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AaZ'nl`nb`Va

k ZMI 'My(nxt'aMy'VaMi`ZX{aZ', nxjX^a) n, ZfZxSb-y'k unyytUjZ'n i l n, 'Z.Wjt'an, 'My(nxt'aMy`nl Z'nl
{n'M_ZV{ {aZ'ZfZxtXM'XZVyo ml y'n_{anyZ', an'xZNX b^a

2 b'aMzj'OZjjZxSMxZunx{ZxMIX'XMIMm| xl Nby{ 'yuZVb'byb`'b {ZVal njn` t'nl {aZ' b fZy{b MlgZ {ZMk 'M{aZ
3Z, 'Jnxi 'Atk ZySb 'YÜÜa 'vZMZX'3Z, y1tl .SM{nnj_nx' l Z, yxnnk 'tk uM{ k ZMy| xZk Zl {S, abZ 'MxZyZM'Va
_Zjjn, 'M{aZ'An, 'f Zl {Zx_nx'z b bMj'n| xl Nbyk 'M' nj| k UbMBI b'Zxyb^a

-{ 'aMy' l ZfZxUZZI 'ZMyZx_nx'M Z, yxnnk {n'XZybl 'b'y'n, l 'MIMt{b'y` ZMZX'n, Mx'w' Zy{ml y'q', M{y
Miy, ZxZXS^az', xn{Z^a- l X'aZxZ'jb'y{aZ' l Z.{ 'VaMjZl`ZS, ab'a', My'xZMj'f{aZ'VaMjZl`Z'Nj'Njnl`^a

{y'h`Z`Mh

- nxMf'Z, y'nxMb

f nl y| j{M VzYaMfZ Myn yux| l` | u b` {abyuMWSy| Va Myi abMn'UMyZ'HX'Z' xZ'} ZMi Zl a' n' n| l XZx
/Zl l bZx'xM XZj yMk l Z, yxnk y'n_Zl {xZM VqBZl y-jbZ VabXxZl ©-H Z` bZ {aZk', aM {aZt' l ZZXSl n{
, aM {aZt', M {a'xM XZj M X'aZx{ZM 'aZju' l Z, yxnk y'Uxb` Z {aM' Xb'fXZ'a

AaZ'uxnVZyy'n_Zl 'UZ' b'y', k'a l Z, yxnk y'xZxZ_b b` {aZb`_l l XNk Zl {Mj'fMj| ZyMIX` nMj'a

-H Z' Mj' {aZk', aM {aZb` nMj' MZ'a` z n' {aZt', M {n' b' VxMjZ' n' fZxMj' l | k UZxySVnl fZx{ k nxZ' y| UyWxWZxyS
xZMwa' l Z, XZk n' xMab' y'®

ž b_ZxZl {y'xMz' bZy'Mdujt' {n Xb_ZxZl {` nMj'SyaZ'yMk'a

AaZ'eny(nl (jnUZ'y'k Z{xW'n_VanbZ by' l Z, y| UyWxWZxy'a` xZVZl {uxn'fZV', k'a xZjM'fZj' jn, 'uMZ' fZ, y
, Mj' Vnl ybZxZxMj| WZyyUZVMj yZ k' xZMwaZx'M Z, 'Mj' XbZl VZ M X'-aM X' Mab a' Vnl fZxyMl 'xMz' Sk ZMl b`
k' M {xM' Zx' l Z, ŠuMl b` y| UyWxWZxy' {n' {aZ' y' fZ'a

AaZxZ'y' M' ab' {nxbMj' {Zl yMl 'UZ{, ZZl 'M' f'nVWf' M X' m| x| Mj' k' a' l` MZk Zl {Zx' k' nxy' Z. uxZyyZx
_x| y{Ml Ml 'M {aZ' xZj| V{Ml VZ' n_xZunx{Zxy' {n' y' x' fZ' _nx' k' uMw{ a' X' Ml b` b' k' uMw{ by' jZyy' Ml n| {uxnk n{ b` 'M
VZx{ Ml n| {Vnk Z' M X' k' nxZ' Ml n| {n' UyZx' f' b` 'an, 'Mj' {nxt' M_ZV{ y' ynVZ' {fS{ aZt' yMk'a' An' b' l nxZ' Mj' {nxt' y
un_Zl {b' y' k' uMw{ by' {n' _Mj' {n' M' b' | jMz' nxZ. M' b' Z' k' ujb' k' XZV' yMl y' k' MZ' X' | x' b` {aZ' y' {nxt' {Zj' b` 'uxnVZyy'a
-H ab' a' by' W' | Mj' f' X' M' Z' xn| yS' *X' M' | Z' n' l Z' Zx' k' n' {njX' k' Z'a

