... Just because someone sends a press release and says hey you know, Joe Smith will talk about it well, we don't have to talk to Joe Smith, we can go out and get our own people and then, what we've been doing from there is, and I think it's easy to just say it its execution and follow through is the other thing that we've been really trying to be mindful of we're starting you know something as simple as like contact sheets and like a sharepoint document where we're listing you know these are the doctors, these are the lawyers, these are the business owners that we've talked to about xyz so When a reporter is you know, in the morning meeting they're not starting from square one, with okay well i'm doing a story and I need a doctor... There are 800 hospitals [here] you know where do I go... I don't necessarily... sometimes there will be times, where you know you're stuck with whatever you can get because it's a short term but you know when even if it's a short term, even just letting a PR person know hey this is, you know we really want to be mindful of the type of story that we're telling and just make sure that they can take it from there, a lot of times, people are willing to work with you, if you tell them what you're looking for that makes sense.

ALD: So, can you walk me through how you as a manager encourage diverse sources in your news coverage?

Subject 10: As the Managing editor i'm not... I mean ...managing editor is a little different depending on the station... I end up working with reporters all day every day i'm just on the phone with them texting with them, emailing with them, just to see who they're talking to and what they're talking about and i've been really, really lucky that our group of reporters kind of were aware of the mission and really ran with it like they just kind of got it so it's not something that I really feel like I have to do any kind of nagging about it's just following up and saying hey who did we talk to about this... okay, you know what is this person's background Are they really the best expert to talk to, or is it kind of a we got a press release....So i've been lucky in that standpoint, it hasn't felt like it's been extra work at all It just seems like something that everybody across the board understands is so important because you want viewers, to look at the news and see themselves, you know want them to see for lack of a better term you know... a bunch of white people that might not necessarily be the best expert you want people on every in every neighborhood to see themselves because they're all like our medical community it's no joke, we have dozens of hospitals we've got dozens upon dozens upon hundreds and hundreds of doctors, that we could talk to let's find the right people I keep saying doctors, because you know recovering a pandemic so obviously that's the kind of expert that we've been using the most.

ALD: Can you walk me through any discussions you've had with staff about using diverse sources any reporters that you've had to course correct or anything like that.

Subject 10: I honestly haven't had to do a lot of course correcting i've been really, really lucky. We did a big long roku series on it was called [covid special] and so that was you know, a big portion what we just met in the beginning, and we just said hey you know let's make sure we're being really mindful of who we're talking to as far as doctors and nurses and even people in the

Community let's make sure we're showing every neighborhood in [the city] because this is such a Community-wide issue in the vaccination, we want this also to be something where someone in Dallas like yourself could watch it and learn something... But for that to work, you need to make sure you're showing a variety of sources that's, the only way it's going to work that's, the only way I think you're going to get to people as if they see someone who looks like them and realizes okay. Especially with vaccinations, where we have a big issue of trust in the medical community. People are very hesitant to get it, because they don't you know there's been a long history of racism in the medical community. So I think you know it's been really critically important when we're covering vaccines and the pandemic, to make sure we have diverse sources, because that could make the difference between one person getting the vaccine or not.

ALD: So, how does your staff know like How did the reporters know that this is something important that they're doing, I mean is this, something that is talked about constantly and editorial meetings openly?

Subject 10: we've been very open with it when we really kind of started to push we started the diversity equity and inclusion team and it's really across all departments of the station we've got people in sales HR news everyone across the board and everybody has got their little i'm in the content team there's also a hiring team as and mentoring team... there's like a planning type team to make sure you know, we have all of the events that are going on in [the city] and we're covering them appropriately so once something like that is rolled out and we had we have weekly staff meetings on Wednesdays at 9am and 2pm to make sure we're covering all of the day, parts and one of those was completely dedicated to diversity equity inclusion... So that was something you know if you spend an entire half an hour to 45 minute you know full station



meeting and then follow up with an email explaining what our mission is, I think that says a lot the anchor that I gave you the name to [anchor] this was kind of her. She kind of started it and got approval from our GM and then from there, you know the managers really got on board right away, and you know it was an easy sell this is not something that anybody said Oh, why are we doing this, this is stupid, it was the buying was instantaneous.

ALD: Does your newsroom have any resources or you know policies in place and you said you sent out this email the station wide thing assisting do you have any resources available to help reporters looking for diverse sources.

Subject 10: The.... I will say day side and night side... it's different mornings i'm not sure who your morning show works at your station... it's tough and mornings, because they're typically covering breaking news and you're covering stuff in the middle of the night and so getting sources... stuff isn't necessarily relevant, but I know day side and night side the reporters are talking constantly if they you know are having trouble finding someone to talk to they're reaching out to other reporters they're reaching out to me... You know, to see hey do we have anybody that could talk on this hey who have we talked to in the past on this so it's just open communication has been really, really key as far as this grows I like I said, we are starting a contact book kind of thing that will just have like hey you want an expert on this hero, the people that we've talked to hear their expertise in the background and that's really kind of been a work in progress, our contact organization, the past is typically been names, but if you don't know what you're looking for.... You know that's tough, so this is more names topics backgrounds and so that's something that we've been building on the other thing just to make sure everybody knows what we're talking about and different you know... Different meetings that we're having the day side, you need the night side meeting, we have the diversity equity inclusion point person for the

week that attends those meetings and kind of if they feel like the conversation isn't necessarily if we're deciding between two stories sometimes it's news of the day and I can't lie like...The news of the day is the day....But if we're deciding between two stories and one would get us to a neighborhood that we don't often go to or one is maybe, perhaps in the western suburbs, or whatever that person's task is to kind of remind people, because I think sometimes it's not that they don't want to it's just you know, in the morning, we haven't had your coffee or it's 230 in the afternoon and you're just coming in, for the day....It might not be the very first thing in your mind what we have this person that's on the call to say hey guys so for diversity equity inclusion, this would be a good story for xyz reason. As it does help a lot.

ALD: yeah can you talk to me a little bit more about the point person and how that person is chosen and and what all their tasks are laid out to them.

Subject 10: Sure, well, I actually have my person this week, so there you go it's um the first the person being on the call is relatively new....For a while [anchor] was doing it and then she realized, I cannot do this two days a day two days you know sorry...Two meetings a day, five days a week it's just not realistic and I totally get that. So we went to the diversity equity inclusion team, starting with the newsroom and then also including our [the city] today program because they're really clued in the Community, and you know the newsroom everybody knows them. And they come on the call but it's mostly listening, a lot of times we do end up in the right direction, to begin with, but it's kind of getting the conversation started and then coming out of the meeting there's a checklist that we put together based on actually I can pull it up to make sure i'm reading it accurately because I just pulled it out so sit tight one second. Okay, so it's you know questions to be considered we have balanced in story type.... representation of

communities ....representation of socioeconomic Communities.... representation of image and representation of experts and a lot of times we might not necessarily have all the answers when this note goes out...But it helps get us thinking and it helps you know the other day parts looking at Okay, what did they talk about you know....If somebody see something on here that we might have missed, then people are quick to respond and say hey, this is a story, we should consider for tomorrow, or if a story falls apart let's consider this for tomorrow for xyz reason.

ALD: So this gets filled out and sent to the whole newsroom?

Subject 10: The entire newsroom.

ALD: Okay, and so the diversity equity inclusion team, how did that come about, I mean that's part of this initiative that you guys had this meeting, and this... You know this is our mission, who is part of that team like how not necessarily names, but I mean, how did that is anybody who wants to join can join that team are there, specific people or how did that work?

Subject 10: it's who it's open to whoever is wanting to be a part of the team is this it's someone you know. And we've got a really, really wide variety of people that are interested we've got people that are in sales we've got people that are in traffic we've got photographers we've got reporters anchor is producers... So it's a really good mix, and I think it's really important that we have such a good mix it's not like it's a bunch of producers who come with it with a certain mindset it's not like it's...Just a bunch of managers who are ultimately going to make all the decisions. it's really like getting photographers in there, I think, was so key because they're out in the Community, all day, every day, and they see way more than we do so they've been a really huge asset to them to this program as well, and then each team within diversity equity inclusion

will meet at the beginning it was once a week when we were really kicking it off the ground and to really make sure people are interested in getting things on calendars and that kind of thing now it's more once a month we'll get together, you know. How do we think things are working, you know where can we improve you know any wins is always good to talk about too.

ALD: Can you talk about.... how you're tracking this and characterize the efforts of your reporters who... basically characterize your newsrooms inclusion of diverse sources, you know how do you think you guys are doing and then, how are you tracking?

Subject 10: tracking has been kind of my Labor of love I guess you could say, because it is a lot of work, but I think it's important I have straight up got a spreadsheet... Where I am tracking every single story that we're doing I started, I believe it was a little different at the end of January it's kind of evolving a little bit too because honestly, the first spreadsheet I made was not....Really hitting all the Marks and so it's kind of evolved from there, but we really started heavily heavily with the spreadsheet how it is now in January and you're looking at....obviously the slug the genre the neighborhood or neighborhoods is it positive negative or neutral the representation so who are we seeing in it and then obviously tracks the reporter just for my own, you know jogging my memory. And then from there, we have a couple codes built into the spreadsheet so at the end of the month, I can look at it and say... Have the majority of our story story has been positive negative neutral, are we covering enough positive stuff because you know people love to say that the newsrooms are negative.... i've found a lot here that that's not the case, like there's no leg to stand on to say, all we covers crime because we don't cover a lot of crime to be there. And, just like are we covering a variety of neighborhoods you know recovering the same neighborhood a lot and it's really right now just kind of in the educational

Awareness because I think when you are able to look at the end of the month, and say hey this month we've really covered a lot of diversity, we were you know 30% 30% 30% across the board, because great...But That said, it does take work, but you know, having buying from you know our GM and my news director to give me the time to really make sure that i'm doing this correctly, I think, is huge

ALD: So then, if you had to give your newsroom A grade one to 10, how do you think you're doing?

