

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*.

Elizabeth Biley Andrión (General Manager of the Working Group) is the Deputy Chief of the FCC’s Office of Strategic Planning and Policy Analysis. She served previously as an advisor to then-Chairman Kevin Martin and as Vice President of Legal Affairs for Fox Television Stations.

Sherille Ismail (Senior Policy Advisor to the Working Group) is Senior Counsel in the FCC’s Office of Strategic Planning and Policy Analysis. He has held several senior management positions at the FCC, including Deputy Chief of the Cable Bureau, since joining the agency in 1996. Before that, he served as Counsel on the Judiciary Committee, U.S. House of Representatives.

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.

Peter M. Shane served as a distinguished visiting scholar with the Working Group and is the Jacob E. Davis and Jacob E. Davis II Chair in Law at Ohio State University. He was Executive Director to the Knight Commission on the Information Needs of Communities in a Democracy. Recent books include *Connecting Democracy: Online Consulta-*

tion and the Flow of Political Communication (with Stephen Coleman), and Democracy Online: The Prospects for Political Renewal Through the Internet.

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.

Tamara Lipper Smith (Senior Advisor to the Group) and a special advisor in the FCC's Office of Strategic Planning and Policy Analysis. She was also a senior advisor to then-chairman of the FCC, Kevin Martin. She is a former broadcast and print journalist who covered national politics and the White House for *ABC News* and *Newsweek Magazine*. She has been a Special Assistant in the FCC's Office of Strategic Policy and Planning since 2006.

Elizabeth Sams is a writer and editor with experience in both old and new media. An Emmy-, Peabody-, and Dupont-award-winning documentary film producer, she most recently spent a decade as Executive Editor of Beliefnet.com, honored in 2007 with the National Magazine Award for online excellence.

Robert Ratcliffe is Deputy Chief of the FCC's Media Bureau. He has been at the FCC for 36 years and has held a variety of positions, from staff attorney in the original Cable Television Bureau in 1975, to interim media advisor to Chairman Sikes in 1989, to Acting Chief of the Media Bureau during the final stages of the DTV transition in 2009, and several jobs in between.

William Freedman is Associate Chief of the Consumer and Government Affairs Bureau. He has also worked at the FCC as Associate Chief of the Media Bureau, Deputy Chief of the Enforcement Bureau's Investigations and Hearings Division, and a media advisor to Commissioners Deborah Taylor Tate and Meredith Attwell Baker. He worked for over 20 years in private practice representing communications clients.

Jamila Bess Johnson is a Senior Attorney, Industry Analysis Division, Media Bureau.

J. Evan Shapiro is an attorney specializing in telecommunications and energy law.

Paige Gold practices media and entertainment law in Washington, D.C. and Los Angeles, California.

Simon Banyai is an Attorney Advisor in the FCC's Media Bureau, Policy Division.

Jeff Tignor is Special Counsel in the Broadband Division of the Wireless Telecommunications Bureau at the Federal Communications Commission. Previously, Mr. Tignor served as a Division Chief in the FCC's Consumer & Governmental Affairs Bureau. Prior to working at the FCC, Mr. Tignor was an associate at Dickstein Shapiro.

Jonathan Levy is Deputy Chief Economist at the FCC, specializing in media policy. Over the past 30 years at the agency, he has played a significant role in FCC proceedings on cable and satellite television issues, including must carry, retransmission consent, program access, encryption of satellite signals, media ownership rules, and the transition from analog to digital television.

Renee L. Roland is Senior Counsel in the Wireless Telecommunications Bureau of the FCC, having previously served as Deputy Bureau Chief in the Wireline Bureau and as a Senior Legal Advisor for Commissioners. Prior to the FCC, Ms. Roland worked in private practice for nearly a decade, specializing in media, wireline and wireless services.

Joel Taubenblatt is Senior Counsel in the Spectrum and Competition Policy Division of the FCC's Wireless Telecommunications Bureau. He has served in a number of roles at the Commission since 1996, including Deputy Bureau Chief of WTB and Chief of the Bureau's Broadband Division.

Mark S. Nadel is an Attorney Advisor in the Wireline Competition Bureau of the FCC. He has also taught and written law review articles on copyright economics, personalized news services, and interpreting the First Amendment in an Internet age, particularly protection of editorial freedom.

Gregory Cooke is the Associate Chief of the Policy Division in the FCC's Public Safety and Homeland Security Bureau. He focuses on emergency alerting issues, including the future national test of the Emergency Alert System and the upcoming comprehensive Notice of Inquiry on Broadband Alert and Warnings.

Irene S. Wu, Ph.D. is the International Bureau's Chief Data Officer (acting), and an adjunct professor in the Communications, Culture and Technology program at Georgetown University.

MK Guzda Struck has been a journalist and editor overseas for nearly 15 years with a variety of publications including *Pacific Stars and Stripes*, GlobalPost.com, and the *Baltimore Sun*. She is now managing editor of the *Lowell Sun* in Massachusetts.

Krista Witanowski is a Legal Advisor in the front office of the FCC's Media Bureau. She previously served as Acting Legal Advisor for media law issues for Commissioner Meredith Baker. Her first position at the Commission was working for then-Chairman Kevin Martin. She began her legal career in the Communications group at Wiley Rein.

