



THE GREAT DIVIDE:

FEMALE LEADERSHIP IN U.S. NEWSROOMS

**A Survey Conducted for:
American Press Institute
Pew Center for Civic Journalism**

**Conducted by:
Selzer & Company
Des Moines, Iowa**

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HIGHLIGHTS

Just one in five of the nation's top female editors say they definitely want to move up in the newspaper industry. Almost one in two anticipate a fresh start, saying they expect to leave either their company or the news business entirely.

This is considerably more than the one in three men who say they definitely want to move up in the industry or expect to leave either their company or their careers in the news business.

But the great divide in newsrooms is not between men and women; they report that they think and act much alike. The great divide is between two distinct subsets of women, who register notably different aspirations, concerns, and career paths.

- The Career-Conflicted Women: 45 percent of women news leaders say they *probably* want to move up but have “concerns” about advancement, including sexism and the lack of opportunity. They report lower satisfaction with salary and relationships with their bosses, and different tastes in news.
- The Career-Confident Women: 55 percent are clear about their career path, although it may involve moving up, moving down, or sideways. They describe themselves as having the benefit of mentors, and access to their boss, which appears to have helped them set and achieve career goals.

Distinguishing both groups of women from top men in newsrooms is a unified assessment of the main obstacle that blocks advancement—and that is sexism. Sixty-four percent of all women who see their opportunity blocked identify management's preference for the opposite sex—men—as standing in their way. This is felt by more Career-Conflicted Women (79 percent) than by Career-Confident Women (46 percent). Only a handful of men (6 percent) in a similar situation see sexism as a barrier.

One of the clear omens arising from this research is that women, more than men, anticipate leaving their current newspapers. Forty-five percent say they will definitely or probably be offered a better job at another newspaper company or will leave the industry entirely. This compares to just 33% of men. Men are more likely than women to anticipate moving up to the next rung on their career ladder at their current newspaper (42%, compared to 33% of women).

These findings emerge from a national survey of 273 top editors, 40 percent of the newsroom leaders in daily newspapers with circulations of 50,000 or more, conducted in the summer of 2002 by the American Press Institute and the Pew Center for Civic Journalism. Interviewed were 202 men, comprising 41

percent of male newsroom managers, and 71 women, who make up 38 percent of the nation's top female editors.

This study probes the aspirations and career predictions of top editors ranging from assistant managing editors to executive editors, as well as their leadership traits and their news agendas.

Men vs. Women

Looking just at differences between men and women in newsroom management yields little insight. There are more similarities than differences between men and women when it comes to leadership traits, their visions for newspaper content, and their level of satisfaction with their jobs.

Among the highlights of male-female differences:

- **Assignments.** Men are significantly more satisfied with their assigned responsibilities (66 percent are very satisfied, compared to 55 percent for women).
- **Salaries.** Females holding the title of editor are more satisfied with their salaries (64 percent, compared to 48 percent for male editors), while at the AME level, men are more satisfied with their salaries (38 percent are very satisfied) than are women (24 percent).
- **Title.** Men divide in thirds across the three levels of newsroom management studied in this survey: 32 percent are editors, 34 percent managing editors, and 34 percent assistant managing editors. A third of females have the middle rank of managing editors like their male counterparts (32 percent), but the ratio of those at the bottom to those at the top rank is greater than 2-to-1 (48 percent are AMEs and just 20 percent are editors).
- **Community leadership.** A notably high percentage of women report strong confidence in their ability to become community leaders (58 percent say this is a strength, compared to 32 percent of men). This plays out at all three management levels—among editors, managing editors, and assistant managing editors, with women about twice as likely as men to claim this trait as an asset.
- **National exposure.** Women are more likely to have spoken at a national journalism conference (52 percent, compared to 41 percent of men) and to have served as an officer for a national journalism organization (28 percent, compared to 10 percent of men).
- **Knowledge of the business.** Men are more likely than women to claim knowledge of the business side of newspapers (43 percent claim this as a strength, compared to 33 percent of women), and of libel and relevant legal issues (75 percent, compared to 65 percent of women).
- **Personal traits.** While men are more likely to say they motivate others through positive interaction (75 percent say this trait describes them very well, compared to 66 percent of women), women are more likely to say they manage office politics (59 percent, compared to 49 percent of men).
- **Dirty work.** Almost every woman in the survey (90 percent) says she has been asked to handle dirty work for her boss (compared to 79 percent of men).

- **Expectations of promotion.** Men are significantly more likely than women to say they will definitely or probably be promoted to the next logical position for them at their newspaper company (42 percent, compared to 31 percent of women). Among those who don't definitely expect to move up, more men say it is because they don't see opportunity (41 percent) than because they don't want to (24 percent). Among a similar group of women, slightly more (41 percent) say it is because they don't want to move up than say they don't see opportunity (35 percent).

DETAILED ANALYSIS

Overall, this survey paints portraits of two different groups of women. One group is largely satisfied and comfortable. They have had good experiences working with their superiors and have benefited from the advice of mentors and from high-level training for employees with potential in their companies. They have definite ideas about their next career move, whether they want to move up, take a lateral move, or become writers or reporters again. We term this group Career-Confident Women.

The second group, Career-Conflicted Women, want to move up but have concerns about advancement. They attribute to themselves a traditionally female interpersonal style, they voice different interests in the news, and they have not been effective in strategically planning their careers.

Career-Conflicted Women

Career-Conflicted Women are identified in their responses to questions about their aspirations for moving up. Whereas, about one in three men (36 percent) say they *definitely* want to move up, far fewer women (20 percent) say they want to move up. About half of women (45 percent) say they *probably* want to move up, but have some concerns. These women with "concerns," we label "career-conflicted." A much smaller proportion of men (32 percent) say they probably want to move up, but have some concerns.

Satisfaction. One of the biggest concerns is with salary. Career-Conflicted Women are less satisfied with the money they make and their ability to work effectively with their superiors. This may contribute to lower overall satisfaction with their current positions.

- **Overall satisfaction** (47 percent are very satisfied, compared to 58 percent of all women and 61 percent of men).
- Satisfaction with **salary** (28 percent are very satisfied, compared to 41 percent of all women and 47 percent of men).
- Satisfaction with **relationships with higher-ups** (38 percent are very satisfied, compared to 54 percent of all women and 58 percent of men).