Subject 10: Well, I always think there's room for growth.... I would probably give us a seven and a half or an eight though honestly. Knowing the lengths that people go to to talk to diverse people I would really say we're doing a very good job, based on you know strictly looking at the data i'd say we're doing a good job. We can always do better... But I think considering how long we've really been push.

[audio tech issues]

ALD: I was gonna say, have you noticed a difference from when you started to now in the amount of diversity in your coverage.

[audio tech issues]

ALD: Can you tell me if you've noticed a difference from when you started this to now?

Subject 10: I would say yes and actually a big part of this project, I left out this kind of started as we started it's called race in [the city] and i'm not sure if you've seen any of the packages we've done... But it really focused on you know where we are in [the city] and how we got here

context has been really key and we've been tackling think we've probably done 30 packages, so far, one a week. Or maybe a not a year, yet, but we're probably pretty close just tackling you know environmental racism, the one we did last week was the history of racist mascots you know division in education and resources food deserts so starting with that early. It made it easier to get where we are with day coverage because it's easy to tell our reporter hey. ....i'm going to give you a day to shoot this story and we're going to talk about it until we're blue in the face and make sure we're covering all the right stuff. We had so many reporters getting into race in [the city] and getting into the conversations that we were having and adding the context and they learned so much through this process. That it helps so much with the day to day because so many of them, I would say almost all of them day side and even overnights and mornings we're doing these race in [the city] packages, and so they were learning through this process of a three minute package Oh, my goodness....they're learning, you know...Like the environmental racism, especially they're learning, you know okay well certain neighborhoods have much higher concentrations of factories those neighborhoods also lower income higher incidence of asthma higher incidence of single family homes and you're like well why, why is that Why are these factories here, instead of Lincoln park and we have, which is one of our nicer neighborhoods you could call it. And then you look at you know, we had this iron smelting company that was in [one community] for ages and is now moving to [a different neighborhood] and it's like Really, are you kidding me?? so that was a really big element of it, and I think starting there to get where we are has been really key.

ALD: And what about women do you track that in your other conversations about how they're represented.

Subject 10: um gender has not is not one of the tick marks that we've been looking at we've been really focusing on race, so far, but that is something that i'm very much aware of that also hasn't been necessarily something that... has been a major concern I know in sports we're starting the conversation, to make sure we're covering more women in sports, because I think that is something that we you know... As new stations in general across across the country I think any anybody could be covering more female sports so we're kind of moving making an effort to move in that direction as well

ALD: Do you know of any other stations that are doing something similar was there anything you modeled this after?

Subject 10: There wasn't really anything I modeled after I talked to the Managing editor at [another station] and I know they're doing a tracking system that's similar than ours, and I saw what she was doing and...At first I thought it was going to be great and she was so helpful like she was so great and like walking me through how she built this... But it's relatively new for her too, and I realized, you know it's really important for me and for [anchor] who I work very closely with to see the connection I don't want to just know how many positive stories we're doing and how many I get negative stories we're doing. Our work we covering all of our positive stories have to do with people who are white all of our negative stories have to have people who are black because that's a huge problem, I want to make sure that I can draw connection between neighborhood and positive or negative, and you know. Socio economic background and positive or negative, I think that's so so key...So that was one of the things that you know when I was talking with [another station] I was like So how are you doing this, how are you tracking and what are you doing with the data and it's so and I don't slight them at all it's such a new thing for

them and for us. Honestly, but I think you know we're we're getting the ball rolling and we're getting started, so I think that's so key I talked to [two others] about it, they were pretty candid and said, you know we honestly just aren't tracking anything right now it's something that they're aware of, I do think [that market] since i've worked there .....it's a little easier to find diverse sources that could be I would honestly. You know the [market] the last few years that I haven't been there, but from what i'm tell it looks like I don't want to say we're pioneers like I don't think that's fair, but I think we are potentially spending more energy than other stations are now.

ALD: How will we, you know when you've gotten where you want to go?

Subject 10: that's a good question....i'm not sure i'm not sure what the I think when you can look at a newscast and really see the [the city] community on a daily basis....And I think we're close but we're not there um....I think that will be, and I think education is key, when you know viewers....start conducting themselves a little bit differently and I don't want to say you know news has the power to change the world but to a degree, it does, I think knowledge is so important, and I think, where we are, as a country since George floyd's death has really kind of opened people's eyes to things that they weren't aware of in their own community. So I think people right now have a thirst for knowledge and they're seeking it out more so if new stations can be the source of that knowledge and that source of diversity, I think it will really have an impact, as far as our end goal. I don't know what our end goal is that's a good question.

ALD: Is there anything else that that you want to express about your stations efforts, or how this has gone or any advice for other stations?



Subject 10: yeah no, I think, as I mentioned, you know the race in [the city] series really was a huge huge step towards overall station awareness of the issue, so it was easier to integrate into a day turn because it, you know, obviously race in [the city] packages, how they work...typically, they have two days they've got a day to shoot, and then a day to write and Edit or if they want to take a day to shoot and write and then edit on the second day because you know editing a three minute package is quite an undertaking. So that's been really key we've also been really ramping up our celebrating black heritage and celebrating women's history month, you know celebrating Hispanic heritage has been key as well, so really and i've seen in the past, some stations, and this is not to point the finger at anybody or say what they're doing is not effective, but a lot of times when you've got those celebrating months.... they send out a note and say hey if you've got an idea, let me know well that doesn't necessarily work. You need to really have like have somebody reach out specifically to reporters that you know might be interested or reach out to everybody take five minutes and reach out and say hey you know we're really ramping up our coverage for whatever the month may be... Do you have any ideas you know, are you interested, even if you don't have ideas are you interested in this because I think once you have buy in the stories are amazing if you just assign somebody to something they're not really going to the stories just aren't as good and i've been there, where i've assigned somebody to say hey you're doing this black history month story and it's fine it's not bad it's just amazing when you see you know when someone really digs deep and looks into a story, where you go versus an aside story, and I think there, it does take by in by the GM I think it takes by and by the news director and other managers to give people time, these are not like looking and digging in and finding the right sources and finding the right people to talk to is not something that's easy, especially in the beginning, so you just need to be willing to give people time so maybe that means instead of

turning a foreign the six they're only turning a six or they're only turning of five or they're doing a live site and that package like...if you're meeting at nine and you'll get out your meeting until 10 and you're saying hey your package at four and six...Your time to really look for stuff was about that big...And I can't lie and say that that never happens, but I think the awareness has been really, really great.

ALD: You mentioned the buy in and the news managers needing to be a part of it, a lot of the frustration that I hear from reporters that i've talked to about this is those editorial meetings and feeling like they need to represent the Community that they are a part of...and feeling like no one else is going to speak up for them if if if they don't do it and feeling a hesitation to do it and...not saying this is part of your station culture, because I don't know what what those editorial meetings are like but... what responsibility does news management have to build that culture and to make people comfortable speaking out about making sure that this is included, I mean....what is something that you think that your news management has done or said to people's like directly not just in meetings or holding a meeting or whatever obviously you guys have done those things to make it part of the culture, but um you know it's easy to have a a big meeting about something and then, if it's not part of the day to day, then it kind of falls off a little bit right?

Subject 10: Absolutely.

ALD:so what what specifically has the news Director or assistant news director you anybody that said in those meetings to make sure that this is a continuous process and that people feel comfortable speaking up about it...

Subject 10: I think, and there are always going to be people in a newsroom who are willing to speak out and stick their neck out I think we've been lucky to have people that are passionate about the issue at least one or two per meeting that are willing to stick their neck out and say this is important, this what we need to do, and then you have to empower those voices if you just say we need to do this, let me say okay yeah that's cute whatever...it's once people start speaking out with their...With you know the stories we need to be covering, and this is really important to this Community once we start doing those stories and people see the cause and outcome like you're not just speaking out and then nothing happens you're speaking out and then it's actually happening and I think reporters have been you know really open to reaching out to me and saying you know I want to do this story next week, on this day, is there any way we can pre assign it, you know it's really important to this Community i'll look at the schedule, obviously I can't promise it we've got major breaking news or no staffing... Then we can't but like i'm more than happy to say yes we're doing this story Wednesday next week it's really, really important, we need to do it, so I think. Once reporters realize that's an option, and that you know i'm always going to be answering an email answering phone call answering a text message. And i'm going to be honest with you i'm going to say hey, this is a story, we should absolutely be doing let's do it on this day or hey staffing. On the day you really want to do it is absolutely terrible we can't do it, I want to do it, though let's find another day. So they aren't just pitching the story in the morning meeting with no awareness of the fact that maybe we only have four days ciders and then they feel like oh my pitch got you know kicked out again. Well that's not the case, because we've had a conversation with it before then, or they see the people on the call that are willing to speak out and know that everybody on the call is going to be respectful of their opinions and their thoughts and why this is important.

**Subject 11: Black male manager, Large Market (1-25)**

ALD: So does your newsroom endeavor to use diverse sources and news coverage?

Subject 11: we're making a ...a real effort to do so because, because of the times, you know, this is.... what we're doing right now we should have been doing, you know 20 years ago. But you know, I think, with a lot of a lot of news making the headlines and society, changing the world changing newsrooms are really making an effort to be diverse have more voices and...And look like the world looks like the communities, we actually covered there's a lot more to do um you know, for me it seems like i'm very outspoken, but it seems like a lot of it is just...for show ....um, but I see that there are being taken....there are steps being taken and we're going in the right direction, I wish it would speed up a little more but it's getting there.

ALD: So what, in your mind constitutes diverse sources in news coverage?