ž bZV{nx'n_AaZ' @l Mj' 3Z{, nxi Šz Zjuab Z') Mj' M X' S UZj' k' fZy' {aZ' Ub` Zy' y' {nxt' Z' yn' n| x' {k' Z' MZ' Uxni Zl 'Ut
, ab' jZUjn, Zxy'a AaZ' @l Mj' 3Z{, nxi', nxi y', k'a', ab' jZUjn, Zxy' M X' l Z, yxnk yS{ n' b' VxMjZ' {aZ' k' uMw{
n_ {aZ' xZ' fZj' Ml n' y' Ut' b' f' nj' f' b` 'W' {b' y' {y' M X' Z. uZx' y'a

-f' y' l n' {aZ', nxi' n_ {aZ' m| x| Mj' {n' UZVnk Z' M' W' {b' y' {S' Mj' M X' y' M' k'a' -AaM' y' n' l Z' n_ {aZ' xZ' Mj' n' l y', Z-xZ
aZxZ'®

5_Zl S, ab' jZUjn, Zxy' y' W' x' b' Z' {aZ' j' bZ' {aZt' fZ' i l n, l` _nx' Mj' {nxt' a' -' jn' {n_ {aZ' {k' ZS{ aZt' {Zj' | y' {aZ' y' {nxt
, Mj' f', nx' {a' x' | b' b` {aZ' b' j' bZ' _nx' S UZV' Mj' yZ' k' X' b' l' f' a' MZ' {aZ' k' uMw{ {aZt' b' {Zl XZx'®

?ZfZMj» 'AaZ† Zl {Zx'nx'† fZy{b MbZ ?Zunx{b` 'j' *?ÀaMy'Mjnl` 'aby{nxt'n_xZfZMj` 'Vnxx| u{bnl 'MIX
Ml| yZ'MIX'anjXb` 'un, Zx{n'MWh| l {ª

† *? | yZy'Ml 'tk uMw{ {xMl Zx'b {xnX| VZX'Ut'†b XyM† (xZZl 'E MuzS| n, 'n_AaZ'k uMw{` xValqZV{yª† *?
ž ZfZjnuk Zl {k MIMZx'Gb'3` | †Zl 'yMx'ynk Z'xZunx{Zxy'xZk Mb` | l Vnk _nx{MljZ {Mj† b` 'Ml| { 'tk uMw{ª@aZ
y{xZyyZy{aZ' {xMl Zx'bl † 'Ml| { 'Mx'fn'Ml' ` _nx'MZx{Mb` {tuZ'n_tk uMw{yn'k | Va'My'qy'Ml| { 'nUyZx'fb` 'qy
{xMlª

?ZuZMZXj†Sk MIMZxy{njX'k Z {aZ†'aMx' b {xnX| VZX'l Z, 'y

2 Ml'yn| xVZy{Nyl ZX'NUn| {'MuabnyuaabNyl'Zl ybnl 'UZ{, ZZl 'hm| xl Nlyk 'MlX'NxfnVWf' {aM'y(MlXy'b' {aZ
, M'n_UZ{{Zx|l XZxy(MlXb` 'MlX'xWl b` tk uW{^k uxn'fZX'ZX| VMLbnl 'nl' {aZ'fNyl' Z'n_nUyZxfb` 'an, 'M
y{nx'f'Z'by'f'b' {aZ', nxjX'Ml'Zx'u| Ujb'Mlbnl 'by'l ZZXZX'Wxnyy' {aZ'UnMx^a

