

Civic Efforts Can Generate Innovative Research

By Jan Schaffer
 CJIG co-chair

Anecdotal evidence is everywhere that civic journalism is having all kinds of impact on news organizations and on communities. But the efforts cry for more good qualitative and quantitative research.

This year the Civic Journalism Interest Group has more opportunities than ever before to give a platform to research efforts at the AEJMC annual convention. People have asked us for research ideas, so here are a few:

- Where have civic journalism projects been catalysts for citizens running for office? In Portland (Maine), in Peoria, in Bradenton, citizens who never before were involved in local government are now holding office after some involvement with civic journalism efforts.

- What kinds of invisible leaders emerge from civic journalism initiatives? How do they affect a community's leadership infrastructure?

- Do women editors or news directors produce more

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Panels Feature Pulitzer Winners

Top Journalists Join Academics at AEJMC

By Pat Ford
 Pew Center for Civic Journalism

Two Pulitzer laureates will join other ground-breaking civic journalists and distinguished academics on eight panels co-sponsored by CJIG at the AEJMC convention in New Orleans in August.

The discussions promise to be informative, lively and thought-provoking with panelists bringing a range of perspectives on topics such as where to draw the lines in working with citizens and how civic journalism can overcome marketing concerns.

Pulitzer Prize-winning journalists Rick Bragg of The New York Times and Mike Jacobs of the Grand Forks Herald, along

with Joe Hight of The Oklahoman and Professor Roger Simpson from the University

of Washington will talk about new tools to use when you must cover traumatic

events in a community. The panel is titled "The Trauma Trilogy." Bragg won the Pulitzer for his reporting on the Oklahoma City bombing and Hight led The Oklahoman's coverage of the event. The Grand Forks Herald won the Pulitzer Gold Medal for stories about the flooding of the Red River and the subsequent fires that destroyed the newspaper building itself.

Recognizing his heroic efforts

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Calling All Collaborators!

Are you and/ or your students collaborating with newspaper, radio or television journalists on something that has to do with civic journalism? If so, we want to know about it.

The Civic Journalism Interest Group's preconvention workshop this year, to be held Tuesday, Aug. 3, is titled "Teaching Civic Journalism in Collaboration with Professionals." We plan to explore ways that practicing and teaching journalists can collaborate to further the cause of civic journalism-so we're looking for people who can tell us about what they've done along those lines. Many such collaborations have involved cooperation for the purpose of research about civic journalism. Other efforts have included journalism students doing civic journalism-style reporting for publication in local newspapers, journalists being invited to teach a civic journalism unit as part of a college course, and-well,

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In Kansas, A Meeting of the Minds

By Jan Schaffer
Executive Director
Pew Center for Civic Journalism

So what is working and what is not? What do we know and what would we like to know? How do we sustain momentum and how do we measure success? Is there a business case for civic journalism? How do we tell our story better?

And, for heaven sake, let's get out of the defensive crouch.

From these jumping-off points, a dozen leaders in the civic journalism movement launched into a meaty weekend brainstorming session that Dean Jim Gentry hosted in November at the University of Kansas. Helping to organize the weekend were Gil Thelen, editor of the Tampa Tribune, and Steve Smith, editor of The Gazette in Colorado Springs.

In assessing civic journalism to date, all agreed, the overriding questions remain: What are journalists for? and What do we add to community?

Journalists have a social responsibility to add a lot—that was the general consensus. “Democracy in Norfolk has been enriched,” said Dennis Hartig, managing editor of The Virginian-Pilot, where the label “public journalism” has moved underground but the values and thinking endure.

They crop up in the paper's mission statement: To do journalism that “works to improve our communities.” And in the goals for the State Capital News Team: “We will cover elections, politics and state government as an exercise in civic problem solving.” At the San Jose Mercury News, assistant managing editor Jon Krim said he

plans to fill a critical vacancy, Government and Politics Editor, with someone who “has a civic journalism bent.”

And at the Bergen Record Co. in North Jersey, Glenn Ritt is building a new model for a civic news *company* -not simply a civic newsroom. “We are actually making money community building,” said Ritt, now vice president of news and information.

There was a lot of general agreement on what has been accomplished and what still needs to happen.