Interpersonal style. Some differences in communications styles distinguish Career-Conflicted Women in the newspaper industry from all top women editors. They are *more* likely to describe themselves as:

- Taking direction from superiors (84 percent, compared to 72 percent of all women).
- Handling numerous challenges with ease (81 percent, compared to 70 percent of all women).

- Seeking input (81 percent, compared to 68 percent of all women).
- Motivating others through positive interaction (75 percent, compared to 66 percent of all women).
- Incorporating readers' concerns into the newspaper (75 percent, compared to 66 percent of all women).

They are *less* likely to say they command attention (47 percent, compared to 56 percent of all women).

News agenda. These women show a pattern of interests different from that of women in general. They say *too few* resources go to:

- Health and medical news (69 percent, compared to 55 percent of all women).
- Interests of women (63 percent, compared to 51 percent of all women).
- Interests of parents (56 percent, compared to 38 percent of all women).
- Recreation (53 percent, compared to 35 percent of all women).

Too many resources, they say, go to:

- Crime (34 percent, compared to 25 percent of all women).
- Political news (38 percent, compared to 31 percent of all women).

Expectations of next position. Two qualities they are more likely to consider crucial to their next newsroom job are:

- Incorporating readers' concerns into the news (66 percent, compared to 58 percent of all women).
- Taking direction from superiors (53 percent, compared to 44 percent of all women).

Relationships within the newsroom. Career-Conflicted Women are *more* likely to say they've had someone else take credit for their good idea (78 percent, compared to 69 percent of all women and 65 percent of men), and *less* likely to say they've had a mentor who advised them on how to succeed in their current job and move up (44 percent, compared to 58 percent of all women and 61 percent of men).

Demographics. Career-Conflicted Women are less experienced and slightly younger than women overall. A majority of concerned women are AMEs (53 percent,) but this is close to the percentage for all women (48 percent).

They are disproportionately:

- In the 45-to-54 age group (69 percent); none is older.
- In large newsrooms (72 percent are in newsrooms with 150 or more people, compared to 62 percent of all women and 44 percent of all men.)

- More commonly working at large newspapers (63 percent at papers with daily circulation of 150,000 or greater, compared to 52 percent of all women and 45 percent of men).
- Less experienced in their current position (all have less than 10 years experience, while 17 percent of both male and female managers have 10 years or more experience in their current positions).

Personal assets. They are less likely to claim as strengths:

- Ability to get face-time with superiors (63 percent, compared to 79 percent of all women).
- Knowledge of libel and other legal issues (53 percent, compared to 65 percent of all women).
- Ability to set and achieve career goals (53 percent, compared to 63 percent of all women).
- Knowledge of finance and business side of newspapers (22 percent, compared to 33 percent of all women).

Desire for new knowledge. In proportions greater than that for all women, they say they would benefit if they knew more about the following:

- Ability to market ideas to decision-makers (84 percent, compared to 75 percent of all women).
- Ability to set and achieve career goals (78 percent, compared to 65 percent of all women).
- Knowledge of finance and business side of newspapers (75 percent, compared to 65 percent of all women).
- Ability to find and work with a mentor (75 percent, compared to 63 percent of all women).
- Social skills to help with networking (69 percent, compared to 55 percent of all women).
- Ability to get face-time with superiors (69 percent, compared to 58 percent of all women).

Career-Confident Women

The balance of women in the newsroom are not unified in their makeup or world view. They include women who are clear about their desire for advancement, saying they definitely want to move up, as well as those who choose to opt out of the promotion track, saying they want to remain in their current position, or move to another position at or even below their current level. In spite of their diverse approaches to promotion, they show some remarkably consistent views—views that distinguish them from their conflicted counterparts. We call this group of women “career-confident,” because they express sureness of what they want to do, regardless of which direction they may be headed. While Career-Conflicted Women seek to move up but see obstacles in the way, the Career-Confident Women exude attitudes that resemble those of their male counterparts.

Satisfaction. Career-Confident Women are exceptionally satisfied overall with their current jobs. Two in three (67 percent) describe themselves as very satisfied overall, compared to 47 percent of women with career concerns and 61 percent of men. In particular, they are more likely than other women and men to be very satisfied with:

- Their **relationships with higher-ups** (67 percent are very satisfied, compared to 38 percent of concerned women and 58 percent of men).
- Their **salary** (51 percent, compared to 28 percent of concerned women and 47 percent of men).

Relationships with higher-ups. The theme of smooth relationships with superiors runs throughout the data as we assess what sets Career-Confident Women apart.

They count among their strengths the **ability to get face-time with their superiors** (92 percent, compared to 63 percent of concerned women and 75 percent of men); and the **ability to market ideas to decision-makers** (82 percent, compared to 69 percent of concerned women, and 71 percent of men).

Their success in working with others in management is underscored by the strong majority who say the phrase “commands attention” resonates with their abilities (64 percent say their ability to command attention is a strength, compared to 47 percent of concerned women and 52 percent of men).

Career-Confident Women are also more likely than concerned women to count among their strengths:

- Their ability to **find and work with a mentor** (56 percent, compared to 34 percent of concerned women and 39 percent of men).
- Their ability to **set and achieve career goals** (72 percent, compared to 53 percent of concerned women and 62 percent of men).

Preparation to move up. Even though not all Career-Confident Women want to move up, they’ve been groomed for success in numbers equal to or surpassing men.

- 85 percent have been sent to **company retreats, seminars or training sessions for individuals with career potential**, compared to 72 percent of Career-Conflicted Women. This puts them on a par with men (84 percent).
- 69 percent have had **a mentor who advised them how to succeed in their current position and how to move up**, compared to 44 percent of concerned women and 61 percent of men.

Knowledge. They are knowledgeable about subjects important to higher-level managers.

- 74 percent say knowledge of **libel and other legal issues** is a strength, compared to just 53 percent of Career-Conflicted Women and 75 percent of men).
- 41 percent say knowledge of **finance and the business of newspapers** is a strength, compared to 22 percent of concerned women and 43 percent of men.