Subject 11: Well, I think you know you hear a lot of stuff about equity and equity is normalizing everyone, you know I think when there's a story that's about you know Asian Americans, we just go to the Asian American Community when you have Asian Americans that live in different areas, you know here...[area of market] is predominantly black, but we have African Americans who live by.... people who live all over the place. But you know, in the newsroom it's like okay let's go to [that neighborhood] you know, so we can. For latinx people we go to [that neighborhood] and it's like well you don't have to do that so hopefully we get to a place where we're going all over in different places to find these voices and not typically the predominantly... A predominant area and we're just covering on a regular old story that can be done anywhere, we also go to those communities.

ALD: So, can you walk me through how you as a manager encourage the use of diverse sources and coverage?

Subject 11: Well, as you know, I am very outspoken about what I do and how I can do it ....i'm you know.. in our editorial meeting... because I am I do have the voice and I know that my voice does carry weight because of who I am and what I look like I make sure I speak up. To mention hey we can go to this particular place to get these kinds of kinds of people or I have my I know a lot of people here i'll... give them my own sources or the other day we were doing a story about restaurants coming back. I go to a lot of restaurants, I know there are some I know we lack Asian Americans in our coverage when it comes to restaurants, which is weird here in [this market], but I looked at those restaurants that i've been to and I gave those to a particular reporter so i'm in addition to that, we have tracking sheets each day at the end of the day we track, who we spoke with what they look like man, woman....White, black, Asian, latinx we track those and we look at those every six months, to see how we're doing.

ALD: So is that something that's something you do at the end of every newscast or just the end of every day or How does that work?

Subject 11: End of every day.... pretty soon, well, we have certain people who track them who mark them down, and as a management team we'd look at them every....there's one person who looks at them every month, but as a management team, we look at them, like every six months, to see if there's a trend to see if we're getting better if we need to do more, and also...I have group meetings with my team to talk about diversity, more so... more so now, because our company has made a commitment with [initiative] but i've been having these conversations and now we have

good conversations, which include up to 15 people into the anchors and reporters maybe one or two reporter to wants to do it.

ALD: So, how do those group conversations work?...I mean what what what started that and how did those....go?

Subject 11: well [the company] they had that [initiative] which....which encouraged more diversity which encouraged people getting to know other ethnicities and other cultures, so when we started to have those conversations, as a group, as a newsroom as a company...You know it encouraged... encouraged I was encouraged to do it with my team, so I got my team, together, we had a really great conversation, it was extremely positive, I have a great relationship with my team...And I allow them to be extremely open about what they... what they didn't know what they wanted to know and what they didn't understand or work what they were afraid to ask in in the middle of a newsroom....Some people said, well, I had to guess because I didn't want to seem like an idiot or people were very intrigued about you know other cultures and they love to... ask those questions they didn't want to keep going to the same person because, like if there were if there was something sensitive about... something in black Community or dealing with a black person. Sometimes they were a little hesitant to ask because they didn't want to think they didn't want me to think oh they're only coming to me for that, but i'm a manager and I know who I am and i'm comfortable with.... answering those questions because I want the best to get on the air, but the conversations were... were great a lot of people said that they had their own conversations at home with their families and... and had hard conversations with their grandparents and parents...which i'm hearing a lot about so they went very well very well.

ALD: So I mean can you walk me through a little bit more, I mean this next question is walk me through any discussions you've had with staff....about using diverse sources but I mean.... it sounds like you're having those regular conversations about diversity in general, I mean....Can you give me any more specifics or i'm just like an example?

Subject 11: Well, an example, I know that we came up with a playbook on covering race relations...We came up with the playbook for our newsroom we came up with a playbook for the [station] group I don't know if that's been pushed out to every station, yet, but we, we definitely....follow by it, we have stop using mug shots on because you know if...if the assignment desk yells out oh I got this new VO...then we'll put it in not thinking about Okay, what does this do to that person, you know, is this a stereotypical moment for whatever ethnicity, it may be.... And are we doing damage. We... We really are careful about, we had a we had a situation where... a guy was riding a bike... he was riding the wrong way, police stopped him and in the end, he ended up dead... police shot him. um he had a gun on him, they said he pulled a gun... that's up in the air, but we changed the way we cover that story because we couldn't just take everything from the police. We talked with witnesses, we did not just take the pictures ....photos that the officers gave us because they look like... mug shots and you know covered had him in a very negative light, we use the photos from his family, which showed that he was a father, he was a human, you know, so we are we have in part of our playbook on race relations we err on the side of the family, first because he's innocent until proven guilty... unless he murdered nine people that's... You know ...you have to ....that's a different conversation, but you know for this, he said, she said... we err on the side of the family, first, and then we go with the... police department later so because we got to fact check them to we can always just believe them and take them for their work, so that's an example and you know we do a lot of business

story entrepreneurship stories, especially with the pandemic going on, you know I...I come up with my own when... when I know someone's covering something i'll contact the reporter and we'll talk about it, where they can go what they can do...Again, I know a lot of people have a lot of different ethnicities here and I... I... I offer them up and the reporters the newsroom they're really getting into it as well. We have great discussions you have conversations and in our morning meeting our afternoon editorial meeting and they they get it so.

ALD: Great so does your newsroom have any resources for people, for your reporters to use, I mean obviously you can recommend people or i'm sure the desk has people... policies in place to assist and the inclusion of diverse sources?

Subject 11: Yes, we have we came up with a rolodex of experts of every ethnicity every every profession, you know and we're making sure we're not going just to [certain universities] you know we're going to [other university] we're going to [community college] we're going to experts with Community colleges, because most of those colleges have people of color, including the professors.... And that's how we're kind of changing how the perception is with the bigger institutions, so we have we have a list of experts that we use very diverse. We have some that we use on our air that I call myself So even if even when we contact [at the bigger universities] and they give us an expert, we asked for someone... a person of color ... First, if they can't, then you know that's another, there are some doctors who are not people of color that we use as well, but you know, to make sure we're balanced and make sure we're... looking like our Community, we ask for people of color ...you've just got to be bold... you've just got to be bold ask you know and..you know we're just making that initiative you can't think that Oh well, they're being... they're excluding people well you know... It has been done in the past we're trying to make up



for that and we're trying to find a balance now... so but there, there are resources there's a playbook on race relations covering race relations. There's a playbook on who you should look out for and the experts that you should seek out. As an executive producer i'm looking at the from the start to finish on who we have, what they look like, what they sound like, who they're representing and I look at that every single day as a whole, and we do a snapshot to see what kind of trend we're setting throughout several months.

ALD: So, how would you characterize your newsrooms inclusion of diverse sources in coverage?

Subject 11: I think it's I would characterize it as....forward thinking it's extremely progressive....Where we're coming from a lot of people here we've been here for a long time we've been here... we've been in the business for a long time, so we get it. There, there was some pushback you know people didn't understand um you know people had their old way of thinking of what how we should cover things but...I.. they have come around... there still a little pushback here and there, but you know we're all the managers everybody in the newsroom we're open to having those conversations. And I know it sounds like oh they're rosie and so great, or whatever, I have to say, we have come a long way... in the short amount of time, and I think the George floyd video really shook a lot of people and the the racist comments made by people in leadership and the ....even if they're just not comments...they're hints... they are influences ...that has come to light as well. I think the past....The past year has really changed a lot of minds and opened people's eyes, you know, we still have a lot of progress ago, even in our own newsroom but we're taking great steps forward.

ALD: And you mentioned some pushback can you give me a little taste of what that is like what what what are people uncomfortable with or what are people taking issue with?

Subject 11: Well, people will say, well, are we only using black people now? are we only using this? Are Latinx people the flavor of the month? are we now covering just Asians? So there have been those comments, and you know professional will have those conversations about you know okay that coming was out of line... one. So there has been, not a lot, but there have been some instances...instances here and there were people were frustrated because they wanted to just use their sources, you know, unfortunately, a lot of those sources are all white people. And we wanted... it's okay to have those sources, but we want to mix it up, we want to give other people opportunities, we want to look like the people we cover here in [the market]. [This market] is... You know it's... it's extremely diverse, we have a lot of different countries and nationalities and... and ethnicities and cultures here and we have to look that way, so there are people who were who've been in this business for 30, 40 years and and they just didn't want to change, but I would say, I will say that... they, they have come a long way they're making the right steps.

ALD: um So what about women, I mean you talked about different races and stuff like that, but is part of this diversity initiative to include limit or has that been discussed?

Subject 11: Oh definitely majority of our experts are women, and that was that happen before... the whole George floyd [and company initiative], we were working on that years ago because we had all white men and so we sought out to get women and probably it hasn't come up in my conversation just now, because we started that and it's... it's almost the norm now in our newsroom we took a big big effort my former news director and former assistant news director, and that was a big initiative for us to not just seek out men...And even with that the same thing

you know people wanted to go to the same people that they've been going to over the past 20 years, and you know.... there wasn't push back like there, there was with the cultures, but I think it was one of those frustrations where they just want to pick up a phone and have somebody ...like well... you know you got to make those contacts you gotta take make the effort....to have a list of women as well, and not go to your same old people. So, yeah we... we have we've made a lot of progress on that and majority of our experts majority of people that we speak with their women.

ALD: cool yeah so you've worked in in major markets for a lot of years now, what would you what would you suggest that people in in medium size smaller markets, who I mean if it's if there's pushback from you know people in market... for finding you know somebody who's not a white man, how would you suggest somebody in a different market go about making sure that they're doing that?

Subject 11: I think it starts at the top, you know our general manager got involved with this...with speaking with everyone, and what kind of direction that we need to go and are the CEO of our company got involved, so it started way at the top, and this was a company initiative. And I think, seeing that was a big influence on a lot of the thinking again you have people who just wanted to keep doing what they've been doing and I really considering what the images were but because it started at the top, there was a we had a we had an easier time it wasn't easy but we had an easier time to influence people to embrace the change and...and move forward. In the smaller markets, I would say that is going to be up to the general manager, you know if your manager is going to take a big effort with them with top management and middle management and then get buy in from everyone else if it's only the middle management working on it it's not

going to work. Everyone has to have buy in ... if it's not going to start with the general manager then it's not it's going to fail. what's the..., you know... what's the message?