Some observations:

- Civic journalism is different from “traditional journalism.”
- Civic practitioners do develop an appetite for more.
- New civic reflexes,

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New Orleans Panels Promise Lively Dialogue

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to keep the community informed despite the disaster, the National Press Association last year named Jacobs “Editor of the Year.”

Colorado Springs Gazette editor Steve Smith will speak on two panels from his experience in leading what The Boston Globe has called “one of the nation's most dramatic journalism experiments.” Having

reorganized his paper from the newsroom out, using the tools of civic journalism, Smith will talk both about how his experiment affected the market forces at his paper and about emerging practices and definitions in civic journalism. CJIG is also offering a reprise of last year's lively session, “Where are the Lines?” Journalists such as panelist Jeremy Iggers of the Minneapolis Star Tribune are devising ever more varied ways to involve citizens. This panel will look at the benefits and consequences.

Other sessions will teach participants about the tools of “civic mapping” to penetrate a community and how civic journalism can be used in the student press. And this year, civic journalism researchers will have three venues—two panels and a scholar-to-scholar poster session—to present their findings.

Collaborators needed

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that's what we want to find out. If you have collaborated with local media on civic journalism-related work, please let us know: Email Cheryl Gibbs at chergibbs@aol.com. Snail mail: Earlham College, 801 National Road West, Richmond, IN 47374-4095; phone (765) 962-0395; or fax to (765) 983-1234 (but if you send a fax, please call to make sure she received it).

AEJMC Civic Journalism Interest Group News

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CJIG co-chairs are Cheryl Gibbs, Earlham College, and Jan Schaffer, Pew Center for Civic Journalism; vice-chair is Jack Morris, Adams State; secretary/newsletter editor is Kathy Campbell, University of Wisconsin-Madison.

Newsletter submissions are welcome; please contact Kathy Campbell, (608) 250-5191 or email kbcampbe@facstaff.wisc.edu.

Why Research Must Make Theory Clear

By Carol Reese Dykers
CJIG Paper Competition Chair

One of my pleasures this spring is teaching a course in communication theory. As a graduate student, I found theory courses—whether in communication, anthropology, education or sociology—to be the venues in which we participants were most likely to be encouraged and rewarded for a soaring imagination about why we & mans behave as we do.

That question intrigued me over a 15-year journalistic career, and it still keeps me eager to arise each morning and tackle the challenges of making myself understood to a collection of college women. That, as a graduate student, I studied theory in four different departments certainly is clear evidence of my bias: Those of us in academe must study and critique the propositions of the multiple theories generated by scholars studying our multifaceted human condition.

As I'll frequently tell my students this spring, we all "do" theory every day. Young women in my classes, for example, have a theory about how much someone thing to appear "feminine" may speak in class. Last night, for

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• **Call for papers**
• **Cash prizes offered for top papers**
• **You be the judge: Ph.D.s in demand**
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another example, I got an email from a favorite student telling me that she really wanted to get into a sociology of mass media class this spring but was on the waitlist and feeling powerless. In response to the suggestion that she simply show up for the class and tell the professor how much she wanted to take it, she wrote, "That isn't me. I can't be that aggressive."

There's a theory implicit in these students' choices of how to behave. So whether or not we have studied theory or seek to use it as a set of interrelated propositions that make explicit our hypotheses about a phenomenon, theory guides our behavior. We believe, implicitly, as we do our content analysis, that a

newspaper that carries this story but not that one is "doing public journalism." But when we haven't preceded our findings section with a discussion of the relevant theory, it may be difficult for someone not versed in that theory to understand the choice of category that we make, or to agree with it. I have read research papers for AEJMC and for the International Communication Association's Mass Communication division for the past several years, and clearly, even if we don't make explicit our common-sense theories, they nevertheless guide us. The trouble is, these implicit theories guide us in unsystematic ways that make opaque to others the reasons for the conclusions we find in our data. I know. I've done it and suffered the consequences: rejection.

So as we prepare for the avalanche of papers for the Civic Journalism competition, I urge my colleagues to submit the wonderful research you're doing about civic journalism. It matters not whether you're using critical theory or grounded theory, third-person effects or active-audience theory. And as you finish that last draft, reread and make explicit your theory and thereby add to the rigor of our research competition.

Innovative Research Ideas Abound in Civic Journalism Experiments

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civic newspapers or newscasts than men? Is there a qualitative difference?