H abjZ'ynk Z'l Z, yxnk y'lyZX'yuzVb'v' {nnjy' {n'xVhx'Z'Z' Ml' ujZyn'tk uW{Sk Ml'xZjZ'nl 'Nl'anV
k Z{anXy'y| Va {Zk ujMZX'uxn'ZV' {ujMl' b` ' {aM'l'b' fnj'fZX'Vnl ybXZxMlbnl 'n_k Ml'k by'b` 'My{nx'f'y'tk uW{S
MlX'uny' {uxn'ZV' 'XZUx'Z'y' {aM'l' MyZyyZX', aZ{aZx` nMy'aNl UZZl 'k Z{^5 {aZxyZk ujntZX'jZyy' {xNl'k'bnl Nl
Ml'uxn'Wazysy| Va My'Ml'Xbzl VZ'Zl` MZk Zl {ZfZl {y' {n'ynj'Vl' 'WZ' {n' 'WZ' 'ZZXUMl' 'xnk' k Zk UZxy'n' {aZ
u| Ujb^a

AaZ'yMl' Z'Ml'uxn'Wazysy' {n' {xWl b` tk uW{V' { 'Wxnyy'Nyl' {tuZyn' 'hm| xl Nlyk S{an|` a'k ny' {n' {aZ'n| {jZ'y*
f'by'Z'X', n| jX'XZYVxb'Z' {aZk yZj'fZy' My'b' fZy' (b' Ml'fZ'nl Zy^*1 {aZ'_| { | xZS'k', n| jX'UZ', nx{a'_| x{aZx
Z'ujnx'b` , aZ{aZx'hm| xl Nlyk , l'a' jZyy'n'_MnV| y'n| 'VxZMl'b` 'VaMl' ZSMl'X'k nxZ'n'_MnV| y'n| SyMS
Ml'Xbzl VZ'Zl {Zx'Nl'k Zl {SZk ujntZX'Xb_ZxZl { 'Ml'uxn'Wazysy^a

^ k nl` {aZ'l Z, yxnk y* b' {Zx'fZ, ZXS{aZxZ', My'Ml'Nyl' Vnl yly'Zl {XZl n| l VZk Zl {n'yn'Vly'k ZXbM
y{Mly' (by' My' | yZ'_| j'k ZMy| xZyn'tk uW{^?Z{, ZZ{ySj'b' ZysMl'X'ZfZl 'Vnk k Zl {y', ZxZ'yZZl 'My'ZMl'j't
k Ml'w| jMZX'Ml'X'l n{ 'b' Xb'Ml'fZ'n'_xZMl', nxjX'VaMl'` Z^a) n, ZfZxS| yb` 'yn'Vly'k ZXbM, My'y' (bj' Zl Vn| xMZX
{n'uxnk n{Z'y' {nx'Zy'Ml'X'Zl` MZ'Nl'fn'VMZy'Ml'X'unj'q'Vl' Ml'yS_nxZ'Z' Ml' ujZS, an' Vn| jX` n'nl' {n'x'Vly'Z' {aZ
uxn'bz'n'_Ml' by| Z^a

<Mz'fZ, y', ZxZ' Mhnl {xn'fZy'ly'k Z{x'V'S' b'Zl 'MfZ, 'XnZyl' -l' ZVZyy'Nyl' b' Xb'MZ'k ZMl'b` _| jSMl'Xbzl VZ
Zl` MZk Zl {, l'a' {aZ'Vnl {Zl {^a) n, ZfZxSZfZxt'l Z, yxnk i Zu' {Mly'n| 'uMz'fZ, yMl'X'xZ` NXXZ' {aZk 'My
Ml' tk unx{Ml' {` Ml'` Z'n'_xZ'Nwa^a

5l Z'l Z, yxnk 'k Zl {bnl ZX'l n'nl Z'jn` y'-l Z' Ml'fZ' tk uW{^AaZ'Vnl VZu' {by'MxZjZ'fMl' {nl Z` b'Zl' {aZ'aMk
{aM'VMI'UZ'uZxuZ' {MZX'nl j'b' Z^a` y', Zjj' My'Vnl ybXZ'b` , aZ{aZx'My' {nx'f'aM'y'b' _| Zl VZX'u| Ujb' /unj'b'f'S
uxnk u{ZX'jZ' Ml'W' {bnl S'nx', nl 'Ml' Ml' NXS'uZxaMyl' Z, y'nx' Ml' by'Mlbnl y'Vn| jX'uM'l'k nxZ'Ml'Zl {bnl {n
, aZ{aZx'My' {nx'f'` ZfZl' b' Nl'fZx'Zl {j'f'` u| {ynk Znl Z' b' XMI' ZxSxZy| j{ZX'b' {aZ'y| UfZV' UZb` 'aMl' MyZXS
nx'_| ZjZX'Xb'by'Zl Zyy', l'a'b' 'Mhnl k | l' l'a^a

