

ISOJ 2022: Day 1

Keynote session: Challenges and opportunities for journalism in times of crises, disinformation and digital disruption

Chair: [Kathleen McElroy](#), director, Moody College's School of Journalism and Media, University of Texas at Austin

- Keynote Speaker: [Katrice Hardy](#), executive editor, Dallas Morning News
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Kathleen McElroy It's been yet another weird year in a string of weird years, but I am so happy to be having a conversation with a dynamic leader who is now blessing our state with her journalism and her leadership, Katrice Hardy, the new editor of The Dallas Morning News.

Katrice Hardy Thank you, guys, so much.

Kathleen McElroy Katrice, I think you'd like to just start with some statements.

Katrice Hardy Absolutely. You guys hear me okay? All right. Awesome. So, first of all, I just want to thank you all for having me here. So as many of you know, I'm new to Texas, so I'm a new Texan. I'm new to the DMN. And this is the first in-person conference that I've been able to attend, many of us have probably been able to attend. So thank you, ISOJ, for having us. Thrilled to be here. So I was thinking about my remarks today ahead of this great, I hope will be a moderate panel because Kathleen's so awesome, and thinking a lot about some of the most significant challenges that I have been facing, that our industry has been facing. And it took me back to the purpose of why I became a journalist, and then, kind of that mission we all have. But what I'll start off by saying is, you know, I was a little girl who grew up in Louisiana who actually had parents who watched Dan Rather on the news, and I thought I wanted to be a broadcaster. And the reason that I liked watching Dan Rather, and I thought I wanted to become a journalist, was because of all of those great community stories that I felt like that news organization he would tell at the end of his newscast. And it wasn't the things usually that were happening nationally. It was basically he would zoom in on some small community that I had never heard of and just talked about a phenomenal person or program that was making a difference in the lives of others. It was back when people, approved or didn't approve of our news, they weren't so nasty about it, right? We just were able to tell those stories in a nice way. And so when I think about now, what I've been facing and the positions that I've been in and the communities I've been in, it is pretty much an attack on democracy. That mission that we all have, and that we all believe in, the reason why, you know, we're not multi-millionaires, is because we want to protect democracy. The last few months of the Dallas Morning News, it's been very rewarding. But what I've also experienced is more negativity and more criticism of staffers than I've ever experienced in my life. And I'll walk you through a couple of examples. One was, there's a man in our community who decided to pretend that he was a journalist, so he sent a FOIA request to a local school division. The FOIA requests went to someone who thought, you know, I don't know this reporter. This request seems unusual. Let me contact the DMN to find out if this guy actually works for them. Turns out, he didn't. So we sent him basically a cease and desist email saying stop pretending to be us. What

he responded back to the editor who sent that email to him was, I know where you live. I know where your sister lives. I plan to protest you. I plan to continue to threaten you. And I plan to continue to do these things in ways that the cops pretty much won't be able to do anything about it. I had another situation right before that. One of the reporters wrote about a political candidate and some interesting things that he probably didn't want revealed, and she became stalked. I had another incident where we wrote a story about another local candidate, and someone else they knew took to social and pretty much cyber attacked our reporter. We write these stories because we believe in democracy, right? But the criticism our reporters are facing, our journalists are facing, the negativity they're facing, is at an all-time serious issue in that how can we protect them? How can we continue to do the work we're doing? You can think about January 6. Many in our community are not afraid to attack us in ways they've never done before. And so we've done a number of things at the DMN to kind of talk about this. You know, we beefed up security. We're trying to get some training for our journalists on how to navigate their lives on social, how to protect themselves. And we're also trying to build better resources and connections with our community. I speak quite often, I attend quite often, events that we've never been present for. I go out, and I speak at churches. I attend galas. I try to impart upon our community the mission that we believe in, and why whether you believe in the content we're writing or not, whether you think we should be spending time on that, we're doing it for the greater good of all. Another example is we decided this year to actually have a full-time reporter devoted to covering LGBTQ+ issues because of some of the things that are happening in Texas right now. That reporter, though, quite frequently receives email attacks. I have personally, I call it a fan of mine, he sends me an email every day with a certain news entity saying, "Hey, why aren't you writing this?" You know credible DMN, why aren't you putting this news in the paper? Well, I'm not going to put those stories in the paper or online because those stories are not factual. They're not true. And so I would challenge us all to really think about how we navigate this situation, how we help our journalists continue to follow the mission that we all got into the industry to support and believe in, by protecting them and by really giving them some tools to fight these attacks.