- What is the impact of brand-name recognition of enduring civic journalism projects like Seattle's Front Porch Forum? Is it a marketing opportunity? A fund-raising opportunity for public television and radio?
- Can civic advertising be sold to advertisers?
- What is the afterlife of civic journalism initiatives? Are there enduring legacies in the community?
- What kinds of "civic design" are emerging as news organizations seek to make information more useful to news consumers?

- How does the "demand" side of civic journalism—the appetite from the public—affect the "supply" side—the appetite in newsrooms?
- What are the pros and cons of non-traditional partnerships between news organizations and universities, community-access cable companies, civic groups? Where are the lines? The opportunities?
- E-Democracy. What are the realities and opportunities of civic journalism on-line? Are news organizations doing more than simply archiving on-line what was in that day's paper?
- Community publishing. Can news companies create new roles for themselves as the infrastructure for information links in the community? If we don't do it, will it happen anyway?

Convention Schedule Preview: It's Packed!

Tuesday, Aug. 3

PRE-CONVENTION WORKSHOP: Time to be announced

Wednesday, Aug. 4

- 8:15-9:30 a.m.** Can You Do Good by Doing Well? Can Civic Journalism Overcome Market Forces?
 Moderators: Bob Pondillo, University of Wisconsin-Madison; Kathy Campbell, CJIG secretary
 Panelists: Dennis Hartig, managing editor, The Virginian-Pilot
 Steve Smith, editor, The Gazette, Colorado Springs
 John McManus, St. Mary's; Market-Driven Journalism: Let the Citizen Beware?
 Lewis A. Friedland, University of Wisconsin-Madison

- 9:45-11:15 a.m. What is Civic Journalism? Emerging Definitions **and Practices**
 Moderator: Jack Morris, CJIG vice chair; Adams State
 Panelists: Jan Schaffer, director, Pew Center for Civic Journalism; CJIG co-chair
 Steve Smith, editor, The Gazette, Colorado Springs
 Marty Steffens, editor, Press & Sun-Bulletin, Binghamton
 Ed Lambeth, University of Missouri

- 1-2:30 p.m.** The Trauma Trilogy: Tracking the Shockwaves
 Moderator: Cheryl Gibbs, CJIG co-chair; Earlham College
 Panelists: Rick Bragg, reporter and Pulitzer laureate, The New York Times
 Joe Hight, assistant managing editor, The Oklahoman
 Mike Jacobs, editor, Grand Forks Herald
 Roger Simpson, University of Washington

4:15 -5:45 p.m. CJIG RESEARCH SESSION

Thursday, Aug. 5

8:15 -9:45 a.m. CJIG/ SCHOLAR TO SCHOLAR POSTER SESSION

- 2:45-4:15 p.m. Reactive or Interactive Journalism: **Where are the Lines?**
 Moderator: Jan Schaffer, Pew Center for Civic Journalism, CJIG co-chair
 Panelists: Jeremy Iggers, author and reporter, Minneapolis Star-Tribune
 Philip Meyer, University of North Carolina
 Ted Glasser, Stanford University
 Mike Jacobs, editor, Grand Forks Herald
 Marty Steffens, editor, Press & Sun-Bulletin, Binghamton

- 4:30-6 p.m.** Mapping the Swamp: How to Penetrate a Community's Uncharted Civic Layers
 Moderator: Jan Schaffer, Pew Center for Civic Journalism
 Panelists: Lewis A. Friedland, University of Wisconsin-Madison
 Teri Pinney, Harwood Institute
 Chris Waddell, editor, The Anniston Star
 Chris Peck, editor, The Spokesman-Review, Spokane

8 - 9:30 p.m. CJIG RESEARCH SESSION

Friday, Aug. 6

Noon - 1 p.m. PEW CENTER LUNCHEON (topic and keynote speaker to be announced)

- 2:45-4:15** Civic or Subversive? What is Responsible-and Responsive-Journalism **for the Student Press?**
 Moderator: Candace Perkins Bowen, Kent State
 Panelists: Dennis Cripe, Franklin College
 Mark Haab, Scholastic Press Group
 Tom Eveslage, Temple University

Ones to Watch on TV, Radio and in Print

Pew-funded Projects for '99 Reflect Originality, Diversity

More sophisticated merging of new technologies and traditional journalism techniques with civic journalism practices are at the forefront of many of the 15 initiatives in civic journalism that will receive Pew Center funding in 1999.

