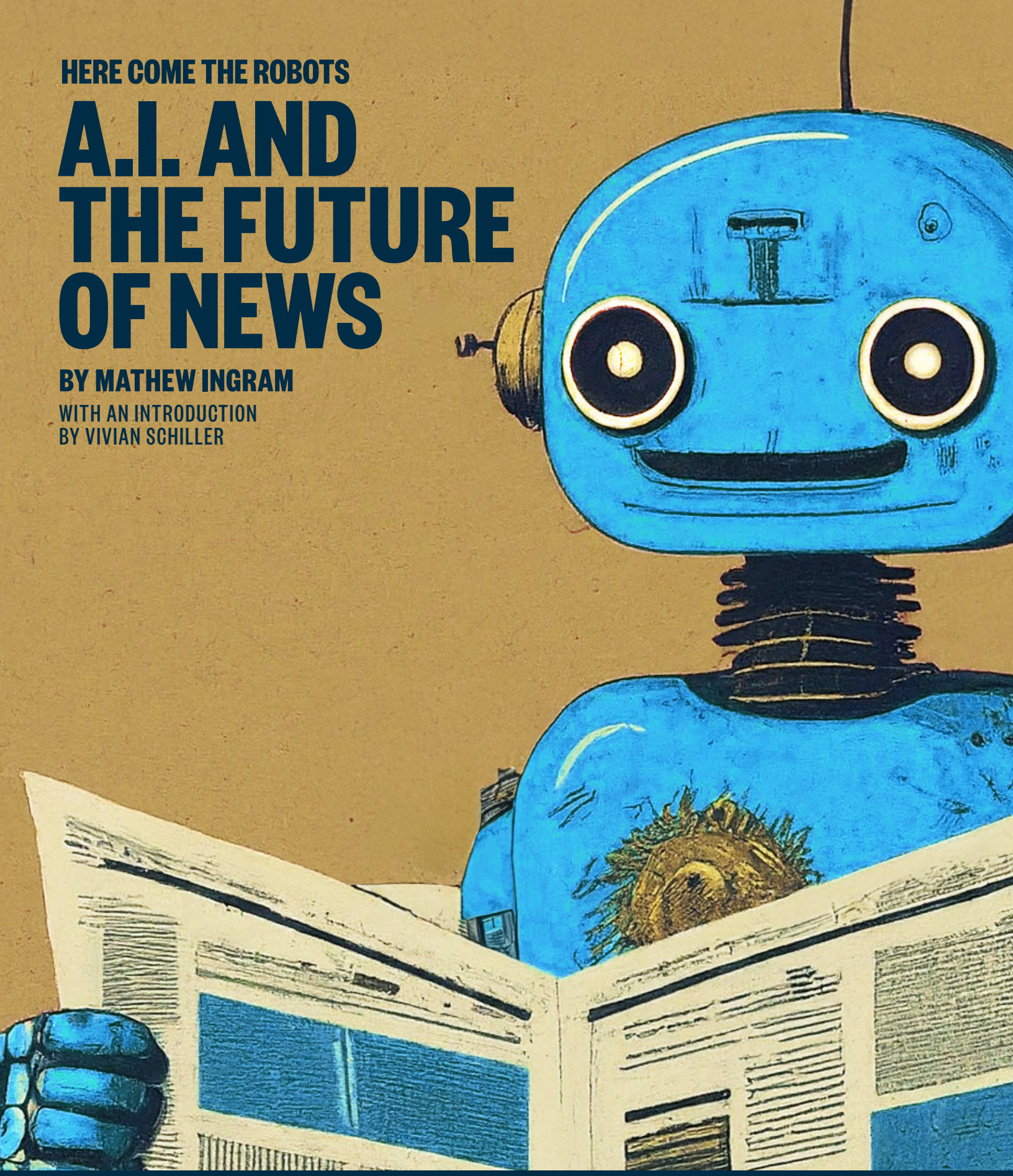
HERE COME THE ROBOTS

# A.I. AND THE FUTURE OF NEWS

BY MATHEW INGRAM

WITH AN INTRODUCTION
BY VIVIAN SCHILLER



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# INTRODUCTION

There is palpable anxiety in the media industry about the potential impact of artificial intelligence on the news business, and on information integrity in general. For some news providers, the primary concern is about AI companies and platforms scraping and "ingesting" their copyright-protected content to train large language models (or LLMs) without compensation; others are concerned that AI is being used to generate answers to audience questions directly, and that will mean less web traffic sent to news publisher websites—the dreaded "Google Zero" phenomenon, as some have called it.

There is also a fear that the entire news ecosystem will be deprecated as AI-generated content swamps the internet, overwhelming fact-based authentic reporting with synthetic text, images, and "deepfake" videos.

These concerns are not unfounded. Google's new Gemini search product, powered by the company's AI software, is already answering reader questions (although in many cases those answers are not just wrong but wrong in sometimes bizarre ways). OpenAI, the creator of ChatGPT, has signed a deal with Apple to put its AI engine on every phone, and is also said to be planning to release its own search engine to compete with Google.

The long-term impact of these and other AI developments is unknown. Will audiences be satisfied with AI-powered chatbots and aggregators as a trusted source of news? Will news companies compete or otherwise take on a new role in this expanded ecosystem of information, or will they become only content factories for AI engines, undermining their business model and furthering the power imbalance between publishers and tech platforms?

And yet, to focus only on the risks of AI is to miss a generational opportunity to harness a set of technologies to enhance the news industry as a whole and better serve the information seeking public.

Every new technology comes with risks—it's how the media industry responds that determines how (or whether) news providers can prevail. While the challenges are real, AI also represents a huge paradigm shift, just as the internet itself did, or the introduction of any major new technology like the telegraph, or electricity. AI doesn't have to be something negative that external forces are doing to the news industry. Instead, it is a set of tools that newsrooms can learn to harness for the mission of sustainable quality journalism, enabling news companies to better reach audiences and supply them with information in new ways.