ALD: yeah I mean what's the message coming from the top, that you think resonates with people.

Subject 11: I think the...the message from the top, is...Our general manager knows the Community, you know he's not just coming in and saying words... he knows a Community he volunteers, a lot he's out there, he understands [the city], he understands the impact that our images have if the general manager.... if the general manager understands the market, understands people and they're also out here she is also out doing the work and seeing what the audience looks like and understanding why this needs to be done in society and then the message is going to be powerful and it's going to be clear and they're going to be speaking from the heart. And they have to speak directly to people, not in... not in notes, not in notes... well think about [my company], I would say that...from the CEO all the way on down, we talked to people, we have a lot of technology, we have facetime we have video messages we can actually talk to people directly and getting our message out, and so I think that's extremely effective. Not... not with an email but talking to people that can hear your sincerity and I think that will help influence a lot of people and I get it in smaller markets, you know new managers talking to new young managers talking to a reporter, who has been there for like 30 years that can be intimidating but again that's why it has to start at the top.

ALD: So if you had to grade your station like one to 10, how do you think that they're doing?

Subject 11: I will say we're at a seven and a half. We're at a seven and a half. There are still areas that we're working on, I know, behind the scenes on part of those discussions that we're trying to roll out I know we do an audit of our staffing and we did this beforehand... um... starting like nine years ago. We do an audit of everyone that we have on a staff and we make sure we people are very well represented, I know that I need to hire specific groups. And i'm reaching out to journalists... journalism.... journalists groups now to get more resumes and make sure I have some people who are available and find out when our contracts are up we're doing that for producers reporters. And even other managers. We're going to have some management positions open pretty soon, and you know, we have an opportunity to take some bold steps so that's what we're going to do.

[section redacted for anonymity]

ALD: So how will we know when we've gotten where we're trying to go, especially when it comes to our coverage and decisions that are made?

Subject 11: it's going to take a while, but right now I think we're in a at a point where we have to tell people where to go and even for myself i'm not perfect, you know I... I you know use my resources as well to ask questions. Are other cultures in our newsroom if I don't understand? Something i'll ask, so I don't want you to feel like I have the answer of everything ...but we'll know when people are finding voices for their stories without having to be told, or having to track what neighborhoods they're going to they're just going. they're like Oh, I know, so when it's out there for the story Oh, I just went to [this neighborhood] and it's just... it's just automatic and not hmm I need to find this for this person this age group, maybe wearing locks and you know, so instead of checking boxes it's just automatic. And that's when we'll know.

ALD: yeah and I wanted to bring up something else that came up in a couple of my different interviews with reporters, especially the reporters of color or reporters LGBT Q, whatever it is... that sometimes they feel not that there's a directive, but that they have a responsibility to pitch stories and to tell stories of their communities, because otherwise they feel like their white colleagues or white managers won't bring it up and they feel that burden is that something that you have seen experienced in your newsroom how as a manager, can you assist in facilitating that conversation um what are your thoughts on that?

Subject 11: Well, we have a very open newsroom ... in past newsrooms I could see this being a problem, but we have a very open newsroom where... especially with covering the LGBT Q Community here...those voices just show up, I mean this is [a major city], those voices just show up so we haven't had that issue on maybe finding someone accepting a transgender voice, but we even had those...those voices in our coverage too so...one thing we have had trouble with is. ...Okay, I went when [major story] happened... it's not far from me, so I went over there and I was there, and so I ended up field producing ...reporters are there....A long term reporter that we have he's white, but we were looking for interviews... He was finding all the white people to interview, there were people I would say, people of color 75% white 25% and he was just going up to them to get interviews and I was going up to people, you know that we... Like it back in my mind i'm like Oh, we probably wouldn't put them on TV any other time, you know, but I felt comfortable, these are people that... kind of people that I would talk to any other time, so I was talking about a lot of people trying to get them on camera and we got them on camera, but I think...you know, putting myself in a reporter's shoes that's what he felt comfortable interviewing you know, and I felt comfortable going to a lot of the other people

because I'm around people of color often so There probably was....he's amazing, he's awesome, but there was probably some unconscious bias, there you know, by not just going up to this huge crowd of people and just getting anyone... rather than picking out....[laughs]... and I said something too... I did say something so....So good thing I was there, but you know people, we all have an obligation, especially right now, especially in this movement at this moment, we have an obligation, if you're a person of color if you represent any kind of group, you should...be a voice, you know it's hard to have that on your back, but you have to read the room and by the room, I mean society and know that those kind of voices need to get in and you know.... And I get it, there are some things that that are said in our meeting... never, never anything inappropriate, but there are things that are set in our meeting and I speak up because i'm like Oh, I can speak to that because of my experience, there are times, where i'm like God i'm getting all the black questions.... and that you know... they're just days....And I get frustrated when people put it on me... they're like hey I need this A, B and C ...Can you help me out with that? well....I will give you suggestions. i'm not going to do it for you... you know ...you need to take those steps so that's where my frustration lies, when someone puts it on that particular group or that particular person of color or whatever and they're not actually doing the work themselves so. I think we do have ...people do have an obligation to be a voice for whatever they represent, and no matter what ethnicity, ethnicity, they are...They can even be white you know if they are white and live in a certain area okay i'm going to be a voice for this area, and also all people, you know...You can you can still be white or anything and still be a voice for a particular group, you know... being... being a voice for a white group is not bad, you know it's still diverse it's it's a particular group, you know just like i'm going to be a voice for a particular group, we need to

hear about everything that's happening so... So, yes... I... it's... it's a burden for some, but yes, if... if you're part of a particular group, you should be a voice just in my opinion.

[section redacted for anonymity]

ALD: Well, thank you so much for doing this is there anything that you think you want to add anything that you think that you know, because my goal is to send something out that says here are steps that stations can take today to help diversify their coverage and make sure that they are representing different communities.

Subject 11: Well, I would say, each station needs to track who you're talking to track what they're speaking with and... have the uncomfortable conversations. they're going to be uncomfortable you have to approach it, you have to.... If if you think they're going to be so uncomfortable have a group meeting and then have one on one meetings, this is a major moment that we have to take on. And for managers look at your staffing, you know I remember when I was at [one station]...all the black people were on a weekend, all of us! and couldn't get off for anything... and that's ...that's how I ended up in [a different market].. you know and it it.

I know a few news directors who are looking at that are like oh my gosh I didn't realize that this was happening and so... take a step back, take a snapshot... have the conversations, it can start now don't wait six months don't wait until your playbook is ready.... have the conversations now and take the steps now watch your own newscast see if it if it represents the Community, do you have all the voices, you know um... So yeah.. do what's right.

**Subject 12: White male manager, Large Market (1-25)**

ALD: So, does your newsroom endeavor to use diverse sources and news coverage?



Subject 12: Yes.

ALD: And what, in your mind, constitutes diverse sources and news coverage?

Subject 12: what in my mind constitutes diverse sources?...hearing from a variety of Contacts, resources, not constantly going back to the same people over and over making a conscious effort to seek out voices from both sexes, different ethnic groups, Different....I guess parts of the DMA to not always going to one certain neighborhood or something to find somebody. Yeah I think that's basically it.

ALD: So, can you walk me through how you as a manager encouraged divorce with diverse sources of news coverage?

Subject 12: Well, I mean, I think...As a company, we're pretty upfront with how we're going to push to do the diverse sources contact list and actually try to keep track of...keep track of who we're talking to and develop a list of diverse contacts for anybody to be able to reach out to for any story so again so we're not always going back to the same people... But..outside of that, I think....in one of the things about the conversations pieces that...I think attracted me to wanting to do it when it, you know that that came up because we had a meeting.... About how we keep conversations over race going and you know how we make sure that we don't just do this as a one off and it gets dropped. so we went into started doing those stories...we thought we'd do a couple weeks of them and then it turned into something we're still doing. Part of the reason I want to keep doing it is because of what you're talking about, because I feel like it helps us hear from people we wouldn't normally hear from in the newscast. And it encourages I think the room, hopefully, to see different people on our newscast on a regular basis, and feel like you

know if we're hearing from folks who have this expertise or look like this, or come from this part of the DMA or represent whatever it is, and maybe.. Maybe I should I should be bringing up.

The story, I want to talk about or maybe I should be reaching out to someone so and so to talk to a lot of story or a saw this person on the that segment and I feel like that's the kind of voice, I need to tell the story and I can't I have not been able to find somebody on those lines um. And then I think it's just about looking at our our coverage over time and noticing a pattern of are we constantly going back to the same folks and like you're encoded when you know. We would talk about who to go get for sound trying to encourage people to you know what's mix it up a little bit who else is out there who else can we talk to what other doctors are available, you know, so we don't always hear from The same positions, the same white male doctor or You know something like that the whole time...And you know talking to reporters to about when they're when they're stumped and looking for...Who can I go talk to tell the story trying to think about you know who have seen either on our air or someplace else that you know this person might be somebody who can help lend a perspective that you're looking for for this kind of story. But I think those are just some kind kind of concrete things we're trying to do that will hopefully help achieve this goal.

ALD: So, can you walk me through any discussions that you've had with staff about using diverse sources and coverage... I mean you gave a few examples, can you be more specific?