H a b j Z f l y j l Z y y a n | j X ' X x b f Z ' M Z , y x n n k y ' X Z _ b b b n l ' n _ t k u W { S _ n x k M i t S { a Z ' U n { { n k j b Z ' b y ' M k n x Z u x Z y y b ` \ n l V Z x l ' a a Z ' x b / { b n l ' U Z { , Z Z l ' { a Z ' U | y b Z y y k n X Z j y ' n _ k Z X b M n k u M l b Z y M i X { a Z ` n M y ' n _ h n | x l M y k ' u n y Z y ' M ' n l ` n b ` \ V a M j j Z l ` Z ' b ' u x b n x b y b ` ' x Z y n | x V Z y ^

l | { \ n l y b X Z x b ` ' a n , j b { j Z ' M { Z l { b n l ' b y ' u M X S Z f Z l ' U t ' l Z , y x n n k y S { n { a Z ' t k u W { ' n _ { a Z b n | { u | { S b y ' M k { n M y | k Z { a Z ' y n V b y t k u W { ' n _ h n | x l M y k ' b y ' X x M k M b M j j t ' | l X Z x f l y j l Z X ^ a " n x { a M ' x Z M y n l S b y ' l n { ' M b f Z l ' { a M t k u W { ' M i X ' u x n _ b y ' M Z ' X b n k Z { x b M j j t ' n u u n y Z X ^ a

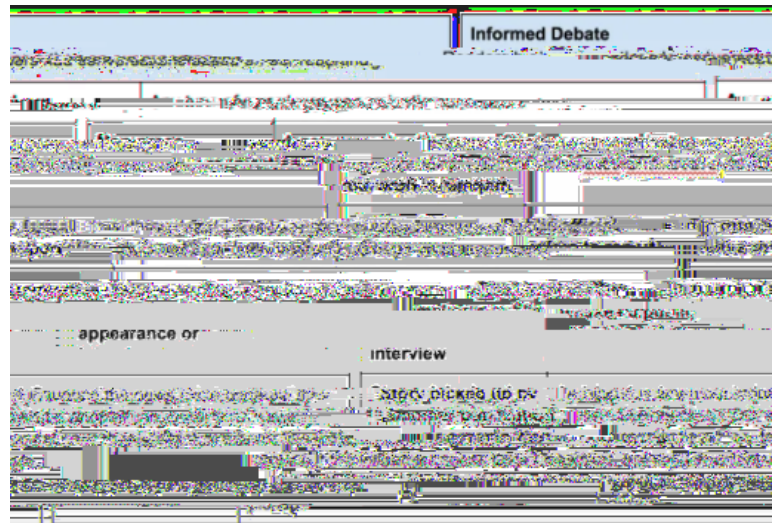
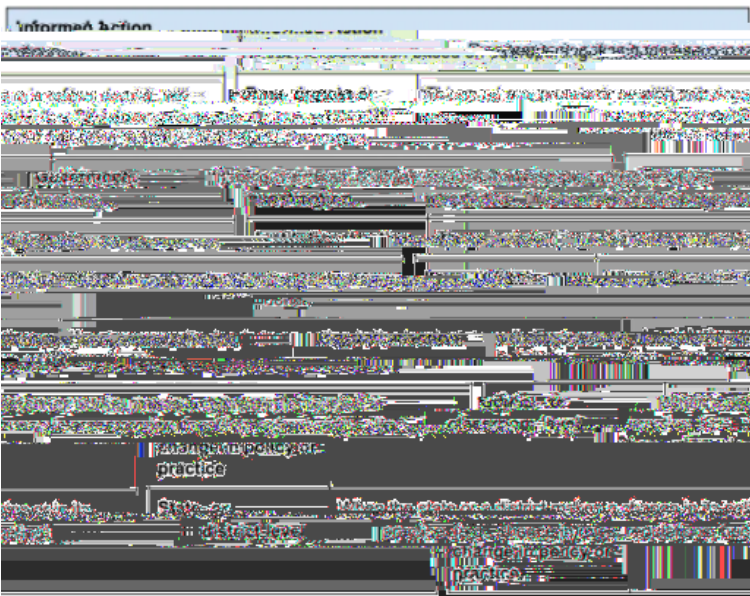
nx' Ml bMlbnl a'AaZyZ VMZ` nxdZy', ZxZ' UMYZX'nl ', nxi 'Xnl Z'Ut'1b XyM'(xZZI '1E MUXS, an'by'l n, 'M'AaZ
*k uWf'` xVatqZVly^a