In addition, special research and editorial assistance was provided by:

Mary Beth Murphy is Chief of the Policy Division of the FCC's Media Bureau. In this role, and in her prior positions at the FCC, she has led proceedings on a range of issues involving broadcasters and cable and satellite television providers.

Naomi Wax is a New York-based editor and editorial consultant.

Vincent Lisi is principal of Two Dogs Design in New York.

Karen Peltz Strauss is the FCC's Deputy Bureau Chief in the Consumer and Governmental Affairs Bureau, where she oversees the Commission's disability policies. She has over 25 years experience working on communications access issues concerning people with disabilities, and helped spearhead several federal laws to expand telephone and TV access. Before joining the FCC, she co-founded the Coalition of Organizations for Accessible Technology.

Natalie (Talia) Jomini Stroud is an Assistant Professor in the Department of Communication Studies and the Assistant Director of the Annette Strauss Institute for Civic Participation at the University of Texas at Austin. Her research on political news includes a recent book entitled "Niche News: The Politics of News Choice."

Dana Scherer is an analyst in the Industry Analysis Division of FCC's Media Bureau, where she analyzes trends in the media and telecommunications industries. She has worked on the Comcast-NBC Universal transaction, the Open Internet Proceeding, the Commission's Annual Reports on the State of Video Competition. She worked previously for Univision Communications.

Ava Seave is a Principal with consulting firm Quantum Media. She is an Associate Adjunct Professor at Columbia Business School and an Assistant Adjunct Professor at Columbia Journalism School.

Sherry Ricchiardi-Folwell is a contributing writer for American Journalism Review, specializing in international issues, and a professor at the Indiana University School of Journalism. She has been a media trainer and consultant in Pakistan, Yemen, former Soviet Union and other countries.

Anne Levine is a Policy Analyst in the Office of Strategic Planning and Policy Analysis at the FCC. Since 1997, she has worked on projects related to corporate ownership structure, individual firm performance, and technological developments in media, broadband, cable television, broadcast, and related industries. She has provided empirical analysis to on such issues as Program Access, Leased Access, Media Ownership, the DTV Transition, Open Internet, and the Future of Media Report.

Robert Baker serves as head of Media Bureau's political programming staff, Washington, DC. He travels extensively to speak to local and national broadcast and cable television associations about political programming rules. He also advises the Commissioners, the Office of General Counsel and the Media Bureau on all political programming issues.

Zemira Jones is President/CEO of All American Management Group, a media management consulting company. He is a 32 year radio veteran with 27 years of major market management experience including Fortune 100 companies. His career spans a wide range of broadcast platforms and companies, including ABC, Disney, ESPN, and Radio One, Inc.

Karen Archer Perry worked at the FCC on issues of broadband adoption, media literacy and libraries. She is currently a Senior Program Officer at the Bill and Melinda Gates Foundation, manages the access and advocacy portfolios for the U.S. Library program.

John Horrigan worked at the FCC as Director of Consumer Research for the National Broadband Plan and, from 2000–2009 as Associate Director, Research at the Pew Internet & American Life Project. He is currently Vice President for Policy Research for TechNet.

Jodi Enda is an award-winning journalist specializing in politics and policy. At the Philadelphia Inquirer and Knight Ridder Newspapers, she covered the White House, Congress, presidential campaigns and national news. She is a former president of Journalism & Women Symposium and a former member of the White House Correspondents' Association Board of Directors.

Fellows and Interns:

Monica Alba, Christopher Ali, Anne Chen, Christopher Clark, Sarah Erickson, Robert Grabow, Cara Haberman, Lili Hughes, Benjamin Jacobs, Tayla Janoff, Andrew Kaplan, Chad Kempen, David Hyun Kim, Laura Layton, Carter Lee, Andrew Lewandowski, Patrick Lucey, Alexandra McKinney, Kim Krzywy, Siddhartha Menon, Sade Oshinubi, Hauwa Otori, Michael Reiter, Kara Romagnino, Anya Schiffrin, Rebecca Shapiro, Kevin Smith, Matthew Starr, Keith Watson, Corinna Wu, Melissa Yeo, Jennifer Young, and Tracy Young.

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

Jamie Barnett, Paul de Sa, Michelle Ellison, Terri Glaze, Joel Gurin, William Lake, Ruth Milkman, Thomas Reed, Steve Van Roekel, Lori Alexiou, Adele Andrews, Ty Bream, Amy Brett, Gray Brooks, Toby Brown, Robert Cannon, Rosalee Chiara, Hope Cooper, Katie Costello, William Davenport, Peter Doyle, Jack Erb, Amaryllis Flores, Katrina Kleinwachter Fortney, Marcia Glauberman, Noelle Green, Judith Herman, Tom Hutton, Leon Jackler, Rick Kanner, Vanessa Lemme, Lori Holy Maarbjerg, Kim Matthews, Betty Morris, Erica Porter, Mary Beth Richards, Chris Robbins, Arnett Rogiers, Holly Saurer, Daniel Shiman, Debbie Smoot, Priya Shrinivasan, Jennifer Tatel, Bonita Tingley, Haley Van Dyck, Michael Wagner, Sarah Whitesell, and George Williams.

This report relied heavily on the research conducted already by think tanks, foundations, scholars and journalists. Our knowledge would be pitiful if not for their extraordinary work, for which we are extremely grateful.