The initiatives reveal three underlying aspirations in the nation's newsrooms:

- Providing readers, listeners and viewers with new ways to address neighborhood and regional problems.
- Nurturing a broader range of news sources, especially those most impacted by the issues being examined.

9 Using the Internet, two-way television and other technologies to involve more citizens in creating public policy, and to report on citizens' views and ideas.

Again this year, innovators at regional news organizations are devising ways to make their journalism more useful **and** relevant to their communities-while adhering to core journalism values. They are developing an interactivity in their news reports that gives citizens the opportunity to participate in discussions, make recommendations or offer solutions to community problems. The citizens are striving to have a voice in their community; the news organizations are striving to craft coverage that rings truer.

"Many of today's most interesting, innovative and important advances in good journalism spring out of civic journalism projects in local and regional media," said Jack Nelson, chief Washington correspondent for the ; Angeles Times and chairman of the Pew Center's Advisory Board.

"Often, however, editors and reporters who want to experiment with new ways to do a better job of understanding their communities and reporting their findings need extra funding to do it. These projects usually don't need much money. The Pew Center often can fill the gap for really solid projects," he said.

The Pew Center supports some of the extraordinary costs of trying to engage readers and viewers in issues of concern-costs not covered in normal newsroom budgets. Approximately \$300,000 has been allocated for the 15 initiatives selected for 1999, an average of \$20,000 each.

The ideas and the newsgathering techniques were proposed by the participating news organizations.

Since its inception in 1993, the Pew Center has helped support 77 civic journalism initiatives that have sought to give ordinary people a voice in coverage of their communities, helped them identify problems and deliberate solutions and empowered them to become

active civic participants. The following is a list of the newest initiatives:

Denver, CO: The Harwood Institute
News organizations seeking to go beyond official and quasi-official news sources are literally "mapping" communities and their complex layers of public life. The Harwood Civic Mapping Seminars will help reporters uncover new listening posts and untapped sources of news. News organizations will nominate three journalists to work on a year-long mapping project and to attend a series of workshops. Five news organizations (15 journalists) will be selected.

Spokane, WA: The Spokesman-Review
"Fixing Failing Families" builds on The Spokesman-Review's investigative series, "City of Second Chances," which examined the exploding prison population's impact on Spokane's civic life. The newspaper will work with civic mapping expert Dr. Lewis A. Friedland of the University of Wisconsin-Madison to identify and report on neighborhood-based support and intervention systems for families in trouble.

Anniston, AL: The Anniston Star

The Anniston Star seeks to develop ways to include more ordinary voices in the paper and unearth new stories that bubble up where citizens meet in the community. It also wants to create a database of these sources that would live on, even as young reporters move to other jobs, and to identify the "invisible" leaders in Anniston. The newsroom will use polls, focus groups and a new "Tell it to" series to give readers a place to tell local officials "what's right and shouldn't be messed with and what's wrong and ought to be changed."

Concord, NH: New Hampshire Public Radio

New Hampshire's tax system has been declared unconstitutional by the state Supreme Court. The "New Hampshire Tax Challenge" will solicit citizen input and ideas for an alternative tax system and create an "On-Line Tax Calculator" to give people an idea of what might **happen** to their taxes under various scenarios for a broad-based tax.

Tampa, FL: The Weekly Planet, Speak Up Tampa Bay, University of South Florida, University of Tampa

An on-line neighborhood news "wire" will be used by local media, including the public access television station and the alternative weekly, to inform citizens and link

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1999 Initiatives

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local and neighborhood civic efforts with larger regional undertakings. Journalism students will use the "wire" to develop in-depth stories about neighborhood issues. These will be available to local news organizations and be posted on **the** Weekly Planet's Public Life web page.

Portland, ME: The Portland Press Herald, Maine Sunday Telegram

The daily and Sunday papers will use KOZ software to enable teens to self-publish news and features on-line. Working with the papers' staffs, they will create a teen-centered web site. The papers also will bring the teen community together for four roundtables around the state. The intention is to combine an emerging medium (Internet) with teens' emerging view of news.

Springfield, VA: NewsChannel 8

"Target: Transportation" will report on solutions-oriented suggestions to relieve traffic congestion in metro Washington, DC culled from public input and discussion via regional polling and town meetings. The result will be community-based programming focusing on community-based solutions.