If new organizations fail to experiment with AI and adapt to the evolving habits of their audiences, they risk ceding the future of news discovery to tech platforms, or worse. The best way to serve audiences and entire organizations is not to reject AI in a knee-jerk fashion, but instead to learn how it can enhance the critical work of news gathering, presenting the news, and reaching audiences dynamically in real-time.

This is the ethos that inspired Aspen Digital, a program of the Aspen Institute, to convene news publishers, editors, and product experts around the risks and opportunities of AI. These meetings happened virtually and in person throughout the first half of 2024. What follows is a summation of those discussions and ways to think about what AI means for publishers, for editors, and for the interested public. Finally, we present some practical suggestions and case studies of specific tactics that are being used by media outlets right now.

**Vivian Schiller**
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More than half of Americans have used Generative AI in the last year, some of them regularly—for work, study, and in their personal lives. ChatGPT was the fastest growing app of all time when it was first introduced in late 2022. Apple, Google and Microsoft have integrated these capabilities into their phones, search results and business software. AI is now found almost everywhere and the integration into people's lives is only accelerating. Despite healthy skepticism about the use of AI in news, user behavior and expectations are shifting, leading to a rapid evolution of the information ecosystem.

Artificial intelligence tools can provide a host of benefits for news consumers, from more interactive experiences with stories, to more accessible choices about what format to receive the news in, to the ability to answer questions quickly by summarizing an article and extracting key facts. Large and small news organizations are already experimenting with using AI to support their reporting, uncovering stories that might have been buried in large databases and making their newsrooms more efficient by automating tasks and refocusing limited resources on producing high quality stories. But this implementation of AI and the overall shifting landscape also brings a number of risks for the news consuming public, in some cases significant ones.