The next thing I'll talk about is just hiring in general. And so we just heard a lot about these great new news entities that have started, or are about to start, talk about going into these communities, filling a void. What I think one of the biggest challenges that we face across local news institutions is how do we retain top talent, but also how do we have top talent who wants to serve local communities? So I was recently elected to the board of the Marshall Project. They do phenomenal work. They are allowed to hire journalists from anywhere, to live anywhere, to cover different communities. But I'm a local news institution. I need journalists to work in North Texas. Right? And so what we find a lot is journalists are saying, "Well, I'll come and work for you, but I want to do it from New York or D.C.." And so, you know, some of the top jobs we have open right now, our data team positions, our audience team positions to make those connections, to really tell the types of stories that our community needs us to tell because we're there, we understand those nuances, I need journalists in North Texas. And so the biggest challenge I think we have, too, is how do we all fill these wonderful new news organizations? How do they staff up? How do we stay staffed up in a local community, to serve a local community, when folks don't really want to work in a community anymore? And so, one of the things we've done is talked about, how do we have a hybrid work environment? Have folks work a couple of days in the office as opposed to all week, and that's what we've settled on more recently. But I'll still tell you, those challenges are significant. And so, I think that's something else that our industry is really going to have to spend a lot of time thinking about.

Kathleen McElroy Wow. Now discuss. That was amazing. I'm going to follow up on some of the things that you said. And it's interesting because I teach a fundamental issues in journalism class, and many of my students are volunteering for the conference. And you brought up things that we've been discussing, and they were quizzed on, and they got the questions right, including isolated journalists, journalists who don't know their community. But let's start with what you were saying about the negativity. And I think this was something Avery Holton, who had asked a question in the previous panel, was almost getting at, that it's not just being a journalist these days. It's that other baggage. We found out from our students that a lot of their parents and friends say, "Oh, you're majoring in lying." I mean, it's not just the fact that they don't think there are jobs, and there are jobs. But these are people who love their children, relatives, who have this visceral hatred for journalism. So I think that's something that we all have to address for future journalists too. So I know that probably wasn't a question. I apologize.

Katrice Hardy That's okay. It was a full statement that's true.

Kathleen McElroy So, you know, beefing up security, the physical security, and the cybersecurity training. I think that's especially important for female journalists. I mean, can you elaborate a little bit more on what you're doing in those circles?

Katrice Hardy Absolutely. So there are a number of news organizations, thankfully, who have decided to actually have these classes. And so we are going to offer some training in that area. I don't think it's just women, though. You know, one of the reporters I talked to recently, and I'll give you this other example. So we have what we call a takedown request, right? And a lot of news institutions have that. So if a news organization has written something about you in the past, and you've been exonerated, or say you've been able to get that removed from your record, you can come back to us, and we'll work on potentially taking that story down if you meet certain criteria. So we had a man reach out to us in the last month and he said, "Hey, I know I don't meet your takedown requests, but what you guys have written about me the last few years is really hurting my chances of getting a job. You know, every time somebody Googles me, this comes up. I want you to take it down." And so we respectfully said, "Look, you know, we understand this issue that you're facing, but however, you don't meet our takedown requests and requirements. If you do meet them in the future, please come back to us. We'll revisit it." He basically emailed back and said, "No. I said, I know I'm not going to. I probably won't ever meet your takedown request requirements, but if you don't do this, you will regret it." So we started do a little bit more homework on this guy, and guess what he's been arrested and convicted of, cyber attacking others. Hacking. And so he's come back a couple of times through digital, emails, and basically said, "Your time clock is clicking. Time clock is clicking." And so we've had to notify people in our company about this man and what potentially might happen. So I had a conversation with one of the reporters, a federal courts reporter, who'd written about him. And, you know, he's not a woman. And I said, "Are you okay?" And he said, "You know, unfortunately, about a year ago, I had to take certain measures about cleaning up my social account. You know, what I post, better protecting my finances."