Page One priorities. In three areas, Career-Confident Women look to make an impact on Page One that differs from Career-Conflicted Women. All of these areas project a more forceful role for the newspaper as a shaper of public participation in the community.

- Stories that explore solutions to local problems (51 percent say this would be a top priority for Page One, compared to 38 percent of concerned women and 54 percent of men).
- Stories that showcase the newspaper’s role as an aggressive public watchdog (51 percent, compared to 44 percent of concerned women and 50 percent of men).
- Stories that seek to activate citizen involvement (23 percent, compared to just 9 percent of concerned women and 14 percent of men).

The Consequences of Career Outlook

On track for advancement. Women with concerns about advancement see themselves as on a number of tracks for upward movement—more so than Career-Confident Women, and more so than men. But, seeing oneself as on track does not translate directly into a prediction that they will advance.

The first chart shows how newsroom managers view the career tracks open to them. The second chart looks at their predictions for future movement—opportunities they believe will definitely or probably happen for them.

INDICATIONS OF OPPORTUNITIES AVAILABLE					
	<u>All</u> %	<u>Men</u> %	<u>All Women</u> %	<u>Confident Women</u> %	<u>Conflicted Women</u> %
On track to move up within current newspaper	60	60	61	56	66
On track to move up to another newspaper within current company	43	43	41	33	50
On track to move up to another newspaper, outside of current company	54	49	66	49	88
On track to move up to a corporate job, not at a newspaper, but within the newspaper industry	32	30	37	31	44
On track to move up to a position outside the newspaper industry	26	23	35	28	44

Multiple responses accepted, so percentages do not add to 100 percent.

PREDICTIONS OF WHAT WILL HAPPEN IN CAREER					
Percent saying this will “Definitely” or “Probably” Happen					
	<u>All</u> %	<u>Men</u> %	<u>All Women</u> %	<u>Confident Women</u> %	<u>Conflicted Women</u> %
Be offered a better opportunity at another newspaper company	28	29	26	18	34
Leave the newspaper industry and work in another industry	12	6	27	28	25
Make a lateral move	15	14	20	23	16
Become a writer again—reporter or columnist	8	6	15	18	13

Multiple responses accepted, so percentages do not add to 100 percent.

Predictions of career moves. Overall, women look to leave their current newspapers in proportions higher than those of men. Career-Conflicted Women predict they’ll find a better spot at another newspaper company, while Career-Confident Women are slightly more inclined to see moves that keep them in their current newsroom, but doing other things—lateral moves or moves back into writing slots.

Strikingly, all women, regardless of their attitude toward advancement are far more likely than men (in fact, four times more likely) to predict they will leave the newspaper industry and work in another field.

When we look at predictions for moving outside the current newspaper, women signal a greater likelihood than do men. Forty-five percent of women say they will definitely or probably be offered a better job at another newspaper company or will leave the industry entirely. This compares to just 33% of men.

Curbs to advancement. Ninety-three percent of all women reported a less than a *definite* expectation of moving to the next level at their current newspaper. They were asked if this has more to do with their own desires, or more to do with the door being closed to them.

- Of these, 40 percent say they just don't see opportunity to move up.
- Of these, 64 percent say management prefers to promote members of the opposite sex—men.
 - This reason was cited by 79 percent of Career-Conflicted Women and 46 percent of Career-Confident Women who were asked the question.
 - Only 6% of men asked this question reported management's preference to promote women as a barrier to their advancement.

The desire for meaningful change. Some women in our survey (drawing from both Career-Conflicted and Career-Confident women) say they just don't want to move up. Most of these say they are happy in their current position (72 percent), say the next rung up the ladder doesn't appear to be much fun (55 percent), and say they want more personal or family time (48 percent). If they were offered the authority to make meaningful change, however, most (72 percent) would consider that a worthy inducement to reconsider.

Concluding Interpretations

Career-Conflicted Women struggle without a solid base of tools to succeed. They signal an awareness of their shortcomings and this offers an opportunity for training and coaching. While on the surface they seem equally prepared for promotion as their male counterparts in terms of newsroom experience, they lack some of the interpersonal skills that propel careers forward. They aren't getting the attention from superiors (in terms of finding a mentor, getting face-time, or marketing their ideas), so it's not surprising they've not succeeded in setting and achieving their career goals. It may be that the lack of tools limits their aspirations. The good news is, this group seeks help.

Career-Confident Women signal a high degree of workplace savvy. They know how to manage their bosses. They have the tools needed to do well, and that gives them the benefit of choice. In greater than average proportions, they look to get out of newsroom management. Overall, the industry should be concerned about losing these women because they show more interest in connecting with readers in ways that may prompt civic behavior, a way to help newspapers differentiate themselves from emerging mass media.

The Great Divide: Female Leadership in U.S. Newsrooms

(Ask for name on list first. If that person does not hold specified title, ask to speak to somebody who now currently has that title.)

(Program, please show full name, and position of the person for interviewers to screen.)

Hello, my name is _____, and I'm calling on behalf of the American Press Institute and the Pew Center, leading training centers for journalists. We are undertaking a major project to advance leadership opportunities in newsrooms at daily newspapers. I am an independent researcher hired to interview selected newsroom personnel. Let me assure you, I am not selling anything. Let me also assure you your answers will be kept confidential and the findings will be reported only in the aggregate. This will take about 12 to 15 minutes of your time.

A. First, what is your formal title?

Women	Men	
20	32	Editor
32	34	Managing editor
48	34	Assistant managing editor according to condensed list of titles
-	-	Other title

1a. I'd like to begin by asking how long you've worked in print journalism.

1b. How long have you worked in your current position?

1c. How long have you worked for your current newspaper?

Q.1a		Q.1b		Q.1c		
W	M	W	M	W	M	
-	-	6	11	1	3	Less than one year
-	-	18	17	7	5	One year up to (not including) two years
-	-	20	18	4	5	Two years up to three years
-	1	15	16	9	10	Three years up to five years
-	2	24	21	13	14	Five years up to ten years
3	1	13	8	14	10	Ten years up to 15 years
10	15	1	5	14	15	15 years up to 20 years
87	81	3	4	38	38	20 years or more
-	-	-	-	-	-	Not sure

2. Overall, how satisfied are you in your current position—very satisfied, fairly satisfied, just somewhat satisfied, or not satisfied?