## HERE ARE SOME ASPECTS TO CONSIDER:

**AI can exacerbate bias:** AI engines and large language models are only as good as the data they are trained on, and if that data is biased then the output of the AI engine will be too. Readers should expect media outlets to ensure that the voices that are included in their reporting—and the outputs generated using AI—are diverse and robust, in order to provide a range of perspectives and viewpoints. In one of the Aspen Digital's virtual discussion sessions, Ruth Okediji, a professor at Harvard Law School and co-director of the Berkman Klein Center on

Internet and Society, noted that "stories about certain parts of the world, like southeast Asia and Africa, are narrated in a way that shapes political views, and AI has been trained in a way that reflects and reinforces those narratives." News leaders work hard to identify and manage bias in their reporting; new tools that embed old biases undermine their core goals.

> **It's easy to come up with a dystopian version of AI, but I think the idea of being better at meeting people's needs is really exciting.**
>
> MARK THOMPSON I CHAIRMAN & CEO, CNN WORLDWIDE

**News publishers need to adapt to new consumer habits:** As AI tools and services increase in number, the public will be introduced to new ways of accessing and using information. Publishers will need to adapt to consumer behavior—whether it's by training their own large language models, designing a chat interface that allows them to interact with a publisher's own news content, or by experimenting with customized agent-based news delivery. "It's easy to come up with a dystopian version of AI," Chairman and CEO of CNN Worldwide Mark Thompson said at the AI & The News conference."But I think the idea of being better at meeting people's needs is really exciting."

**Watch out for AI-generated fake news:** The speed with which AI can produce authentic-seeming content has led to an increase in the number of fraudulent and partisan political sites pretending to do local news, at least some of whom seem to be using AI to generate their content. According to NewsGuard, a company that tracks disinformation, these kinds of sites now outnumber real local daily newspapers in the US. NewsGuard says it has identified a network of hundreds of sites that pretend to be local news outlets but are run by a former Florida sheriff who lives in Moscow, and The New York Times reported on a site called BNN Breaking, which appeared to be a legitimate news source but used AI to generate hundreds of fake news stories.

**Authentic contact has value:** Because of sites like the ones mentioned above, many members of the public will become increasingly wary of AI-generated news. As such, they will expect trusted sources of news to be transparent about how and where their organizations are using AI, and that human reporters and editors are driving decisions at every stage. "The value of human-made journalism at scale," as Alex Hardiman, chief product officer at The New York Times called it, is arguably even greater in the current environment, as are qualities such as human perspective and analysis, which (at least for now) is difficult for AI to duplicate. Madhav Chinnappa, formerly of Google News, suggested that instead of trying to identify AI-generated content, we should highlight what isn't AI. "Maybe we need something that just says 'Hey, here's a human,'" Chinnappa said.

> **Maybe we need something that just says 'Hey, here's a human.'**
>
> MADHAV CHINNAPPA | FORMER DIRECTOR, NEWS ECOSYSTEM DEVELOPMENT, GOOGLE NEWS

# WHAT DOES A.I. MEAN FOR NEWSROOMS?

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AI technology is being actively integrated into the news gathering, production and distribution process in a variety of ways. It's incumbent on newsrooms to experiment with some of these tools and explore how (or if) they might support the reporting, editing, or production of journalism. Experimentation will help to build a deeper level of understanding about AI's abilities and limits, allowing editors and reporters to identify valuable use cases and potential pitfalls. Existing products, processes and the organizational models that support them will all likely evolve. The culture of newsrooms and their ability to adapt will be critical. New guidelines and policies will need to be adopted and revised as the AI technology takes greater root.

## HERE ARE SOME CONSIDERATIONS FOR NEWSROOMS:

**Ethical principles are required:** Even as they experiment with AI, newsrooms need to have "guardrails" or ethical guidelines that editors and reporters can refer to when they are deciding how (or whether) to use AI in the creation of news content. Many of the participants at the conference and in the discussion sessions said that number one on this list is transparency: letting readers know if AI tools have been used, and if so, how and why. A number of news organizations have published standards governing the use of AI including the Guardian, the Associated Press, and WIRED. In some cases the rules state that the outlet will never publish a story that was written entirely by AI (unless that is the whole point of the story) while other outlets are experimenting with where and when labeling of AI content is necessary or effective. A good rule of thumb is that newsrooms need to know what's informing the tools they choose to use, just as they interrogate sources in a story.