Kathleen McElroy And he hadn't told his bosses this was going on?

Katrice Hardy I don't know, because it predated me, but we did have this conversation.

Kathleen McElroy Oh, my goodness.

Katrice Hardy So that is something that we as an industry need to really think about prepping our staffs with.

Kathleen McElroy Oh, my goodness. Yes. And it's something that, you know, I'm telling my recent grads, "You know, do you want to work for a place that doesn't have an online harassment policy?" Because that's telling if they're not thinking about that. And so much of being a journalism leader these days is not the content you produce, it sounds like.

Katrice Hardy It's everything else.

Kathleen McElroy But to go to the content and the work that you did before you got to Dallas. I was really impressed by the collaboration that you'd done to win your Pulitzer. Could you talk a little bit about that?

Katrice Hardy Absolutely. So at the Indy Star where I was the executive editor previously, a lot of our staff was devoted to public safety. And this was before George Floyd. They really put a premium on that content. And as you guys know, the Marshall Project does phenomenal work covering the criminal justice system. So we had been working on a piece about canine dog bites and how the police department in Indianapolis seemed to be using canines in situations that were questionable, and a certain neighborhood and group of people were being impacted by this more. I mean, just innocent people on their porches were being attacked. And obviously because of civil immunity and some other laws, they weren't able to really get money back for their injuries. This one man had substantial injuries that we're going to impact him for the rest of his life. Yet \$250,000 was all he could get, based on these laws. So we did a lot of reporting on this. And I happened to be having a conversation with the editor of the Marshall Project, Susan Chira. Susan is wonderful. And we were near the end of our conversation when we just kind of did a check in on, "Hey, what interesting stories are you guys working on?" And so, I thought, "Well, I trust Susan." So I shared this potential story we were working on, and we were far along in the process. We had at that point realized that Indianapolis was one of the cities that had been using canines at a higher level than anyone else in the country, out of top 25 metros. So we were probably going to publish in the next few weeks. And she kind of said, "Oh, well, we're working on the same story." And so we kind of looked at each other by Zoom, of course, because it was the pandemic. And what I found out was they had a lot of video of these incidents across the nation, and we had a lot of data. You know, we knew which metros were using this at a higher degree. So we decided to partner, you know, and it took a lot of convincing, frankly, when I went back to the newsroom and said, "Look, guys, I know we're well on this path. We're close to publishing, but I think this could be really good for all of us." And to the team's credit, our team and their team got together, and pretty quickly we realized we had something special. And so what really happened was we each pretty much published the stories we had on this as a package. We looked at each other's content. We made suggestions. But I would say being able to just have good conversations about how to better serve your community, putting yourself in a position to just say, "Hey, we can do better together than separate," that became a Pulitzer.

Kathleen McElroy And you know, again, touching on what the previous panel said, that was something that was maybe easier to do because Marshall is not in Indianapolis. There is the question, I guess, if I were Evan Smith, I'd be saying, "Well, why don't you do something with the Fort Worth Star-Telegram?" Is that what you think of as a possible collaboration?