Women	Men	
58	61	Very satisfied
31	32	Fairly satisfied
11	6	Just somewhat satisfied
-	1	Not satisfied
-	-	Not sure (Skip Q3)

3. Why do you say that? What makes you say you are (ANSWER FROM Q.2)with your current position?
Multiple responses accepted; percentages may total more than 100. Based on those who expressed an opinion of job satisfaction; n=272.

Women	Men	
13	12	Like/Love my job
10	2	Lot of responsibility/stress/frustration
9	9	Like the people I work with/excellent staff
8	5	Freedom and flexibility
8	13	Challenging job
6	7	Lack of resources/money/staff
5	11	Work for a good paper/company
4	-	Contact with people/engaging
4	4	Help the community/make a difference
3	2	Good pay
3	4	I have a significant impact
3	4	It is a fun job/nothing better/rewarding
3	4	Things could be better/not as challenging/room for improvement
3	1	What I've always wanted to do/career goals
3	2	I am the editor
1	1	Unable to do much journalism
1	4	Decision-making power/coordinating/producing
1	-	Support from the publisher
1	1	Don't enjoy the job/like to do something else/not satisfied
1	-	Not living up to my potential
1	-	Like additional responsibility
-	2	I'm the boss
-	3	Quality newspaper
6	5	Other
4	2	No/none/nothing
-	-	Don't know
-	1	Refused

4. I'm going to mention some specific elements of your job and ask you to rate your satisfaction as very satisfied, fairly satisfied, just somewhat satisfied, or not satisfied. **(Rotate list.)**

	Very <u>Satisfied</u>	Fairly <u>Satisfied</u>	Just Some- what <u>Satisfied</u>	Not <u>Satisfied</u>	Not <u>Sure</u>
A. Your job title					
Women	78	15	6	-	1
Men	81	15	2	1	1
B. Your assigned responsibilities					
Women	55	34	8	3	-
Men	66	25	8	1	-
C. Your salary					
Women	41	51	8	-	-
Men	46	36	14	3	1
D. Your potential to be promoted					
Women	32	25	23	14	6
Men	39	33	15	7	6
E. Your relationships with higher-ups					
Women	54	25	15	6	-
Men	58	28	11	2	1
F. Your relationships with those who report to you					
Women	73	17	7	3	-
Men	62	32	4	2	-

5. This is a study about career opportunities, so I have some questions about your perceptions of opportunities available to you. Just answer yes or no. Do you feel you are: **Multiple answers accepted; therefore percentages add to more than 100.**

<u>Yes</u>		
<u>Women</u>	<u>Men</u>	
61	60	On track to move up within your newspaper?
41	43	On track to move up to another newspaper within your current newspaper company?
66	49	On track to move up to another newspaper, outside of your current newspaper company?
37	30	On track to move up to a corporate job, not at a newspaper, but within the newspaper industry?
35	23	On track to move up to a position outside the newspaper industry?
16	16	None of these, not on track to move up
-	-	Not sure

6. What would be the logical next title for you within the newspaper industry?

Women	Men	
21	23	Editor
13	16	Executive editor
6	5	Deputy managing editor
39	29	Managing editor
11	13	Publisher
2	4	Editor of a section (e.g. features, sports, business, metro)
-	1	Vice president
4	5	Other (specify:)
4	4	(Not sure)

7. Which of the following best describes you: **(Read list.)**

Women	Men	
20	36	I definitely want to move up
45	32	I probably want to move up but have some concerns
23	21	I prefer to stay in my current position and not move up
7	2	I would prefer a lateral or downward move
4	5	I probably don't want to move up
1	4	(Not sure)

8. I'm going to mention some traits people associate with people in top positions in newspapers and the newspaper industry. I'd like you to think about the position of (ANSWER TO Q.6) and for each trait I read, tell me if this is a trait that is crucial to succeed in the job, important, but not crucial, or not that important. **(Rotate list.)**

ASK ALL RESPONDENTS

9. I'd now like to read the list again. This time, I'd like you to tell me if this trait describes you very well or not. Just answer yes or no. **Multiple answers accepted; there fore percentages add to more than 100.**

		-----Q.8-----				---Q.9---
		Important/ Crucial	Not Crucial	Not Important	(Not Sure)	Describes Very Well
A.	Knowledgeable about the newspaper business, not just how newsrooms operate					
	Women	58	39	3	-	63
	Men	61	37	1	1	70
B.	Motivates others through positive interactions					
	Women	73	26	1	-	66
	Men	68	30	1	1	75

		-----Q.8-----			---Q.9---	
		<u>Crucial</u>	Important/N ot <u>Crucial</u>	Not <u>Important</u>	(Not <u>Sure</u>)	<u>Describes Very Well</u>
C.	Keeps the mood of the organization on an even keel					
	Women	39	55	6	-	63
	Men	41	56	2	1	64
D.	Takes direction from superiors					
	Women	44	53	3		72
	Men	45	52	2	1	69
E.	Takes forceful action					
	Women	37	56	7	-	69
	Men	45	53	1	1	65
F.	Handles numerous challenges with ease					
	Women	72	27	1	-	70
	Men	53	44	2	1	67
G.	Commands attention					
	Women	24	56	18	2	56
	Men	27	57	15	1	52
H.	Takes a hard position and sticks with it					
	Women	13	59	28	-	32
	Men	16	48	34	2	37
I.	Seeks input in decisions from a number of sources					
	Women	58	38	4	-	68
	Men	61	37	1	1	74
J.	Views work as more important than anything else					
	Women	3	41	56	-	9
	Men	4	38	55	3	16
K.	Coaches subordinates to be their best					
	Women	69	30	1	-	73
	Men	73	25	1	1	70
L.	Knows how to compromise to get things done					
	Women	54	42	4	-	72
	Men	55	43	1	1	76
M.	Sets and enforces high standards					
	Women	87	11	2	-	78
	Men	84	15	-	1	77
N.	Incorporates readers' concerns into the news report					
	Women	58	40	1	1	66
	Men	55	40	4	1	69
O.	Manages office politics					
	Women	39	47	14	-	59
	Men	25	63	10	2	49
P.	(None of these/not sure)					
	Women					-
	Men					1

10a. Of the following two management styles, which one would you say better describes your approach to decision-making?