**Humans in the loop:** Artificial intelligence engines and chatbots may give the impression of being all-knowing, but they are just tools, and their output is often wrong. As a result, newsrooms that are currently using AI tools have an editor (or several) in the loop at every stage, checking and verifying the outputs from those tools, whether it's an AI-generated stock quote or market summary, or an aggregation of data from a document or series of documents. WIRED magazine's rules, for example, require that every story that uses AI has to be checked by at least one editor before publication.

**Newsroom structure:** How does AI change—or how should it change—the management structure of your newsroom? What are the places in news organizations that can be strengthened by AI, and what potential revenue is available in a year that isn't available now? As Anita Zielina, an executive in residence at the Craig Newmark Graduate School of Journalism at CUNY, asked during one of Aspen Digital's virtual discussion sessions, "What is the nucleus of the journalistic value you are trying to provide? What kind of newsroom structure and workflow will help you do that?" There are some signs that AI tools can help younger staff 'level up' and take on more responsibility, but will they provide the same boost for more experienced staff? This is likely to require training and support.

**Cultural change is paramount:** As with any significant technological change, there is the risk that some newsroom staff will be left behind by the cultural change involved in using AI, and that there will be a class divide between those who use and understand AI and those who do not. With many new technologies, there is a small group of early adopters in newsrooms, who gain the benefit of these new tools. Experts in newsroom transformation like Rodney Gibbs, head of audience and product at the National Trust for Local News and a participant in one of the Aspen Digital's virtual discussion groups, say newsrooms need to have "individual thought leaders and advocates and creators" who can help support adoption, and help change some of the rigid cultural elements many newsrooms may have developed over time. Simply issuing edicts from upper management is not the route to success.

**Benefits to data journalism:** AI represents a powerful set of tools to parse and extract insight for large data sets at speed, opening up new lines of reporting that have previously been too time consuming to pursue. John Borthwick of the New York-based tech incubator Betaworks said that the amount of data being collected will expand exponentially over the next five to ten years, thanks to smart devices and other technology, and AI could help newsrooms find patterns—and stories—in that data. Most cities and states have public historical information that has never been properly examined, something that AI technology is well suited to do. Many of the first adopters of machine learning and other forms of AI are the data journalists who have much to offer on how to thoughtfully implement these new technologies.

**Benefits for local newsrooms:** For resource constrained local newsrooms, AI tools can help improve access to community news. Dorrine Mendoza of the American Journalism Project said that most people don't have interest in every detail about their local school board meetings, but AI could be used to pull out information that is relevant to their individual needs. Sisi Wei, Chief Impact Officer at CalMatters, remarked that AI can summarize every city council meeting, extract data from government documents, even translate stories into different languages to better serve their communities needs, and answer readers' questions. Where can they get a COVID test? What is their tax rate? What did the school board decide on a controversial issue? Answers to these questions and more can be generated with AI (with human oversight, of course).

> **The job of news organizations is to experiment with AI**
>
> CHARLIE BECKETT | DIRECTOR, JOURNALISMAI, POLIS IN LONDON SCHOOL OF ECONOMICS

**Experimentation is key:** Charlie Beckett, who runs the Polis think-tank at the London School of Economics, says that in the short term, "the job of news organizations is to experiment with AI" in as many different contexts as possible. Within ethical guardrails, trying new things is the fastest way to learn what is possible, he says, and we shouldn't let innovation in AI come only from tech companies that operate with different incentives.

Lydia Chilton, a professor at Columbia who specializes in computational design, notes that large language models are particularly good at building prototypes, which allows newsrooms to experiment faster, although human input is still needed in order to figure out how (or whether) a new prototype is working.