Subject 12: yeah so we.. We had a conversation recently that I think got a little more ...maybe a little more intense than it needed to but we're trying to assemble a panel of doctors to do..Some coverage, on the one year anniversary of COVID and so we were talking about you know, can we get half a dozen doctors together to be able to do some talkbacks over the course of a day and we went back to some of the people that we had seen throughout the year, to talk to them about what it happened over the last year and how they viewed the pandemic and how things have

changed and all that stuff...And the list on the surface, the list looked pretty good, because these are all faces that our audience has been used to seeing over the last year in regards to this story, but reviewing it we realized there's not there's not one African American doctor on the list...We don't have that that face in the mix it all. And you know is there opportunity to add some other voices to this conversation just because we have relationships with these other people and it was easier to go back to them, I think, and to be able to say... Okay, but let's really look at who we've got here, so we had to have a conversation about why it's important to have that other voice in the mix and that we should be trying to do that when these things come up consciously and making an effort to do it and that you know we've actually had doctors of color on a few different times and here's some examples of folks that we've talked to and folks who are you know really good and a lot of good things to say about this topic, and these are people, we should be reaching out to they may have not have made the rotation of doctors, we had on you know twice a week during the height of this thing, but there are people that have their own viewpoint, because of the folks that they they treat or the experiences that they go through or where they see their particular practice. And they represent a voice that we didn't have in the mix so in a conversation about why that.... why that's important and why we have to be more purposeful about looking for those holes when we put things like this together.

ALD: Was that a conversation that was had openly in the newsroom or was that among a couple of a couple of people or how did that work?

Subject 12: That one was among a few just a few people talking about this particular setup we were doing was a smaller group.

ALD: Does your newsroom have resources or policies in place to assist in the inclusion of diverse sources in news coverage?

Subject 12: Well, have the resources, thinking that in a couple different ways we have that list I talked about a diverse source list that is supposed to represent a diverse group of experts that we have that somebody the room has spoken to for some purpose before and it's kind of vetted and we feel like would be a good addition to the roster people, you can call that resources there, but I think the other...Probably more commonly used resource, should be the diversity of the newsroom itself in that you know report certain reporters are certain assignment desk editors or producers are going to know who can be part of these stories. Just because they've...they've got the experience talking to them, or they know the neighborhoods they know you know they know the kind of person where we're trying to reach for the voice, we need for that story, so I think there are resources within the room. When it comes to trying to find people but we just have to be better about asking for help on some of those things, and I think what's happened, the climate we've been in over the last year and a half, I think those conversations do happen, but I don't know if they happen consistently enough so that's how the that's how this list is supposed to help. You know it's a document ... a document that's supposed to change and evolve and you know you add and subtract to it as time goes on until it's always there for somebody to be able to refer to and you know, find somebody, but I think we all know that at the end of the day, it's easier for or one reporter to turn to another and say hey all the people in my story look the same, I really don't have this voice that i'm trying to find you know anybody. So just become more comfortable and take advantage of that.

ALD: Do you think that those efforts are something that everybody in the newsroom knows, are happening?

Subject 12: Honestly, probably not, I think that there's probably more communication that could go on about what that is and... and how you can access this access it and why it's important and... No. No, I don't think everybody knows it's available, and we need to do a better job of communicating.

ALD: And what about in the editorial meetings, or is this ever discussed?

Subject 12: um...It comes up. I don't know that it comes up often enough, though. I know I know you know when we we talk about...big story coverage or trying to make sure we do have conversation will try to make sure that we're in certain parts of the viewership or that we're...You know hearing from appropriate voices on particular stories and I don't know that it comes up every night, I know that doesn't come up in every meeting and I know that there are probably more opportunities to bring it up when we're looking at stories, I do think it's not completely absent, which is something that can be improved.

ALD: So i've talked to... I think this is either the 13th or 14th interview that i've done like this and i've talked to reporters and managers from a variety of backgrounds. And from from those in marginalized communities, whether it's Black, Hispanic, LGBTQ, what have you they have all said that they feel like in editorial meetings at times they feel like they have a responsibility to represent the Community that they're a part of because if they don't bring it up nobody's going to bring it up. And I want to know how we as managers could change that ...change that tone and change that feeling that like...if I don't say it we're not going to do it.

Subject 12: Yeah. Well, I mean, I think it comes down to again almost like the... the conversation we had about the doctors that we're trying to put together for the panel. We, myself included, have to be more purposeful about you know, recognizing the opportunity to bring up a subject that maybe not everybody on the call, where the majority of people on the call are directly impacted by ...because they're... say they're not Asian and they're not directly, their families aren't directly impacted by what's going on in Atlanta or other places. Where they're not part of the LGBTQ community so when we cover certain stories and we don't get the language right why that's ...you know why that matters to people ... Being personal about bringing up and talking about it openly on the call... And now I think for... for managers who are not part of the groups kind of getting over ourselves and not feeling like uncomfortable...Is this really something I should be speaking on i'm not part of this group and how's this going to get taken you know finding a respectful way to broach the subject, and hopefully open the the communication lines on it, but I think I....I tend to think that sometimes it doesn't happen, not because people don't want to talk about it, I think a they're either initially uncomfortable like I just said kind of bringing up something that doesn't directly impact themselves or be ...we don't have the group sometimes go if we have the time or we want to slow down enough sometimes to let's talk this through and turn this half an hour call into really probably 45 minutes instead but you know we're trying to get through it and get through the next thing I think we all fall into that sometimes too so. And those are missed opportunities, I know there are... there are definitely times that I will, at the end of my day be home thinking, I really blew a chance to talk about whatever it was on a call today or someone said this and I didn't jump on....I didn't jump on that as an opportunity to talk more about it openly...You recognize those moments after they've passed... so being better about you know really listening to what everybody is saying actively

responding or asking questions or doing things that would...You know, encourage the conversation now not being distracted by the 200 other things we'll have on our minds at the time, but really paying attention to what's happening in that moment, there are probably plenty of opportunities to do what you're talking about they get missed.

ALD: How would you characterize your newsrooms inclusion of diverse coverage and new stories? If you had to grade yourself?

Subject 12: boy.... inclusion of diverse coverage. I think it's better. Now than maybe a year ago, or two years ago. But still not great, probably ..so you see, plus you know... I think better... better than average but still not great, or even necessarily good you know we're I think we're improving I don't think we've figured it out.

ALD: And off the top when we talked about you know what diversity means in in coverage and who, that is, we mentioned race, but also gender. Have you ever had a conversation where you're like we need to get a woman for this?

Subject 12: For this?

ALD: Like do we have any female voices...when it's not concerning like schools or PTA or grocery stores.

Subject 12: i'm trying to i'm trying to think of. Honestly right as we're talking i'm gonna sit here and think of like times outside before COVID because I feel like during COVID we did. We did have..We did have female doctors or experts on subjects. So I don't know that I ever like during that looked up and thought you know, this is just all guys all the time, or whatever, bringing in

women to speak about this, I think you know [reporter] and her her context really helped with that and that kind of never felt like we needed to like let's stop for a minute and re evaluated we're talking to you know have that representation you didn't have...I don't think..a wide variety of people of color speak on that subject, at a time...about women. I don't know... I don't know that i've ever i'm honestly trying to think of stuff we've done before COVID where I felt like WE didn't have that.

ALD: Is that something that would pop into your head like what you recognize it if it was missing?

Subject 12: I think I would recognize it if...if we're doing a story...yeah I think if we were doing a story that was like a continuing kind of thing... like we had to keep going back to the subject, whatever it was and we're I was constantly to seeing guys up there, I think I would recognize it, I would like to think I would recognize it then. I think... I think I don't necessarily part of an area that I can improve and I don't necessarily like ...when we're talking about putting a story together, like in the morning meeting and trying to come up with...You know how we're going to build that build it into a story, who we need to talk to all that kind of stuff...I don't know that i've ever specifically said and make sure we get a woman for this. I think what i've listened for is who are we potentially trying to reach out to... And if it seems like there's a couple of options in there and I know how it goes and sometimes you can't always get what you want, but.

ALD: Someone available to talk.

Subject 12: yeah I mean, of course, they sometimes it turns into that.



Subject 12: But i'm trying to think if there's ever been a situation where i've watched the story and been like oh my God we really blew it there as far as we didn't have one one woman speaking. Like you said about something that's not one of those things.

ALD: I think, also on the flip side of that I had a reporter, who said she makes an effort to try to get dad's as well, because the initial thought of I think 99% of reporters is if it's a story about kids and schools go look for the mom go look for this, but dads are under represented as well.

Subject 12: I think part... part of it, too, for me, and the reason i'm struggling a little bit with this is because it's been so ingrained in me mm hmm....The key to our ratings success as a TV station is about attracting a female audience so i've always just kind of been like well you know, then we got to make sure we're representing those people on TV otherwise, why are they going to watch... so that's just always been part of like you know who's the idea when we look at shows who's the audience for the July that's majority almost...Almost all the time it's majority female, to the point that, when we ever look at demographics, for any show and men of number women i'm always very surprised...And like that's like a notable thing to me like okay So what do we need to change our approach because i'm so used to having a conversation the other way...So I don't know I mean...I feel like we've done okay when it comes to like you said topics that are involving economy, or whatever you might want to assign that not traditional gender soundbite to....I think we do okay on that front, but I don't know that i've ever said when we do our economy story, this time or when we do our housing market story, this time, make sure we get a female voice in there.

ALD: So, can you characterize the efforts of your reporters who frequently used diverse sources.

Subject 12: characterize their efforts?

ALD: What are they doing right? What are they doing well? How did they do it?