10b. From your observation, which of these two styles works better for people wishing to advance their newspaper careers?

Q.10a		Q.10b		
Women	Men	Women	Men	
21	31	30	27	Investigate problems, craft action plans and try to sell your plan to others
75	63	60	58	Convene a brainstorming group, actively seek input from others, and build consensus around the best plan of action
1	3	3	5	(Neither) (VOL.)
3	3	7	10	(Not sure)

10c. This is another question about management styles. More often than not, once you have a plan of action, would you be more likely to ask your staff to implement the plan, or spearhead the plan's execution yourself?

Women	Men	
63	72	Ask staff to implement
34	23	Spearhead implementation yourself
3	5	(Not sure)

11. To be successful in the news business, do you feel like you just have to be yourself, or do you feel like you have to play-act to a certain extent?

Women	Men	
62	68	Just have to be myself
37	32	Have to play-act to a certain extent
1	-	(Not sure)

12. If you were to become (TITLE IN Q.6), do you think you would continue current policies and the direction your newspaper is headed, or do you think you would want to change things a little, or change things a lot?

Based on those who say they are on track to move up within their newspaper; n=165.

Women	Men	
23	23	Continue current policies and direction
68	67	Change things a little
7	7	Change things a lot
2	3	(Not sure)

13. I'm going to mention some broad categories of news you might see on a typical American newspaper's front page. Clearly this is a hypothetical question and much additional information would affect your actual decisions. We want to understand your preferences for story play and where you would like to see resources devoted to create stories worthy of front-page play. So, for each front-page story idea I mention, please tell me if this is something you would like to see as a top priority for front-page play, a major priority, or a minor priority for page one of daily newspapers. **(Rotate list.)**

	<u>Top Priority</u>	<u>Major Priority</u>	<u>Minor Priority</u>	<u>(Not Sure)</u>
A. Stories that showcase the newspaper's role as an aggressive public watchdog				
Women	48	35	17	-
Men	50	41	9	-
B. Stories that celebrate the accomplishments of ordinary people				
Women	18	52	30	-
Men	12	61	26	1
C. Stories that provide information to help readers make important personal decisions				
Women	31	54	14	1
Men	31	56	12	1
D. Stories that explore solutions to local problems				
Women	45	48	7	-
Men	53	41	5	1
E. Breaking news stories that scoop the competition				
Women	56	40	4	-
Men	63	33	3	1
F. Stories that seek to activate citizen participation				
Women	17	52	31	-
Men	14	56	29	1
G. Stories that broaden readers' understanding of diverse communities				
Women	30	62	8	-
Men	26	63	10	1
H. Stories that focus on quality of life issues				
Women	25	58	17	-
Men	20	65	14	1
I. Stories that position newspaper as a community leader				
Women	27	42	31	-
Men	25	45	28	2

14. Now, I have a question about general topics the newspaper covers. For each topic I mention, please think about how many resources are devoted to this kind of story in daily newspapers, in terms of space and staff support. Does it get too many resources, about the right amount of resources, or too few resources? (**Rotate list.**)

	<u>Too Many Resources</u>	<u>Right Amount of Resources</u>	<u>Too Few Resources</u>	<u>(Not Sure)</u>
A. Education				
Women	1	68	31	-
Men	2	52	45	1
B. Business				
Women	4	61	35	-
Men	1	48	50	1
C. Sports				
Women	45	48	7	-
Men	22	65	12	1
D. Political news				
Women	31	62	7	-
Men	34	53	12	1
E. Crime				
Women	25	69	6	-
Men	32	64	3	1
F. The interests of young adults				
Women	4	16	80	-
Men	1	18	80	1
G. Metro or local news				
Women	3	56	41	-
Men	1	68	31	-
H. The interests of women				
Women	1	48	51	-
Men	1	50	48	1
I. Entertainment				
Women	15	68	17	-
Men	11	74	14	1
J. Government				
Women	39	52	7	2
Men	37	50	12	1
K. Food				
Women	7	79	13	1
Men	10	84	5	1
L. Workplace issues				
Women	1	48	51	-
Men	1	50	48	1
M. Arts and culture				
Women	4	72	24	-
Men	7	72	20	1

	<u>Too Many Resources</u>	<u>Right Amount of Resources</u>	<u>Too Few Resources</u>	<u>(Not Sure)</u>
N. Personal finance				
Women	3	53	44	-
Men	2	50	47	1
O. Health and medical news				
Women	1	44	55	-
Men	2	51	46	1
P. Recreation				
Women	4	61	35	-
Men	5	54	40	1
Q. International news				
Women	6	49	45	-
Men	6	53	39	2
R. The interests of parents				
Women	7	55	38	-
Men	2	56	41	1
S. Fashion				
Women	18	64	17	1
Men	15	71	13	1
T. The interests of minorities				
Women	1	27	72	-
Men	1	29	69	1

15. In general, which of the following do you think should have greater priority at your current newspaper:

(Rotate list.)