Katrice Hardy Absolutely. I think when it comes to serving our community and having compelling journalism, we're going to have to have more of those partnerships. The DMN has a great partnership with Texas Metro News, which oversees quite a few Black newspapers in our community. I'd like to see us do more of that. I think that when you think about elections, you think about our area, North Texas, has one of the lowest voter participation rates than anyone else in the country. Crazy. And so what we can do across all of Texas, with all of our media, is really focusing on that issue, especially in a state like Texas, which makes national headlines for what's playing out in Austin. I mean, we could be so much more powerful if we did that.

Kathleen McElroy Yes, that's remarkable. And, you know, by the way, I was channeling Evan because he always asks tough questions, and I wanted to be tough just the way he is.

Katrice Hardy Absolutely.

Kathleen McElroy You know, you say the word "team" a lot. My team. We work with teams. And I know you were very much into teams in Virginia at the Pilot, talk a little bit about how teams and teamwork can help soften the challenges.

Katrice Hardy Absolutely. In fact, we're right now talking about a reorganization and in the midst of a reorganization, and it's all based on team. So a couple of things about teams. A lot of people leave jobs, and we all know this, because of poor leadership. And they also leave jobs because they don't feel supported. And so I never feel as if I should be an editor anywhere. We need editors. If our top two goals aren't to develop our staff and to tell phenomenal stories for our community, that's our top two focuses. And so when you think about what a team provides, it provides that extra support. It offers good conversation and collaboration around topics. You know, a public safety team, for instance, which is a team that we're going to soon have at the DMN, that group of folks together talking about stories, collaborating, sharing sources with one editor who is an expert in that topic, that's only going to build good collaboration, good camaraderie, and I hope a great newsroom environment, where folks feel as if they're being heard and supported and that they can fulfill their career aspirations. And so every great industry or company is great because they have strong teams.

Kathleen McElroy You know, it seems like the era of the lone wolf journalist has passed when I hear you talk about teams. But also there's something about your early career that I wonder if it has passed? And that is, you were an intern who rose to be the leader of a publication. Can my students think they can stay at a place that long?

Katrice Hardy That's a good question. You know, I just actually hired a managing editor who had a similar career path at the Tampa Bay Times. I think the answer is yes. However, what I would say is to do that our news organizations are going to have to transform. We're going to have to be innovative. We're going to have to provide those pathways for our staff so they can do a number of different things. And we're also going to have to change our models pretty quickly. If the traditional print product is what you started in, you know, it's dying, then is your news organization preparing for the next way to reach the audience? And I think if we're doing that, we can see other staffers take the same career paths.

Kathleen McElroy Thus connecting to your other major challenge, keeping staff, keeping journalists. And I also want to point out at this stage that Katrice and other top journalists

have agreed to come to a, what we're going to call, Texas Journalism Summit, so they can tell their stories and inspire the next generation of journalists. And I hope to invite many of you to that, too. So we already have some questions, and I thought I'd go ahead and get to them. So, isn't the current fake news a case of disconnect between the resources applied and real society in the investments used in financial systems? I guess the question is, fake news as a commodity. Instead of thinking about it as being more than anti-democratic, it almost seems like it's the ultimate capitalist version of information. But I mean, do you think about fake news in the way that we did four or five years ago?

Katrice Hardy I don't. You know, I think a lot of things, frankly, today get lumped into the category of fake news, that really isn't fake news. And so, any time someone basically doesn't want you to report on something or feels as if it doesn't have the facts in it that they would like it to have, then it's labeled fake news. And so I think the best way we can combat that issue in our industry is to be far more transparent than we've ever been. Right? We hold people accountable. We want government to be transparent. But are we being transparent enough about what we're doing and why? And so I've been thinking a lot about this. You know, in Indy every week I participated in a kind of a editors weekly newsletter, where I talked a little bit about why we chose to do the stories we did that week and made suggestions for our audience to read based on some of the questions I had received. And I think the more we can say, "Here's what we did to try to get this story. Here's why we wrote this story. Here's why, for instance, we created this beat, or we don't have this beat," will help our audience understand how we're approaching stories and why we make the choices we make. I don't know if they'll always agree with those choices, but as long as we're more transparent, you'll see the difference I think. Some will see the difference. And well maybe I might have said that that was fake news before, but I see the lengths they went to, to get the other side or the other perspective. And I think that can be more enlightening for our audience.

