How This Report Was Put Together

**THIS REPORT WAS PULLED TOGETHER** by members of an ongoing, informal “working group”—including both FCC staff, scholars and consultants. In addition, other members of the talented FCC staff generously contributed their time and extensive expertise.

Almost all FCC staff did this on top of their regular responsibilities, so their efforts, wisdom and conscientiousness are deeply appreciated.

Often, the conclusions were arrived at by consensus. When there was disagreement, the Chairman of the working group decided. The views of this “white paper” do not necessarily represent the views of the Federal Communications Commission, its Commissioners or any individual Bureaus or Offices.

The group did over 600 interviews—with people representing a wide range of experiences and perspectives, including journalists, media executives, scholars, conservative and liberal public advocacy groups, entrepreneurs, labor leaders, communications lawyers, financial analysts, minority group representatives, journalism school deans, foundation leaders, local government officials, Internet company leaders, TV producers, mobile carriers, nonprofit news organizations, public broadcasting officials, community media experts, state public affairs network founders, radio executives, educators, gadflies, lobbyists, bloggers, techies, Tweeters and many more.

In addition, the FCC held two full-day workshops for this report, participated in several workshops on ownership, and received more than a thousand comments in response to a public notice. Staff also reviewed the extensive literature of other reports and studies on this topic.

This version, printed July 2011, includes copy-editing corrections on the version released online in June 2011.

Regular members of the **Working Group** included:

**Steven Waldman** (Chairman of the Working Group) is Senior Advisor to the FCC Chairman. He was Co-founder, CEO, and Editor-in-Chief of Beliefnet.com, a leading religious website, which was acquired by News Corp’s Fox Network Group. Before that he was National Editor of *US News & World Report*, National Correspondent of *Newsweek* and a columnist for WSJ.com. His writings have appeared in *The Washington Post*, *NationalReviewOnline*, *HuffingtonPost*, *The Atlantic* and others. He’s the author of *Founding Faith: The Birth of Religious Freedom in America*.

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**James T. Hamilton** served as a distinguished visiting scholar with the Working Group and the Charles S. Sydnor Professor of Public Policy and Director of the DeWitt Wallace Center for Media and Democracy at Duke University. His research on public affairs journalism includes “*All The News That’s Fit to Sell: How the Market Turns Information into News.*”

**Ellen P. Goodman** served as a distinguished visiting scholar with the Working Group and is a Professor of Law at Rutgers University-Camden, specializing in information law and policy and publishing widely on such topics as spectrum policy, advertising, and public media. Goodman has advised domestic and international stakeholders on noncommercial media and public service technologies, and she is a Ford Foundation grantee. She was a partner with the law firm of Covington & Burling LLP.

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Cynthia Kennard served as a distinguished visiting scholar with the Working Group and is a Senior Fellow at The University of Southern California’s Annenberg Center on Communication Leadership and Policy. She was a CBS News correspondent based in Los Angeles, London and Moscow and earlier worked nearly 15 years in local television news for WFAA-TV in Dallas, KHOU-TV in Houston and WANE-TV in Ft Wayne Indiana. She started her career in local radio news and more recently was managing director of National Public Radio West. She has authored several reports on broadcast journalism and for nine years served on the jury for the duPont Columbia University Awards for excellence in broadcast journalism.

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**Other FCC staff that gave us significant advice, research or brutally-frank criticism:**

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