**Understanding the audience:** Newsrooms should use AI tools to improve their understanding of the communities they serve, as well as how (and why) they fail to serve them. Mark Hansen, director of the Brown Institute of Media Innovation at Columbia, said in one of Aspen Digital's virtual discussion sessions that AI can enable newsrooms to analyze what neighborhoods are mentioned and when in news stories, and what kind of reporting is happening there. "What we find is that for certain cities there are people in the middle of big cities who are in effect in news deserts," he said, "because the only reporting that's happening there is crime reporting." So there's the possibility for AI to help newsrooms turn their journalism back on itself in order to improve coverage.

# WHAT DOES A.I. MEAN FOR PUBLISHERS?

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Every generation of news leadership thinks they are uniquely threatened by changing conditions to the media ecosystem, but there's no question that artificial intelligence represents a new set of pressures on the media business as we know it. As Mark Thompson, Chairman and CEO of CNN Worldwide, put it at the AI & The News conference, one of the key skills that media executives need, now more than ever, is the ability to "flip and change tactics, change strategies, and learn new skills continuously."

As with any transformational disruption, media executives must provide a clear vision for their organization tailored to the strengths of their product and focused on their customers. Smaller news organizations might find an opportunity to be aggressive and move fast to capture audiences, building their brand and business, but it's important to experiment in closed settings in order to protect the organization's reputation. Regardless, no organization can afford to ignore the moment and all leaders must prepare their teams to meet the challenge both culturally and operationally, in ways appropriate to their mission.

## HERE ARE SOME OF THE KEY ISSUES THAT PUBLISHERS NEED TO THINK ABOUT:

**Licensing vs. lawsuits:** How does journalism pay for itself when AI models can deliver news to consumers directly, even if imperfectly? There are currently two different approaches: Some publishers have chosen to sue AI companies for copyright infringement, while others have signed licensing deals so that tech platforms can index their content, and in some cases provide links to that content. Publishers that have chosen the licensing route say they have done so because they want an opportunity to help influence how their content is attributed in these new AI products, and also to learn about how AI can help their journalism. Those who are suing assert that they need to set

a fair value for their journalism or risk being disintermediated completely. There are risks to both approaches. Those who chose not to make a deal with the bigger players like OpenAI may miss out on a window of opportunity to secure compensation for their valuable IP, but media companies that move fast may regret deals made without any market established for the value of their content. Tom Rubin, chief of intellectual property and content for OpenAI, told the AI & The News conference that the company's mission is to achieve artificial general intelligence in order to benefit humanity, and that includes ensuring that "critical institutions in society, including journalism, have the ability to thrive."

**Increasing distance between news and readers:** Generative AI is likely to amplify and extend the disintermediation of news organizations and the news consuming public. AI companies with large language models trained on news sources, like Google and Microsoft, are experimenting with answering some consumer news queries directly, rather than providing links back to publishers. AI providers want to give readers information, and answer questions, but are also unwilling to be accountable for accuracy and the reporting behind those answers. The distance they create between the user and the facts, when links and attribution are removed and news reporting is just 'training data' is challenging for the news industry. John Borthwick told one of Aspen Digital's discussion sessions that it's possible that news websites and apps as we know them may not even exist in 5 to 10 years. If an AI engine can aggregate the news and come up with answers that satisfy users' needs, what is left for the publishers who do that original journalism? Gartner estimates that Google search traffic will fall 25 percent by 2026, and Raptive says that some sites could lose up to two-thirds of their traffic.

**Customers come first:** News organizations that don't prioritize changing customer habits and behaviors or needs may be left behind in the AI era. This is something to learn from tech companies, which frame product development based on consumer testing and data. Trei Brundrett, an advisor to the American Journalism Project and to Aspen Digital, said "it feels like a moment where users are being empowered by AI technology." That in turn opens up new business model opportunities. How do audiences use and/or value information from news providers and why? Publishers need to find the answers and adapt how they

create and distribute their work. User-centric product thinking will be important in helping news organizations create roadmaps for thoughtful adoption of AI, changing how they create and distribute their work to best serve their customers.