<u>Women</u>	<u>Men</u>	
45	37	To give it a harder edge and focus more on traditional journalism than it does now
52	59	To provide more useful information for readers' daily lives than it does now
3	4	(Not sure)

16. I'm going to mention some skill areas. For each, please tell me if this is something you feel is a strength for you, a weakness for you, or neither a strength nor weakness. **(Rotate list.)**
17. I'd now like to read the list again. This time, I'd like you to tell me if this is an area in which you and your career would significantly benefit if you knew more about it. Just answer yes or no. **Multiple answers accepted; therefore percentages add to more than 100.**

	-----Q.16-----				---Q.17---
	<u>Strength</u>	<u>Weakness</u>	<u>Neither</u>	<u>(Not Sure)</u>	<u>Would Benefit from Training</u>
A. Ability to manage the people who report to you					
Women	94	2	3	1	80
Men	91	3	5	1	72
B. Ability to manage the people to whom you report					
Women	72	13	14	1	73
Men	71	11	16	2	66
C. Social skills to help with networking					
Women	70	16	14	-	55
Men	56	27	16	1	60
D. Ability to market ideas to decision-makers					
Women	76	13	11	-	75
Men	71	10	17	2	64
E. Ability to mentor others in the newsroom to help them succeed					
Women	86	9	4	1	65
Men	78	11	10	1	76
F. Ability to find and work with a mentor to help you succeed					
Women	47	32	21	-	63
Men	39	32	27	2	60
G. Knowledge of finance and the business side of newspapers					
Women	33	49	18	-	65
Men	43	40	17	-	76
H. Knowledge of libel and other legal issues newspapers face					
Women	65	18	17	-	69
Men	75	13	12	-	66
I. Ability to manage a budget					
Women	61	21	18	-	68
Men	59	24	16	1	68
J. Ability to get face-time with superiors					
Women	79	11	9	1	58
Men	75	9	15	1	49

	<u>Strength</u>	<u>Weakness</u>	<u>Neither</u>	<u>(Not Sure)</u>	<u>Would Benefit from Training</u>
K. Ability to set and achieve career goals					
Women	63	13	23	1	65
Men	63	16	20	1	59
L. Ability to shepherd your ideas to fruition					
Women	93	3	4	-	39
Men	85	6	9	-	41
M. Ability to hire good people					
Women	84	6	10	-	38
Men	86	5	9	-	45
N. Ability to spot stories that have impact					
Women	97	2	1	-	35
Men	96	2	2	-	37
O. Ability to be a community leader					
Women	58	22	20	-	28
Men	32	33	34	1	31
(None of these/not sure)					
Women					3
Men					3

18. I'm going to mention some experiences you may or may not have had—some good and some bad. For each, tell me if this is something you've done or has happened to you. Just answer yes or no. **(If yes, follow with:)** Has that happened once, or more than once? **(Do not rotate list.)**

	<u>Happened Once</u>	<u>Happened More Than Once</u>	<u>Has Not Happened</u>	<u>(Not Sure)</u>
A. Have received merit raises or bonuses				
Women	4	90	6	-
Men	3	92	4	1
B. Have received formal praise for your accomplishments on performance reviews				
Women	6	86	8	-
Men	3	89	7	1
C. Have received informal praise for efforts and accomplishments from superiors				
Women	3	96	1	-
Men	4	93	3	-
D. Were assigned a key leadership role (such as heading a redesign team, or technology transition)				
Women	1	85	14	-
Men	12	78	9	1
E. Have been asked to manage a problem or problem area or department				
Women	13	80	7	-
Men	6	84	9	1

	<u>Happened Once</u>	<u>Happened More Than Once</u>	<u>Has Not Happened</u>	<u>(Not Sure)</u>
F. Have spoken at ASNE, APME, or another prestigious conference				
Women	17	35	48	-
Men	13	28	58	1
G. Have won a national journalism award				
Women	13	32	55	-
Men	12	40	48	-
H. Have won other honors, such as a Nieman Fellowship				
Women	4	9	87	-
Men	8	10	81	1
I. Have served as an officer for a national journalism association				
Women	17	11	72	-
Men	5	5	89	1
J. Have served as an officer for a regional or local journalism association				
Women	21	27	52	-
Men	21	31	48	-
K. Have been sent to high-level training at places like API, Poynter, or Medill				
Women	15	61	24	-
Men	20	65	14	1
L. Have been sent to company retreats, seminars, or training sessions for individuals with career potential				
Women	14	65	21	-
Men	11	73	15	1
M. Launched a new section or initiative				
Women	21	70	9	-
Men	14	76	8	2
N. Have had someone take credit for your good ideas				
Women	10	59	31	-
Men	8	57	32	3
O. Have had a mentor who advised you on how to succeed in your current job and move up				
Women	20	38	42	-
Men	16	45	38	1
P. (Only if once or more in N:) Had a negative experience with a mentor				
Women	21	18	61	-
Men	15	20	65	-
Q. Have been asked to handle dirty work your superior didn't want to do				
Women	8	82	10	-
Men	4	75	18	3

	<u>Happened Once</u>	<u>Happened More Than Once</u>	<u>Has Not Happened</u>	<u>(Not Sure)</u>
R. Have been promoted at your current newspaper				
Women	16	66	18	-
Men	14	61	24	1
S. Have ever been promoted				
Women	13	86	-	1
Men	5	92	3	-
T. Have applied for a higher position at your current newspaper and not gotten the job, although you were qualified				
Women	18	9	73	-
Men	17	6	76	1
U. Have been passed over for a position at your current newspaper for which you felt you were the best qualified candidate				
Women	16	7	77	-
Men	17	5	77	1
V. Have applied for a higher position at any other newspaper and not gotten the job				
Women	14	7	79	-
Men	16	17	66	1
W. Have been discouraged from applying for a position you were interested in				
Women	7	4	89	-
Men	9	5	86	-
19. I'm going to mention some things that could happen in your career. For each, please tell me if you think this will definitely happen, probably happen, might or might not happen, or probably not happen. If this is something that's already happened, just say so. (Rotate list.)				

	<u>Definitely</u>	<u>Probably</u>	<u>Might or Might Not</u>	<u>Probably Not</u>	<u>Has Already Happened</u>	<u>(Not Sure)</u>
A. Be promoted to (TITLE IN Q.6)						
Women	7	24	31	35	3	-
Men	8	34	26	24	6	2
B. Be promoted even higher within your newspaper						
Women	9	18	28	40	4	1
Men	4	24	31	38	3	-
C. Be promoted higher within your newspaper company, outside of your current newspaper						
Women	9	14	32	44	-	1
Men	3	21	27	46	2	1