Kathleen McElroy So you believe there's a segment of the audience that can return?

Katrice Hardy I do. I do. But we've got a lot of work to do.

Kathleen McElroy Because that's one of the things I wonder about. There are just percentages of people who may never come back.

Katrice Hardy Right, absolutely.

Kathleen McElroy And then, and this is something we talk about in class a lot, too, is there a danger of catering to a particular audience of news consumers?

Katrice Hardy Very good question. You know, I think a lot of news organizations are wrestling with this, and we heard the previous panel talk about this. Lots of communities are feeling underserved. You know, the information, the surveys, the conversations that, you know, the Houston news organization was hearing from the community. They feel as if we haven't listened to them. And so I think our task is to frankly go out and cover who we've been covering, but also to think about who are the next readers we're going to have to have to survive. And so that starts, frankly, with us just being present, just listening. Not for a story, which I know can be disheartening sometimes to an editor. "You went where? And you didn't come back with a story idea?" But we have to build those connections so that we can reach a new audience to go along with the audience we currently have.

Kathleen McElroy You know, that's part of what we've been talking about in class, too, is like building trust. Kovach and Rosenstiel famously say that the essential brand of journalism is trust. So another person is wondering, would executives of local news orgs be willing to institute a boycott of social platforms because of the harassment?

Katrice Hardy Very interesting question. So, you know, most of us get a significant amount of our readership from social media. And so I think one of the things we should be having as an industry, are better conversation with those social media outlets about how our content is presented, about those paywalls. I know Facebook put a lot of money into what was called kind of a fact-checking project that a lot of different news organizations joined. But it's got to be more than that, and bigger than that. And so some of the same conversations, frankly, that a lot of our executives are having with Google, we should be having with these social media outlets.

Kathleen McElroy Yes, so much of journalism now is outside, of again, we're returning to the idea that, just producing content is not enough these days. We've moved beyond just the facts. The facts will speak for themselves. Well, we've learned that they don't speak for themselves. Another question is related to the statement of young journalists being, you know, branded as majoring in lying. How would you respond to recent research suggesting that the public correlates storytelling with deception? How can we fix that? And what I find interesting about that question is when I was much younger journalists, you weren't allowed to say you were working on stories. You were working on articles.

Katrice Hardy Interesting.

Kathleen McElroy Nobody wanted to use the word "story" in those days for that reason. But now we're actively saying, "What we do is storytelling with a purpose." Yes, I do have to read Elements of Journalism a lot. So what would you say to that? Is the term "storytelling" problematic for journalists?

Katrice Hardy It's a very good question. I never thought about it. You know, I don't think so, and here's why. You know, our lives are stories. We have to be able to connect the information in ways that our audience will read. And so telling the stories of the lives of those who we know, who we don't know, you know, shining a light on those places where things aren't working, but no one knows, and in fact, so many, I think that is the art of storytelling. It's factual storytelling. And so we have to just be clear. Again, go back to being transparent. You know, reminding people of our purpose. You know, our vision at the DMN is we will inspire connection, community, and change throughout North Texas for the next hundred years. But we have to do it and be the most trusted news source of doing so. So I think reminding our readers of that, or whatever your vision is, which for many of us in our industry, the words aren't that different, because we believe in that.

Kathleen McElroy Oh, that is so powerful. Could you say that expression again? It was connection?

Katrice Hardy We will inspire community, connection, and change.