Bronx, NY: **BronxNet**, The Bronx Journal

The Bronx community-access cable channel and the new tabloid published **by the** Multi-Lingual Journalism Program of Lehman College will create a clearinghouse for community discussion and debate, anchored in a new Lehman Community Journalism Center. The effort will link the borough's multi-ethnic communities via print, television, radio and the Internet.

Minneapolis, MN: Intemews Interactive, KTCA-TV

The Minneapolis public television station will build on its "Citizens' Forum" project by using emerging video-conferencing technology. By providing fixed sites for **the** cameras, such as a neighborhood restaurant, residents will know where to go to express their views.

Seattle, WA: Seattle Times, KCTSTV, KUOW-FM

The "Front Porch Forum" media partnership will explore leadership at the Millennium, including such topics as **how** future leaders will meet the challenge of growing community fragmentation and shared power; how consensus-oriented leadership affects progress; how non-profit concerns affect leadership; and how philanthropy is redefined in a region of more than 59,000 millionaires.

Binghamton, NY: WSKG Public Broadcasting, the Press & Sun-Bulletin

The multi-media partnership will reframe the end-of-life issues in south-central New York and north-central

Pennsylvania. It will look at the medical, legal, financial, spiritual and ethical concerns through citizens' eyes, assisted by **town** meetings, forums and outreach via the regional public library system.

Elmira, NY: Elmira Star-Gazette, The Radio Group
Should schools have a role in teaching values to children? The paper and five radio stations will seek citizen input into how values should be taught in the community for "Kids & Character 2000."

Savannah, GA: The Savannah Morning News
The paper will use surveys, focus groups, forums and task forces to round out its reporting on the impact of the elderly on taxes, provision of services for senior citizens, nursing homes and life styles.

Berkeley, CA: The University of California-Berkeley, The Oakland Post, KALX-FM

An advanced reporting class at Berkeley's School of Journalism will create "Inside Oakland," an eight-page supplement to the weekly Oakland Post, **which covers the** city's African-American community.

Chicago, IL: The Chicago Reporter

In the aftermath of the death of 11-year-old Ryan Harris in Chicago's Englewood community, a South Side neighborhood that frequently is the subject of news stories about murder, rape, poverty and other **urban** ills, the paper will **examine** police-community relations.

Teaching Civic Journalism? Syllabus Bank Now On-Line

CivicBank, an on-line syllabus bank of courses taught either as discrete civic journalism curricula, or as **theory** and practice embedded in other courses, is the latest CJIG project. Managed by Frank Fee at Ohio University, CivicBank will have two components:

1. We'll link CivicBank to your on-line syllabus. Just send your course's URL to cfeef@ohiou.edu. OR,

2. Send your paper syllabus as a Microsoft attachment to Beef@ohiou.edu and we will put it up on the CivicBank page. We are stressing content over form here, so your syllabus will be pasted in to the Web page sans those neat **gimcracks**, bells and whistles that dress up the printed page you give your students. However, Frank promises to try to do a little cosmetic surgery on text-only files if it's needed for the sake of clarity.

To see CivicBank, point your browser to <http://oak.cats.ohiou.edu/~feef/CivicBank.html>.

How Do You See Civic Journalism?

By William T. Chronister
The Plain Dealer/Kent State University

Until recently, no researcher had quantified how civic journalism was being presented to readers of U.S. newspapers. The first to attempt such a study is Renita Coleman, a doctoral candidate at the University of Missouri, who presented her paper, "The visual communication of public journalism: A content and textual analysis," at the AEJMC annual convention in Baltimore.

Coleman raised the question: If content indeed drives design, then shouldn't the differences of civic journalism drive differences in design at the newspapers presenting the projects? Her study found some differences, but not many. And the source for the lack of difference appears to be in the general presentation of news in U.S. newspapers, as well as the reasoning behind that presentation.

"I have about 40 newspapers covering my living room floor right now," David Gray, executive editor of the Society for News Design, said recently as he prepared for a seminar on design at the American Press Institute. "If you cut the mastheads off all of them, they would all pretty much look alike,"

Coleman's study found that the greatest difference in the presentation of civic journalism from that of traditional journalism was in the number of visual devices offering ways to contact the media and showing areas of common ground and solutions. Comparatively lacking were graphic presentations of mobilizing information and the views of real people.