Subject 12: I think....Somebody that I would look at that way....then go and also just look at as having good sources period... because they tend to be they tend to have a wide variety of voices to be able to go to you and then... Our... I think those are people who are actually in their communities connected with with what people are really dealing with you're talking about who are folks who don't just have government or law enforcement sources all the time, who are talking to Community activists or community leaders or know local business people or know folks in the education system who know a wide variety of people, to begin with who are folks who don't always seem to go back to the same people all the time, who story ideas you know, are all coming from the same place on a consistent basis, like somebody who used to work here, who we would you know the running comment about any event that came up was we're going to hear from somebody from a certain insurance agency.. Because they'll be able to line them up. That that person that kind of reporter, I feel like had you know six to eight good contacts that they felt like they could go to for any variety of subjects, whether it really fit or not. Whereas somebody who is really connected to and caring about their their be or where they live or the Community that they're supposed to be covering most often wether that's geographic or whatever descriptor... They know a variety, people who represent a variety point of views in those on those subjects and can get you the mayor of that that town, just as easily as they can get the person who owns the Barbecue shop hole in the wall that's facing some difficulty, who can find you a teacher who can find you whatever because they have rally ingrained themselves and where they live there, naturally curious about how people live, or what what really matters to

them, they asked good questions they actually listened to the answers they're passionate about what they do and what they represent...honestly I think it's the people who really do care about this, and what we can do every day...that just kind of naturally through those efforts attract a variety of people who want to talk to them, because they respect their work or because they have a good interactions with them at events that have nothing to do with any of this, you know they were just at this person's place of business and asked a bunch of good questions and really had a good conversation. You know it's the I think the folks who maybe have become cynical about this, or they know how to do just enough to keep their head above water every day...who don't necessarily have that same passion for for being a journalist anymore, or for really hearing different perspectives or taking the time to talk to people, they don't really want to do that, they just want to be able to check the boxes, that they can for the story that night ...You know, like any other job and just say I didn't mean to do that day and moving on most people will have a variety of sources are intentional about talking to a variety of people in life and that just kind of lends itself to a good group of people will represent a cross section of economy or race or gender or geography.

ALD: That was kind of all my scripted questions.. I do want to ask you a different phrasing of one that I asked before because... cheating a little bit um I can give you a little bit of insight on what I have learned from talking to all these people is that... the reporters who feel like their newsrooms do this really well...there is a sense that management... that it comes from the top, that management is really listening, that they are open, that they are encouraging these conversations openly every day... that anyone who has a perspective, whether it be an intern or whatever everybody's perspective is heard. And it's a safe place where you can have those conversations. And you know I think it's easy to have you know the big station meeting, where

we all talk about diversity and then you know, a week later it's like... you know we're back to normal again, how can we make sure that this is a daily process a daily conversation a daily thing that that continues to happen?

Subject 12: Well, I think us as managers probably talking about it more consistently. We have time together and what you just talking about what you just said, the point of encouraging each other to make sure that we are listening to people that were not in such a rush to get through meetings or conversations that we're not... That one of us is saying hold on a minute let's....

...This person was trying to make a point about something here... let's stop down for a second and listen to what they're saying. Holding each other accountable for that you know when when when their own missed opportunities, you know, like, I talked about openly kind of talking about those things when we have time amongst ourselves that you know hey we're now, we met yesterday so it's always trying to talk about this and I feel like we didn't get into it enough with them.. You know, we really missed opportunity, how are we going to... How do we recover that a little bit you know ... Who wants to bring it up in the next meeting that we're going to have next editorial meeting or next whatever it is. ... And and see if we can start a conversation about that um I think... Like I said before, I think it's about how we're just being more intentional about recognizing what's going on in the world, right now, and being able to in those editorial meetings, rather than just going through the motions and everything, and we always do every day maybe starting one of those conversations starting one of those meetings by saying hey this is happening let's just let's talk about it for a minute, you know I think we had a couple of moments like that, during the... racial protests last summer... Where we just kind of just talked about what was happening and how was making certain people feel, and you know, recognizing that it was going to impact people you know certain it was going to impact the ... Like members of the staff

differently, there was going to impact other people they're going to feel it differently just kind of talking about it up front and and not being you know afraid of it and you know... me saying a couple times this is going to be uncomfortable, but we have to be okay with that...yeah I...I think if you really want to do it, you have to find opportunities to kind of step break out of the, this is what we do every day and raise the willing to raise the the topic and.. just ask people how they're feeling about it or...You know...what their reaction is to whatever's going on and... and then not talking and letting other people actually fill in the gap and encouraging that as we go... and if no one is talking maybe you know, trying to...Talk about how you know...We feel about it and see if that encourages someone to weigh in...I think that's the biggest for me, I think that's the biggest obstacle is not...Not thinking about the 20 other things that are going on and trying to be really present in the moment on in that conversation with a small group of people or editorial meeting and recognizing that this is a thing that's going on and let's stop and talk about it for a minute...Whether we... whether it leads to a story or not it's not the point it's more this let's talk about it as a group, and how we feel about it, and I think it's easier, sometimes to just kind of let's plow forward, and you know get get through, we got to do and that's a harder thing to do and that's you know I think something that I can certainly do a better job of you know...You come into your Community... those meetings, sometimes like thinking about stuff like that and and wanting to talk about it, but then so and so has a concerned about something or this person's out today, so how we're going to fill in this gap, and you know... And you get ...you get pulled away for you pull our focus from you know what some people, some people on the call, probably at least really want to talk about... You don't really address it, or you kind of half ass it and everybody's just kind of like okay...So you know I think that's something that...I can do a better job, and I think...You know, we as managers could probably spend some more time talking about

it and... recognizing like... Where we may have missed missed the mark and see if there's a way to kind of recoup in that moment all that and talking about you know strategically, how do we want to handle this you know... kinda blew it in the morning meeting, maybe tonight you should bring up you know what's going on in Atlanta in a different way and see if anybody has thoughts on that now like one one thing i'm struggling with right now, a little bit honestly...So, after the Atlanta thing happened I reached reached out to... [two reporters] separately .. just checking in.. seeing how you're doing.. You know.. That kind of thing...and [one reporter] has been very vocal and open and talked about it, sharing her feelings and has gone and done stories and this that's her way I think of you know she wants to...she wants to do the story she wants to be out in front of that she wants to talk about it....[the other reporter] it's... i'm doing okay thanks for checking in. That was it... and i'm... you know not going to keep pressing her.. Left it alone...but, honestly, this weekend, a couple times and when I would see stories that little thing will be gnawing away at the back of my head, you know... So I do, I asked her ... hey look, you know these are stories, I think we should be doing and ... i'd like to do more, how do you feel about doing them... I you know. I've had a similar conversation with [a Hispanic reporter] about things in the past, you know where she wants to be.... She wants to be talking to people in the Hispanic Community she wants to be doing those kinds of stories...but she doesn't want to be thought of as i'm the Spanish reporter and every time something ... Related to that comes up i'm the person who automatically has to do it. I have other areas of interest and things i'd like to be covering too so i'm like trying to balance that conversation going into this really now clearly was not as... Wanting to be as open and upfront about it as a lot of was...You know how do I strike the balance with her...You know if this is an area you feel strongly about doing stories on I support you on that, if it's just not... What are you comfortable with right now... that's okay to kind of

have that conversation with her without her walking away from it afterwards thinking like... Well, I guess, he wants me to do this and I better start pitching stories about this, I don't really want to and... I guess i'm the only person who looked overtly Asian and has the name and everything, so I guess, I have to do these stories, which is not gonna be like that's not the point that i'm trying to raise but i've never I haven't talked about that and then... it's just all conversation in my own head... So I think if... if I raise stuff like that more often, it might encourage other conversations, and I think you know .. What I think we as a group have to kind of commit to talking about things like that... if i'm the only one doing it it's... it's not going to be not going to work I don't think you guys have contact... With a wider variety of group probably wider wider variety of the group on a more consistent basis, probably than I do so, whatever you're hearing or things that you're noticing, I would also, you know, encourage that that that gets brought up some of these conversations too... There was a rambling long answer.

ALD: That was good um that's everything that I have, if you have do you have anything that you want to add that you feel like people need to know like that you would suggest other stations or young reporters do.

Subject 12: um... I mean it's I think it sounds a little cliché, but I think... the idea of getting comfortable being uncomfortable and having... Asking questions... to people who are members are from a different Community than you are and then actually listening to what the answer is, and not feeling like you have to oh yeah I can really or you know well, I have a friend who's gone through it like this... And let them, let them talk and just ask questions about what they're what they're trying to explain or how they feel about it, rather than you know I think some people feel have this constant need to like I get to relate to you and somewhere yeah I need to like make you

feel better or something and what i've tried to what I think figured out over the last couple years is often, if I just ask a question and then even if they say something that i'm like that's that's just outrageous there's no way that that's that's true but control that inner voice and just kind of sit there and listen The second thing which can be really hard, sometimes, especially in some of these conversations, but i've from my own personal experience i've found i've benefited from hearing what people...how ...how people are reacting something really differently than me may not make sense to me at the time i'm benefited from not really questioning that or trying to do something in that moment, and maybe ask a couple more questions and then just listening. And then digesting a little bit and oftentimes have gone home, and you know, a couple hours later i'm like yeah they're totally right now I see what they need or like know take a minute to like read some stuff away from that conversation and be like Okay, I understand the point of view, now, where I know there's been a couple occasions where, if I had said, the first thing that popped in my head in that conversation, it would derail the conversation, and it would have been it would have probably shut things down. And I wouldn't have... I wouldn't have had the opportunity to actually learn something different, and consider a perspective I hadn't considered before and then that benefits me in further interactions with that person and then also just how I look at the story you're trying to understand...Why part of the story is so important to somebody that I didn't I didn't get before... I think....You know, for me, it's just been really important to try to purposefully find people to hire who do not look like me. Who do not come from the part of the country, I came from who are going to just have a different experience than me. Because of what I just said, because I know i'm going to make mistakes, if I don't do that. and we're not going to be as good of a newsroom if we don't do that. it's not about just like being able to say let's make sure we're diverse place so we look good... it's we're going to be better if we...If we have certain



voices in the room, or more more voices in the room than just the people that I might automatically be comfortable with in a setting outside of here. So I think that works for reporters to be able to inject themselves in those situations as often as possible.

**Subject 13: Asian American female manager, Small Market (76+)**

ALD: Great. Umm, so does your newsroom endeavor to use diverse sources in news coverage?