	<u>Definitely</u>	<u>Probably</u>	<u>Might or Might Not</u>	<u>Probably Not</u>	<u>Has already Happened</u>	<u>(Not Sure)</u>
D. Be offered a better opportunity at another newspaper company						
Women	10	16	41	22	8	3
Men	5	24	40	24	6	1
E. Become a leading voice in the industry						
Women	6	4	31	54	4	1
Men	3	12	22	58	3	2
F. Leave the newspaper industry and work in some other industry						
Women	6	21	23	46	3	1
Men	1	5	26	67	-	1
G. Take a leave of absence to work on a journalism-related project						
Women	4	4	23	68	-	1
Men	-	4	24	71	1	-
H. Take a leave of absence for family-related reasons						
Women	3	7	30	52	7	1
Men	1	5	24	70	1	-
I. Make a lateral move						
Women	6	14	27	51	1	1
Men	2	12	28	53	5	-
J. Become a writer again—a reporter or columnist						
Women	7	8	28	51	3	3
Men	2	4	27	62	4	1

20. You said you think you might not be promoted to a certain level we just mentioned. Would you say the reason you might not be promoted is more because you don't want to move up, or more because you just don't see the opportunity to move up? **Based on those who say they might or might not or probably will not be promoted to (title in Q.6), promoted higher within newspaper, or within newspaper company; n=242.**

<u>Women</u>	<u>Men</u>	
46	27	Don't want to move up
40	47	Just don't see opportunity to move up
14	26	(Not sure)

- 21a. Which of the following would be part of the reason you don't want to be promoted—just answer yes or no. **Multiple answers accepted; therefore percentages add to more than 100. Based on those who say they do not want to move up; n=78.**

- 21b. Which one of these is the most important explanation of why you don't want to be promoted? **Based on those who say they do not want to move up and offered a reason why; n=73.**

Q.21a		Q.21b		
W	M	W	M	
24	16	-	4	Don't want to be constantly on call
48	35	29	13	Want to have more personal or family time
35	39	4	9	Don't want to have to give priority to profit expectations over readers' needs
55	51	21	18	Don't think the job would be fun or rewarding
38	33	7	16	Moving up would mean moving and that would be too disrupting
72	74	39	40	You're happy in your job now
3	8			(None of these/not sure)

- 21c. Is there any other reason you might not want to move up other than those I've mentioned? **Multiple answers accepted; therefore percentages add to more than 100. Based on those who say they do not want to move up; n=78.**

Women	Men	
3	2	Planning on retirement
3	2	Age
7	4	Happy with current position/like my job/comfort
10	-	I like journalism
6	4	Don't want the responsibilities/demand/expectations
14	14	Other
57	74	No/none/nothing
-	-	Don't know
-	-	Refused

- 21d. I'm going to mention some things that might make it tempting for you to want to move up. For each, please tell me if this would be an inducement to move up or not. Just answer yes or no. **Multiple answers accepted; therefore percentages add to more than 100. Based on those who say they do not want to move up; n=78.**

Women	Men	
55	55	A significantly higher salary
45	37	More control over your schedule
35	29	More recognition for your accomplishments
35	35	More opportunity to build a legacy
72	53	More authority to make meaningful change
14	22	(None/not sure)

22a. Which of the following would be part of the reason you don't see opportunities to be promoted—just answer yes or no. **Multiple answers accepted; therefore percentages add to more than 100. Based on those who say they just do not see an opportunity to advance; n=109.**

22b. Which one of these is the most important explanation of why you don't see opportunities to be promoted? **Based on those who say they just do not see an opportunity to advance and offered a reason why; n=49.**

Q.22a		Q.22b		
W	M	W	M	
64	6	47	-	Members of the opposite sex are preferred for those sorts of jobs
4	14	-	30	I am thought to be too old for the job
4	2	-	7	I am thought to be too young for the job
40	12	21	27	I'm not politically savvy enough
12	7	11	20	I don't have the right skills for the job
-	2	-	3	I don't have the innate talent for the job
16	2	10	3	The job is not for people who have family responsibilities
20	7	11	10	I missed my chance
24	64			(None of these/not sure)

22c. Is there any other reason you think you might not move up other than those I've mentioned? **Multiple responses accepted; percentages may total more than 100. Based on those who say they just do not see an opportunity to advance; n=109.**

Women	Men	
8	19	Person above me not moving up
4	7	Don't want to move up/I like where I am
4	7	I'm already at the top/highest I can go
4	1	Office politics
4	8	No positions/not a lot a movement
4	5	Few jobs/opportunities
4	2	Traditional/company structure
4	1	Owner is in charge
12	8	Other
52	41	No/none/nothing
-	-	Don't know
-	-	Refused

23. The purpose of this survey is to understand aspirations to move up within the newspaper industry, explore what future editors and executives might do differently to make newspapers more successful, identify stumbling blocks that prevent upward career movement, and to discover career-building tools that might help people be more successful.

Is there anything else you'd like to add to what you've told me already that addresses any of these goals?

I'll mention the goals again individually and ask for your comment for each:

- 23a. Understand aspirations to move up within the newspaper industry: Anything you'd like to add on this topic? **Multiple responses accepted; percentages may total more than 100.**

Women	Men	
3	-	Women are not given enough management opportunities
3	2	Aspirations/goals
3	-	Not enough training
3	2	More opportunities
3	-	Personal sacrifices
2	1	Industry should be more diverse
1	1	Company should be moving ahead/the new economy
1	1	Lack of resources
-	1	Need to understand what the readers want
-	2	More communication/collaboration
6	7	Other
75	85	No/none/nothing
-	-	Don't know
1	-	Refused

- 23b. Explore what future editors and executives might do differently to make newspapers more successful: Anything you'd like to add on this topic? **Multiple responses accepted; percentages may total more than 100.**

Women	Men	
4	5	Gear toward/reach out to/listen to readers
4	2	Make changes to the paper/innovate
3	-	Need to be more in touch with the community
3	2	Be more diverse
3	-	More emphasis on writing
2	1	We need to create a better newspaper
2	3	Invest in a staff/employees/pay attention to employees
2	1	Editor issues
2	2	Just work/hard work/a lot of work/quality work
-	2	Have readers do surveys
-	1	Take more chances
-	2	Be aware and trained for the Internet
-	2	Need more training
-	1	Financing aspects/being bought by chains
9	8	Other
66	72	No/none/nothing
1	1	Don't know
1	-	Refused

- 23c. Identify stumbling blocks that prevent upward career movement: Anything you'd like to add on this topic? **Multiple responses accepted; percentages may total more than 100.**