Of course, the larger newspapers offering civic journalism projects used more graphics overall, while the smaller newspapers used fewer—although the smaller newspapers presented more mobilizing information than the larger papers did. Coleman suggested in her paper, and Gray, interviewed for this article, agreed, that at least some of the problem is in the level of commitment to news design. Both mentioned that the smaller the newspaper, the less time and money available for the production of design elements. But Gray went farther:

"There are only a handful of newspapers—like the two in Detroit, the News and Free-Press—that seem committed to adapting the design to fit the news," Gray said. "And it's mostly because newspapers don't commit staff resources to design. They'll make extraordinary efforts to bring in the news, but they don't make the same effort to produce a good design."

Two journalists involved in presenting the articles evaluated by Coleman—Crystal Dempsey, former design team leader at The Charlotte Observer, and Laura Sparks, graphics editor at the Wisconsin State Journal—argued that changes in presentation probably were more

apparent to regular readers of their newspapers than to researchers who did not weigh differences as those readers might.

"When you talk about presentation, it all stays within the style of the newspaper," Dempsey said recently.

"I've never been one of those people hung up on the 'public journalism' label," she said. "It was clear to me what we were trying to do and the presentation we should use. I thought we communicated what we needed to communicate, and the (information) needed to be presented within our design style. People didn't need to be scared to death by wild changes in style."

Sparks concurred: "On a day-to-day basis, there's a big difference. . . . We use a lot of what we call 'helpful boxes, and we don't include those on other stories. In some of the projects, like 'City of Hope' and 'Schools of Hope,' we did a lot of things that we've never done before, getting all the information out to the readers."

Coleman suggests that a paradigm for design appears to be forming, but that newspapers will have to commit more resources to the education of designers and earlier intervention in the process of civic journalism if that paradigm is to be realized.

Adds Gray: "I'm not surprised that there is no new paradigm for civic journalism design. But there should be."

Kansas brainstormers

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once introduced, can endure in newsrooms.

- The public "gets" it and likes it.
- Resistance comes from positioning civic journalism as "change"—or from the label itself.
- Civic journalism can be good business for news organizations.
- Civic journalism is rapidly converging with the on-line world.
- And the civic journalism conversation already has converged with the conversations about media credibility and fairness.

"The ASNE Credibility projects are really ideas of this crowd," observed Steve Smith.

But that can be a problem. When there is so much synergy with civic journalism values and core journalistic values, it can be a way to marginalize civic journalism, said many in the group.

"Why not focus on journalism that makes a difference? Civic journalism's goal is to produce journalism that makes a difference to people," suggested Dave Zeeck, editor of the Tacoma News Tribune. "Why not move it toward excellence in journalism?"

\$100 Prizes Offered AEJMC Paper Competition Heats Up

CJIG will present a \$100 award and a certificate suitable for framing to the authors of the top student paper and the **top** faculty paper submitted to the interest group this year. Student papers will be considered in both categories.

The formal call for papers is included in the January 1999 edition of the AEJMC News. Papers may be submitted to one division or interest group only **and** must be postmarked no later than April 1, 1999. E-mail and fax submissions are **not** acceptable. You'll need a 75-word abstract, six paper copies and a floppy disk, and the reproduction permission form (found on Page 29 of the January 1999 AEJMC News). The AEJMC formal call for papers, as noted above, has complete details and can also be found at <http://www.aejmc.sc.edu>.

Authors will be notified by May 15. All CJIG members are cordially and enthusiastically invited to **the** convention, of course, but authors of accepted papers are definitely expected to attend and share their research and ideas with our colleagues.

Send papers to Carol Reese Dykers, Salem College, 601 S. Church Street, Main Hall, Winston-Salem, NC 27101. She can be reached at (217) 721-2740 or cdykers@salem.edu.

Reviewers for Research Papers Being Recruited

Do you have a Ph.D. and / or lots of research experience? You could be the first **on** your block to find out the latest in civic journalism theory, practice and method!

CJIG is recruiting reviewers for papers submitted for presentation at the New Orleans convention. When you volunteer, please specify whether your preferred methodology is qualitative or quantitative-or both. You'll be asked to review no more than five papers, then fill out and return the evaluation form for each paper to the competition chair.

To ensure consideration as a reviewer, contact Carol Reese Dykers at -zdykers@salem.edu, (217) 721-2740.



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Plus more research ideas
and timely advice!

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