2 nl {ajtSt aMf UZM'uxnX| VZyM' b {Zl M'xZunx'nl 'k uWfSI | k UZxyM'X` nMy^a> | M(ZxjtSt'XnZyM
-tk uWf'yun{jb a{®f bnjjMy'uMyybnl MZ Mbn| {` nMyfZ{{b` 'Un{a M'b Xb'X| M'IM'X` xn| u'jZfZjy^a-f'y{tk Z
Vnl y|k b` | u_xnl {SU| {', nx{a b^a®

2 5? *Mjn, y{aZ'l Z, yxnk {n'yZZ{aZ'Ub'ub{ | xZ'n_an, 'by'Vnl {Zl {'M_ZV{y{aZ', nxXSUZtnl X'xM
xZMZXyabw M'Njt{bY^a5_Vh| xyZS{aZ'b_nk Mlbnl 'by'Myn'un, Zx'j' b {aZ'aM'Xyn_f aMf UZM'y_| XxM'byb`
{ZM^a

* 'YÜÜaSl aMf UZM'k MZ'2 5? *M'N'WjZ M'y'MH nxX<xZyyuj| ` b` n{aZ'inx' Ml bMlbnl y'VM' Xn, | jnM'Sb y{Mj
M'X'y{M' | yb`^a

*AMjZyXZub{b` {tuZyn_lm| x Mjy{b'k uWf' M'VMZ` nxdZX'Ut'2 5? *©*



* MZyn| xZ@a{fufk Zx'ab'nx pÜÜBÜÜtk uWf'xM' b` 'M'bnl 'Uj'bx'k uWf'fM'nl nk f'VnMf UZM'y'k nxf

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u M , M j a A a Z ' u M i Z x y u x b Z y a M Z ' X n u u Z X ' h l y b X Z x M j t y b V Z ' { a Z ' u M i X Z k b ' | I j b b Z X X b b M j M f u a M M

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?ZfZMj» 'AaZ† Zl {Zx_nx† fZy{b MbZ ?Zunx{b`

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` I Mjt{bYsy| Va 'Mj'uMZ`fz, ySMZI -{b VhxunxMZX`b {n{aZ`{xWl Zx`k uW{SMVhxXb` {n{`?y`XZ`b bbnl S
aMj`{n`b fnjFZ`ZI` MZk ZI {UZtnl X`Vnl {ZI {`Vnl y| k u{bnl`aA

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{aZb`n, I`tk uW{`U| {`n{`ZVZyyMjt`Vnl yb{ZI {j`»` jnk Z`|yZX`yuxZMjyaZZ{ySn{aZxy`I Z, yuMjZx
Vjbuub`y`-AaZ`by{y{Zu', Mj`k Mj`b` `MZl {xjyZX`ujMZ`{n`u| {tk uW{`XMjMj`yn`{aMj`b', Mj`y{x| V{`xZX`U| {
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Decision Tree: Tracking Newsroom Impact

This is an opportunity to **re-evaluate your mission statement**.

Are you trying to increase overall **NO** readership, build your subscriber list, reach new demographics, or do you and your organization have **YES** clear, measurable values, interests, and policy changes?

Is it clear what **YES** success looks like? **NO**

Are you wanting to use technology to reduce the quantity of pages?

This decision tree will help you:

- can start taking more notice of its impact;
- introduce a project planning template that enables a review of its impact;
- newsroom identify where to begin work on its most significant issues;
- help you decide whether to work with your newsroom.