Women	Men	
3	2	Need training program/cross training
3	2	Shrinking industry/lack of opportunities
3	2	Discrimination – races and gender
3	1	Family issues
3	2	Failure at finding the best people/talent
1	1	Depends on management
1	1	The hours involved/having enough time to do the job/burnout
1	1	Perceptions
-	1	Worked for an independent town newspaper
-	1	Age
-	1	Company not willing to change the way things are done/old policy
10	4	Other
71	83	No/none/nothing
1	-	Don't know
-	-	Refused

- 23d. Discover career-building tools that might help people be more successful: Anything you'd like to add on this topic? **Multiple responses accepted; percentages may total more than 100.**

Women	Men	
9	6	Focus on training
3	1	Be a mentor
1	1	Focus on journalism and writing
1	1	Need more of a workgroup
1	1	Better communication with peers and supervisors
-	1	Better understanding of the business aspect
2	7	Other
82	83	No/none/nothing
1	-	Refused

24. As you look back, is there anything you would like to have done differently that might have changed the course of your career? **Multiple responses accepted; percentages may total more than 100.**

Women	Men	
7	7	Gotten a masters degree/more education/more training
1	3	Wish I had gotten into the business when I was younger
3	3	I would have left current position for better opportunities elsewhere
4	2	I would have started in a larger newspaper
-	2	Passed up other job opportunities
-	1	Would have been more self-promoting
1	1	Would not have changed jobs so frequently
3	3	Would have gotten more reporting experience
4	2	Would have been more focused on building a career
1	1	Focused more on family
1	1	Worked as a correspondent
1	1	Picked a different career/industry
1	2	Spent more time as a reporter
1	1	Found a mentor
3	1	Applied for Nieman Fellowship
4	2	Gotten involved in management/business
3	1	No regrets/nothing to change
3	-	Personal decisions affecting my career
7	9	Other
47	62	No/none/nothing
-	1	Don't know
3	-	Refused

25. And, finally, what would you say is the single best thing you ever did to help your career?

Multiple responses accepted; percentages may total more than 100.

Women	Men	
1	2	I became a journalist
7	5	I became an editor
4	4	Took on many tasks/projects
14	23	Worked hard/showed up everyday/did my best
14	4	Open to ideas/challenges/learn new things
3	6	I went to college
9	11	Changed jobs/newspapers/moved
7	8	Come to my current paper/job
-	1	Winning awards
1	2	Finding a mentor
3	3	Listening to others
9	4	Took chances/risks/pushed myself
3	5	Gained experience/develop my skills
1	1	Started/worked for a small newspaper
-	2	Worked my way up/promotions
-	2	Led my staff/recognized my staff
-	2	Communicated a passion for journalism
-	3	Nice/fair/honest to people
4	2	Got involved with management/business side
4	4	Spoke up for myself/learn to say no
-	1	I was surrounded by talented people
1	4	I implemented technology with my work/worked with technology
-	1	I worked in D.C.
9	5	Other
3	2	No/none/nothing
1	1	Don't know
-	-	Refused

These last questions are asked just to see what cross-section of newsroom staff we are interviewing.

100. Age

Women	Men	
-	-	Under 25
-	2	25 to 34
27	23	35 to 44
61	50	45 to 54
11	23	55 and over
1	2	(Refused/not sure)

101. What is your highest level of education?

Women	Men	
-	-	High school education or less
8	3	Some college/Vocation/technical/business school
51	49	College graduate
6	10	Some-post graduate study
34	35	Post-graduate degree
1	3	(Refused/not sure)

102. How many people work in the newsroom of your newspaper?

Women	Men	
-	-	Less than 25
20	35	25 to 99
15	19	100 to 149
62	44	150 or more
3	2	(Refused/not sure)

103. How many staff report directly to you?

Women	Men	
7	2	None
4	5	One or two
32	34	Three to nine
16	19	Ten to 19
17	16	20 to 49
23	22	50 or more
1	2	(Refused/not sure)

104. What is the daily circulation of your newspaper?

Women	Men	
1	2	Under 10,000
1	1	10,000 to 49,999
30	37	50,000 to 99,999
16	15	100,000 to 149,999
21	16	150,000 to 199,999
31	29	200,000 and over
-	-	(Refused/not sure)

105. Sex :

Women	Men	
26	74	Female

Those are all the questions I have. Thank you so much for your time.

METHODOLOGY AND CREDITS

This survey of 273 newsroom managers in larger newspapers (daily circulation of 50,000 or higher) was conducted from August 28 through September 17, 2002, by Selzer & Company of Des Moines, Iowa, a research firm specializing in newspapers on behalf of the American Press Institute and the Pew Center for Civic Journalism. The sample was generated from an analysis of the *Editor & Publisher Yearbook, 2002*. The American Press Institute (API) compiled a comprehensive list of individuals with titles equivalent to Editor, Managing Editor, and Assistant Managing Editor. Titles selected were those judged to represent positions most obviously in line for promotion to the highest job in the newsroom, from assistant managing editor to managing editor and those in line for promotion within the news industry, including editor and executive editor.

This list included 683 names; 187 were female and 496 were male. Thirty-eight percent (38 percent) of the women responded; 41 percent of the male editors responded. These individuals were contacted and were then requalified for this survey. To participate, they had to hold the same title, or another eligible title. If a person on the list no longer held an eligible title, interviewers asked to be referred to the person currently holding the designated title from the contact list or having the responsibilities for that position.

In all, 273 interviews were completed, accounting for 40 percent of those eligible in the universe. That high completion rate permits calculation of a discounted margin of error of plus or minus 3.6 percentage points.

Each interview lasted about 28 minutes.

Sample universe:	Comprehensive list of individuals holding titles equivalent to Editor, Managing Editor, and Assistant Managing Editor at daily newspapers of 50,000 or more in daily circulation, drawn from the <i>Editor & Publisher Yearbook, 2002</i>
Sample size:	273 interviews
Margin of error:	Plus or minus 3.6 percentage points
Quotas:	None
Field dates:	August 28 to September 17, 2002
Interview length:	28 minutes
Weighting:	None