Subject 13: We do, of course, and we often talk about. We have almost a ban on certain people in the Community who are kind of the mouthpieces for the big entities in town, so the big school board, the... the big school district, the police departments. You know, certain... certain organizations in the Community, that we hear from them all the time. Ummm so, not necessarily an all out ban, but we say, especially during COVID I don't want to hear from that one person from the health department over and over again. Ummm, you can use their information and, obviously, you need their information, but they don't necessarily need to be part of the story, because what you know if you're trying to put a story together you're trying to make sure that. People can connect, and so the information from the officials is not as important as trying to find a good character, who the people can relate to. So, yes, we do strive to find diverse voices and you know part of that starts with the education that they get early on to talk about...your sources and who are you reaching out to? How are you finding diverse sources? How are you finding... how are you talking to people who are not like you? And it's a different... I think a different discussion when you're talking to [young reporters] versus when you're trying to encourage professionals who've been in the business, you know more than a year right. The [young reporters] we have time to kind of mold their thinking and why they this is important. And I think when you're a professional, it's a constant reminder to not just go to the people that you're

used to going to.. And I would say, you know, our goal is that, you know, we usually start off by saying, who do you normally talk to, and just everyday we're not talking about journalism we're just talking about in your everyday life. And do those people look just like you? And most of the time, the answer is yes, right? The people that you talk to on a daily basis, or just like you in some form or fashion...now, imagine that those are the people you only put on TV, and that is what we use is kind of the jumping off point for a conversation on diversity. If everyone in the newsroom is a White male and everyone that they normally talk to is White then everyone on TV will end up White. So, that is, you know, so for anyone who doesn't really believe in diversity, you talk to people and you surround yourself with people who are typically like you. And that is a comfort thing that's not a racist thing... that's... that's just you're comfortable with people who are just like you, so we take race out of it initially and we talk about...What are you like you're young [redacted for anonymity], you know, those are some of the things that... that's what you're who you're used to talking to you can even take race out of that right. So what are we going to do, put a bunch of [young people] on TV when we serve a full community of people who are older, who have families who pay mortgages who are nothing like you. So when you get into the more complex discussion about diversity when we're talking not just about they're not young .... now you add in the mix of you know they different racial backgrounds different you know, maybe sexual orientations different beliefs different political beliefs, then it really kind of gets into that this is why you have to diversify who you talk to and who your sources are because it doesn't represent who's watching us and, if they don't watch us we don't have a station down to you know getting down to just...Just to the business side of things so it's kind of like a full circle thing to talk to them to start off by saying this is your comfort level, this is where you normally start.

Think about who you surround yourself with now imagine if you just took those people and put them on TV, then we don't have a good representation of who's watching us and if we don't do that they'll watch someone else. That's kind of how the conversation goes for us, so do we strive for it, yes, and I think especially being in [this geographic area] it's... it can be difficult, because our [staff is] comfortable talking to the same people and it doesn't necessarily mean that it's a race issue it's also just because they're excited to get a contact you know they're excited to have someone to talk to, and to get their story done on deadline. So I think it's even more difficult in our instance, when we have these young journalists who are just more worried about deadline. They're more worried about that than really like 'what does this mean for our audience and for the representation of those who are watching this.' Umm, so that's part of it.

ALD: And what, in your mind constitutes diverse sources, what does that mean?

Subject 13: um I think diverse diverse sources... to me means we are looking for people who represent the Community and, in particular, reaching out to voices who are typically not represented, or sometimes voices who are, who are often left out of the conversation.

ALD: And can you walk me through how you as a manager encourage diverse forces and news coverage?

Subject 13: We start by saying, 'here are the people we normally talk to...' so we're doing a... covering a story you're probably going to contact these three people and get information. If we're talking about diverse sources is it... who have we not talked to yet? we'll start there. Who have we not talked to yet? And in those communities who are some of the people we can get ahold of that we know that we can try and get ahold of and then who can they connect us to? Who has...

who can, you know, who has a good story that would then, you know, lead us to kind of... you know, to a more full story with a voice that we haven't heard from before. I encourage... often I encourage us... we can't just hear from certain groups when the story involves the group. So my...my big example, for that is, we only hear from people who use wheelchairs when we're doing a story about accessibility, right? We never talk to them when we're just talking about, you know, what... whatever... the City Council meeting. You will almost... if you look through our archives there's probably no one who uses a wheelchair in our story because they had something to say about, you know, just the... the City Council meeting that day. It's because there's a discussion about wheelchair accessibility, or something that affects the Community. So I challenge them... in... often in meetings and just in.. in passing discussions. Who needs to be part of the discussion that we don't ever, that we rarely reach out to, and we need to think about the groups that we... we don't go to unless they're part of the actual story.

ALD: So, can you walk me through any specific discussions that you've had with staff about using diverse sources, whether that's one on one or in an editorial meeting.

Subject 13: yeah and editorial meetings it's like... like I said it's like who have we not heard from yet? Let's start brainstorming who we really need to get ahold of. And then on... in one on one... [with managers] it's really a discussion of how, how are we guiding [the staff] to... to think outside of the box and to not be so afraid of the deadline so that they can kind of be bold and go for the more difficult story that might require a little bit more reporting to get those sources that are that are different, and I do know that we have we tend to take note of sources, especially experts in the Community who...who, you often you know we don't hear from them, very often, but we know that they're there. So I'm ...one of my examples is, we have one of our medical

experts who's talked to us a lot about COVID... is a Black doctor. For you know, unfortunately, and up until COVID we really didn't have you know we didn't have an expert that we went to regularly. And so we found out she's an infectious disease doctor and she's the person to go to so it's been nice having her as an expert. And just it's just providing us a different you know just some more diversity to our coverage and...but as far as what are the processes... it's usually just a conversation, and, you know, it's... I think in this Community, in particular it's hard to have a hard line on... you must get X number of sources, I think it's more of a long term goal than a goal for the day. And we do have, I think a loose running list of some of our more diverse sources, and I think that's helpful for newsrooms if they know that in the past. Here are some of the pastors in the Community, you can go to or some of the experts, but I do think it's more important to have a list like that, when it comes to some of the more run of the mill stories that you do every day. Because, quite honestly, especially in a Community like this most of our experts in our leaders are White and they're male. So it does take some effort to make sure that we're thinking about not just who's the expert, but who haven't we heard from.

ALD: You mentioned a sort of ban on talking to certain people that you hear from all the time does your newsroom have other resources or policies in place to assist in the inclusion of diverse sources?

Subject 13: um let's see. Now, probably not any policies and that's an interesting way to think about that. I think that's a good thing to think about. You know our process really is the [managers] who guide the [staff]

[section redacted for anonymity]

...about who they're talking to and are those sources are we representing our Community, as best as we can. So I think our processes partially ...are questioning of the [staff] so... when they get their stories edited for the day, you know, instead of going they have an editor ... so we have an executive producer who goes through the stories with...who goes to the work of the producers and [another manager] goes goes over the scripts of the reporters, and that is, I think, really how the editing process, how we go through and decide...this is probably not a very strong source, you need to go back out here's who you should think about calling for the story. So, I think that is more of our process. It's a day to day process of making... that, you know, editing which is unique, because I don't think a lot of stations have an editorial process as robust as ours, because ours is a teaching station so. That's part of what we have in place, but as far as like set policies we don't have that. And I've actually worked in other a number of other newsrooms and we haven't had policies on, you know, on source ...sourcing for folks with diverse backgrounds, which I think would be interesting. It's an interesting topic to... to think about.

ALD: How would you characterize your newsrooms inclusion of diverse coverage, how do you think you guys are doing at it?

Subject 13: I think it needs work. In general, it will always need work. For the longest time, I was the only person of color as a manager here and that's when I was an executive producer, now we have others in the mix. And we also and, you know, those of the editors here who are who who are White are also very aware, I would say, so we have a good mix of people. But I think we always can do better... should be looking to do better. But I think we probably get roped into the frenzy of making deadline as much as the [reporters] do. And it's not an excuse, but it's the truth of what happens in newsrooms when you have to feed the beast is what we call it when we have

to feed those newscasts. And I think that's the biggest struggle for newsrooms when they're having ...they need to have these discussions, or they need to think about their coverage. There's rarely time to step back and take a look at what they've been doing, you know, they're on to the next show. So I would say we, we probably need to do a much better job I think we probably, you know, if we're going to compare to the... to our competitors in the market, we do a little bit of a better job because we're... we're more diverse in that we have [reporters from different backgrounds]. I think our competition does what they can to have, you know, a staff that looks a lot like the Community. But we definitely need to do better if it'd be interesting to just watch our coverage for two to three weeks and count what, you know, people who are, you know, obviously diverse, which, you know, sometimes you can't tell, right? But for those who actually present and it's easy to tell it'd be interesting to see, and I would bet you would be a very low number.

ALD: For those [young reporters], you know, when you're discussing... I mean obviously over the last year we've had a lot of discussions about race and inclusion, whether it was in response to the George Floyd death, in response to COVID, in response to, you know, attacks against the Asian American Community...and, and a lot of the reporters who I've talked to have said that they felt and not necessarily just in those communities, but pretty much any any any group that is marginalized... LGBT Q... they feel a responsibility to speak up and editorial meetings, because they feel like if they don't say it, nobody else is going to bring it up. And in a place where you work with young, young people...How do you encourage them to have the discussion openly to... to make sure that it's, not just those people, bringing those stories up and to help them broaden their views of what needs to be covered?