Kathleen McElroy Inspire community, connection, and change. Coming to a T-shirt, or the top of the DMN page. So, you know, you were talking earlier about watching Dan Rather as a child. And we are awarding the Dan Rather medals, and I can tell you that the entries that won were amazing community stories. So when you say community, what percentage are you thinking of like, "Hey, I think we need to just tell this story"? I mean, you have to do

a business section. You have to do a sports section. You have to do blah, blah, blah. Is there like a percentage in your mind that we haven't taken a step back for a moment to tell a community story? Or how does that work in the way you see your vision?

Katrice Hardy So I think, you know, frankly, the reason that many of us don't connect to larger audiences is because we don't start with community first. And so having reporters, having good sourcing, it starts with being out in the community. So every great sports story is a story about someone in your community. Every great business story. I mean, there was a phenomenal story that one of the business writers told recently about a senior citizens facility called Edgemere, where there was just a lot of financial issues with the facility, and so a number of people in our community were trying to get their money back. Or they were trying to figure out how to actually remove their family members from Edgemere. That story started with community stories. Several families were impacted and we knew more would be impacted. So I would tell you that 100% of what we do must start with the community.

Kathleen McElroy And having, again, the reporters on the ground and not on the phone getting those stories.

Katrice Hardy Absolutely. Or on social. Now, that's a place to start, but that's not where we end.

Kathleen McElroy And that's great. So you're here in this chair. I have met Maria Reeve, who is the editor of the Houston Chronicle. Manny Garcia is editor of the Austin American-Statesman. Sewell Chan is editor of the Texas Tribune. There's a theme here. The theme is journalists of color are now leaders in journalism in the state of Texas, which I think is phenomenal. Could you discuss this kind of sea change?

Katrice Hardy Absolutely. What's great is many of us, a couple of times, we've actually been able to speak to one another. Manny Garcia was my first leader in Gannett that I worked with. Maria, I don't know well, but we've been talking a number of times. You know, a couple of things. Every time that I have been able to be blessed with a great position like this, I've been very honored and felt very blessed, but I've also felt sad about that. Because it shouldn't be that that's the first thing someone discusses when a person of color gets these roles. I mean, we should have long been able to have these opportunities. Right? And I see it as, in every case, many of us have worked a long time. Many, many years. We worked hard to perfect our crafts. And so, you know, it's great that this is happening in Texas, but it's sad that it's just happened in Texas. And together, now we can brag and celebrate that. But how do we make sure that other states and other news organizations see this as a top mission and goal?

Kathleen McElroy Now that is a great question. And I, as an African-American woman, love seeing all of this. I know that we make a difference just walking the halls and just being in these places. But you still need allies.

Katrice Hardy Absolutely, you do.

Kathleen McElroy And let's talk about that, because I think one of the issues I've always had with talking about diversity is that it falls on that person, as opposed to an institutional change to journalism or the newsroom itself.

Katrice Hardy Absolutely. You know, at the DMN, so we have a number of resources devoted to diversity and inclusion. Right? Both go hand in hand. You just can't have one. And so, I think there are a couple of things. I have been blessed to be a part of now NLA, which was formerly APMA. I work with the diversity committee with that institution. We talk a lot about how we can help our industry understand the importance of diversity. You know, when folks say to us, "I don't trust you. You haven't been in my community in how long? Or, you only come when there's a problem," that's because they don't trust us and because we haven't been talking to these underserved communities. And so it shouldn't just be me as a person of color who's saying, "When's the last time we went to that community? Or why don't we have sources?" It should be all of us having those conversations. So, you know, my mentors did not all look like me. I had a number who did, but I was blessed to have some others who didn't. And so, you know, together, I think we have to talk about this as an industry. We have to really understand that our future rests with how diverse and inclusive we are within our newsrooms, so we can have those conversations and so that we can assist others. A big part of what we all should do, no matter what role we're in, is to mentor others, to take the opportunities to spend time with kids, who are inspiring journalists. You know, building strong internship programs. The DMN has an incredibly strong internship program. And then fellowship opportunities. Working with Report for America. All of those alliances and partnerships are going to help us with this.