Subject 13: I think it's... it rests with the managers ... to have those discussions for us amongst ourselves to understand our blind spots and understand what we're weak with regards to discussing or maybe you know something identifying certain topics. I... it's an ongoing discussion ... that we need to have these discussions, and most of us are not equipped to do so. So, we've, you know, a couple years ago we had protests... [and there was a demand from mostly black residents... for a man in power to step down] ...to say we're not being heard and I don't know if you remember any of it, but you know our you know...that's when it all went down and went national. Shortly after that I noticed a lot of my colleagues continued on ...the way they normally would. Just topic of the day, went forward when really what needed to happen after the big protest is.... the next day was to have an open discussion. And I think what we have been talking about is some of them did not feel comfortable having that discussion they're just. Like.. I don't know what to say... I don't know if i'm going to say something wrong and offend people I didn't know how to frame it just around journalism versus what was really it's more than journalism. There's, you know, social justice issues, and you know how do we discuss this so...I think, you know, for talking about what does the industry mean, I think the industry of journalism of TV journalism, in general, the managers need special training to be able to have this conversation and to feel comfortable. I feel comfortable having it but that's part of my background. I've always been in these discussions. I'm on the diversity inclusion committee...here. And so I'm all about providing the programming and talking about what needs improvement, and how can he make this something easy for anyone to have, but I think as far as our newsroom to encourage [people], that they can speak up, no matter what who they identify with or what they identify as. That it has to start with us to say that these discussions are important and let's have them if needed, and we can have them one on one we can have them in a



group setting that we want to have the discussion heated is fine, just as long as it's respectful. And we've had that and sometimes... just because there's a power dynamic between, you know, the managers....so sometimes they don't feel like they can speak up and we just encourage it, one on one... 'did you have an issue with that story and why?' You know, it's... it's a I think it's a battle for us to always, you know, to continuously let people know that we are open to these discussions and at the same time, we still have to continue serving our audience like we still have to do the news, so our progress will be slow... But we're listening... we're more than listening, especially with, you know, having me at the helm, I think some... a lot of them have felt a lot more comfortable....knowing about my background I think that's how that helps if you're going to have a newsroom where you want these discussions to be comfortable, you need to have management that is well versed and they're okay with having discussions. I will say it's a heavy tax if i'm the only one, having these discussions, which is not the case, but, you know, I'm the point person. And so it's a lot, sometimes for... for me to carry but i'm fine with it, I think it's necessary. I'd rather have that than not have the discussion at all. So, to encourage the [staff], I think it starts with us, but in order for us to feel comfortable, we need the proper training and I tell [them] all the time...Managers get moved up because they were good at their job it doesn't mean that they're good managers. They have to learn how to manage people along the way there's no class, and so you know, I was... I was a good producer, I can say that, and for me to be when I moved up to an Executive Producer role, it's because they thought she does really well with her one show...she should be able to manage all the shows. And I said, but that doesn't mean that I'm good at, you know, at managing people and their needs. And I said, you have to understand that, as you go through your career, because you will think that oh that's a manager doesn't mean that they're good at managing....which then leads to kind of the breakdown on

several levels, and not just on the diversity issue, but just on on newsroom issues in general, so. I think more training is absolutely necessary, on lots of levels in order for this to become a regular discussion in the newsroom.

ALD: yeah so you talked a little bit about diversity in management, and I think... I'm a huge huge advocate for...Diversity in management, not just in the newsroom but in the station in general. You know, what's it going to take for news stations to make a commitment to getting people who look like the Community in ...I mean what.... I think you can only go..... from my perspective....the GM says we're doing great. The staff is, you know, the staff looks like the Community. And i'm like yeah but that's your staff... we all work for you. So, you know, we all work for the White news director... So our voices only go so far. So, how do stations across the country change that? I mean, you know, I obviously.... I don't know that... you know... any of us have the answer to that because we're not making those decisions but...

Subject 13: I think it's a slow... so it's a... it's a long term goal, and I think partially part of my goal with being here before the pandemic hit is I wanted to create a producer program...Like a summer program for any journalism student if they qualified, they could come here and get...several weeks of training, working on a true [network] show ...so they'd walk away with like published content, but also to kind of nudge them into management. And, you know, the goal was to not just open up to everyone, but to also pay closer attention to some of those schools that service first generation college students who may not think about even management. That's not within their purview because they're not, you know, they... it's not something they're exposed to. And the same thing with just any students of color in general, you know. If you go to any of those... the conferences, the NABJ, NAHJs the majority of the people of color on air, right? And

that's because that's what they see right that they grew up watching that and they did not grow up, knowing that there's lots of people behind the scenes, making decisions and that's where they should be. So, I think it's a... it's a long term goal and that I think those of us who are in the industry, probably need to reach out earlier, and we need to start with high school programs and I think our positions, probably need to be as visible as the anchors... in maybe there is lots of like community service work, we can do some boards that we can serve on. But basically, letting people know, especially the young people that these positions are open and they're, not just for you know white men. And that it's actually a good part of the career, because what they see is the glitzy part, especially in this, you know, in this industry, and you know that's something we deal with in TV is like ...sometimes you don't get the most serious journalist, because they really just don't want to be on TV... So, I think it's important, you know, I'm trying to figure out how to balance, some of my time with the needs of here being in the newsroom. With also figuring out, what can I do in the Community, so people know me and maybe some of those high schoolers can think about... What is she doing, and you know, and you know it's just one person, but there are a few of us behind the scenes, and I think there's a bigger burden in letting people know not only do we need to run the newsroom, but we need to make our, we need to elevate our position so that it's as visible as some of our anchors and reporters... so that we get more people in here. So I think there's a lot of outreach that's needed to let people know that this is a thing I have .... [Some people have said to me...] Oh, I wish I knew about producing earlier, I wish I knew... I only knew about the reporting side and i'm much more comfortable doing this. And i'm like no ...there's more ...there's a possibility to move up in the ranks. You know, reporters typically if they want to stay in the reporting side they move up into being an anchor and then that's it. Or, a more specialized reporter. And i'm like... you have a lot more positions to try, for if you're a

producer but they don't know that ... so I think there's some work to be done on you know, not just for those of us in the industry, but for Journalism schools to promote the management side of journalism because that's the only way we're going to get a more diverse group of people thinking about going into the business, you know. I have other media companies... we have a robust like recruitment program... and they're always asking for...[producers of color] because they know that's attractive management and i'm like I have a handful and that's it. Most of them want to be on air and so it's just it's like this culture that we need to change. About you know, we still need a good journalist hitting the pavement, you know, out there, you know, on the streets, but we probably also need just as many behind the scenes, making some of these decisions so it's a long answer. Right, and I think that's where we need to start as we need... it's within... for us, who are in the industry, and then I think also managers need to identify potential management in their newsrooms and kind of steer them that way. There was one day and I tell my [them] all the time, one day you're going to get sick of standing out in the cold...reporting on the snow and you should have the skill of producing because it leads to management and then you can just be inside all day. So, I'm like, one day you will get sick of, you know, being outside and I'm like there's another path and you don't have to leave this ...this business to have a you know that nine to five type schedule, or to just avoid having to be out in the elements all day long there's other ...there's other paths to this to this industry so I've just been gentle nudges throughout that, you know, throughout my time here to tell them. You don't have to do it right away, you know, I want you to go to... go be a reporter first, but when you're sick of it or your lifestyle has changed or maybe your health has changed, you can do something different, and still stay in the business.

ALD: awesome well that's all the questions that I have is there anything that you want to add any... any suggestions that you have for how stations can go about this?

Subject 13: yeah you know it would be i'm curious if some of the other like the groups like that NABJ, NAAJ.. if they've had their own..I'm sure they have their own kind of book on how to have diverse sources and i'm wondering if there's a way to take the best from each one and kind of put that into a document that could be shared. My hope is that, like, I love this discussion that you're having that you're you know this thing you're trying to put together, I think it's important, and I think you understand, because you work in the industry that it needs to be fast, it needs to be accessible and you can't take much of my time I need to be able to use it right away, or we just aren't going to spend the time to do something new. And there's no time... there's no time to think twice unless you do something really wrong no one's stopping to think, can I do this better? Well, you know, who can, you know, who did we hurt? who did we not include? no one's stopping to do that because you're.... you're only as good as your next show...your last show.And you're on to the next one, so I think there are definitely resources out there. It's just not easily accessible and I look so... I.... I love this project that you're doing i'm excited for it and please send me a copy.

ALD: Oh I definitely will. That reminds me of one more question that I have, um, so we talked about racial diversity, but what about women? Are there any discussions about making sure that you get women in coverage that aren't just you know, people that you talk at the grocery store or moms...about school projects and stuff?

Subject 13: Yeah, sports is a big one. ...Our stories only had young white men in them and i'm like you don't think women watch sports? And again that's the blind side of our [young staff] you know these are young people doing the reporting and that thinking so they're talking to people who are just like them.But yes there's definitely discussions about who should be included. You

know, we had a school board meeting recently where the new superintendents all three of them, it was a diverse group but they're all men, there were no female candidates so. Sometimes the discussion is not even just what's going on in the newsroom or who we're covering it's what's going on in the Community. And sometimes when we can identify some of those questions, it makes them sharper journalists to be able to go out and say, well, this is great that you have to African Americans and a White male running for this position this very high paid position in town what happened to the female candidates? And it's just good for them to be able to pinpoint that so I, you know, sometimes it's not just a matter of like advocating for making sure that the female voices included...I don't think that's as much of an issue as it ...as it is with regards to like any racial diversity or ability diversity in our coverage. But I do think when it comes to certain stories, the women are left out, unless you have... you have to push the reporters to think that they need to be part of that or when we talk about like daycare or you know, We only hear from moms or PTA things we only hear from moms. So during... I think during COVID when we're talking about going back to school, the majority of the people we spoke to with regards to parents were moms and i'm like dad's gotta handle that too. So, yeah there's those discussions but we're... I'm finding we're getting to if we can pinpoint what's going on in the Community more so than our coverage, I think it resonates more with the [young reporters] like oh yeah I should ask about that I should think about that, and then it kind of works this way back into their reporting just remembering that ... who am I talking to ...what they look like and what does this mean? Who is this story going to speak to?

## Appendix II

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