Kathleen McElroy And you bring up a great point because you do have a strong internship program. But I'm looking at students who are working two to three jobs. And they're being asked to work for free in a lot of places. And unless you're a nonprofit? But I don't want to deny students opportunities. I mean, what can we as an industry do about that? Should we be creating pools of money for places that say they can't afford to pay interns?

Katrice Hardy Absolutely. You know, and I think a number of state press associations have been raising money to place interns in a number of news organizations who wouldn't actually have an internship program. But no student should be asked to work for free. No student.

Kathleen McElroy In any communication field. I just, I really, really feel that way. Another thing that we're trying to do, and by the way, feel free to send us questions, is that we're trying to actually have classes that create content that you would want to produce, that you would want to publish. So I'm going to go into a different area because it's something I'm very, very into now. The judge's ruling about objectivity and The Washington Post reporter. A judge ruled that the Post had the right to remove a reporter from the sexual harassment beat because she had publicly said she'd been assaulted. And the judge ruled that the appearance of objectivity, or the appearance of being impartial, was more important than any beat that that reporter covered. And I know I'm paraphrasing. But have you been in that position where you removed reporters from beats?

Katrice Hardy So I've been in a position where we've had to have conversations about, you know, your presence on social media. And it's interesting. When I got into the business, it was just understood that, you know, we didn't place campaign signs in our yards. That meant not just me, but my entire family. And, you know, I didn't go on social and share my perspectives on whatever may be playing out nationally. And I think a lot of our younger journalists, and in some cases not just younger, feel as if I didn't get in the business to basically have a private life that I can't put out there publicly. I want to be able to be a part of the solution in other ways than just covering it. And so it's an interesting line

I think we face, but I think in the age of when people see us as biased, they don't trust us, I think it's a line that we have to continue to have. You know, we just cannot have our journalists saying on social how they feel about this particular candidate, or how they feel about this particular issue that might be playing out across the country. I think every single time it happens, I've had someone from my community point it out and say, "Hey, you said this. But, look, this reporter is doing this online. How can you say that that coverage is fair and unbiased?" It comes out every single time.

Kathleen McElroy But it also seems to me that objectivity has been used as a weapon against journalists from marginalized communities, so how do you sort of balance that challenge?

Katrice Hardy I think a number of people will say, "Why did you use that source of information? Why did you use this? Why did you talk to so-and-so?" Again, I think it goes back to being transparent, laying out for our community why we wrote this, why we didn't talk to someone. Not just saying, couldn't be reached. But, how difficult was it? Did we really try? Did we call them three times? Did we show up at their house? I think we have to be very transparent about that, so you see that we did try to get that perspective and the efforts, the lengths, we took to do so.

Kathleen McElroy And that goes back to your talking about being more transparent. And maybe it is more than "could not be reached for comment." We called them at 6 a.m., and then we called them at 11 a.m., and then he didn't pick up the phone. And we sent an email. Like almost you could have a link that says, "These were our attempts."

Katrice Hardy Absolutely. How we approached this.

Kathleen McElroy Well, I mean, do you have any closing thoughts here? Because I've loved this conversation. I want to have another one with you.

Katrice Hardy You know, what I would say is, I think now more than ever, the partnerships that we've talked about, the camaraderie that we as an industry, many of us have started, we've got to continue to build upon that. We have so many significant changes. And I'll kind of go back to how I began our session today. Fighting for democracy, reminding ourselves that that is our mission, and being able to just pool our resources when we can. A lot of these new news entities that we heard from earlier today, that's a start. But frankly, being able to partner is another key step. And that partnership can include even conversations around how are you protecting your journalists? What are you doing to protect them from cyber-attacks? You know, having those channels where we can just lay down the competition and say, "What are you facing? How can we help one another?" That's going to be key.

Kathleen McElroy Journalism as a team sport. Thank you very much.