**New interfaces:** Generative AI models like Google Gemini, OpenAI's ChatGPT and Anthropic's Claude are establishing themselves as information intermediaries and are quickly being integrated into all the ways people find news, such as smartphones and voice assistant devices. The risk is being left out of new products, new markets, and new tools for news. Nikita Roy, a Knight Fellow at the International Center for Journalists, said that one potential danger she sees with AI is that "a lot of the innovation in news is coming from tech companies, which will be led by a different set of values than the journalism industry." How do news providers influence or engage with people who are building these new interfaces? How can news organizations compete by building their own compelling AI experiences in their native apps, websites and other emerging surfaces like wearables?

**Size matters:** As large AI players like OpenAI, Google, and Microsoft seek business arrangements with bigger news organizations, how can smaller news publishers avoid being left behind? Courtney Radsch, director of the Center for Journalism at the Open Markets Institute, asked in one of Aspen Digital's virtual discussion sessions: "How do smaller newsrooms afford to use some of these technologies? And does using them just entrench the power of the large platforms that control these tools?" While there has been much discussion about cooperation among publishers and news companies, with a view toward creating an open-source style nonprofit AI engine, there has been no movement as yet.

**How to handle disinformation:** What role should news organizations play in combating misinformation and disinformation generated by large language model output? Is it an unfair burden on the media, or an opportunity to build trust and play a leading role? Elite Truong, vice-president of product strategy at the American Press Institute, told one of Aspen Digital's discussion sessions that publishers need to implement training systems for reporters and editors to help them identify disinformation generated by AI, and that audiences and viewers/readers also

need help in this area. A number of participants in Aspen Digital's discussion sessions and the AI & The News conference noted that while AI-generated misinformation is a risk, there is an additional risk some will use the specter of AI to argue that even authentic media assets are fake, which some call the "liar's dividend."

**Who is in control:** The music industry responded to piracy by aligning forces and then investing in Spotify, and some argue that the journalism industry needs a similarly aggressive approach to controlling the distribution of its content if it wants to compete with—or cut deals with—the major technology platforms and their AI engines. Yet, media companies in the US are leery of cooperating on business strategies for fear of running afoul of antitrust laws, which prevent collusion (Congress proposed a bill that would give newspapers an exemption from antitrust for bargaining purposes, but it failed to pass). But without this kind of collective effort, how can the industry even hope to compete on a level playing field with technology companies that not only straddle the globe, but are worth trillions of dollars in market value?

**Political reality:** Ruth Okediji of Harvard Law School noted during one of Aspen Digital's discussion sessions that whatever the news industry does in terms of AI will take place "in the shadow of what governments do" when it comes to regulation. In other words, what happens in the US could be influenced by what regulators do elsewhere. Laws involving artificial intelligence that either exist already or are being passed, such as the European Union's AI Act have implications for human rights and freedom of speech, Okediji said, but also how the market gets structured and who winds up on top. She argued that we could be entering a world of digital haves and have-nots as the industry moves more toward subscription-based revenue models; news consumers who couldn't afford to pay for subscriptions, she said, might be left with nothing but AI-generated low-quality information.

# REAL WORLD EXPERIMENTS

Some newsrooms and media companies are not waiting for all of the potential risks and benefits of artificial intelligence to be identified—they are forging ahead, experimenting with AI for a variety of purposes, and learning as they go. The solutions they have come up with involve using AI and large language models both in the collection and analysis of information, and also to help broaden the appeal and distribution of their journalism, by reaching and connecting with audiences in different ways.

## WHAT FOLLOWS IS JUST A SMALL SAMPLE OF THE EXPERIMENTS AND INNOVATIONS TAKING PLACE ACROSS THE INDUSTRY:

**Spotting patterns:** Gina Chua of Semafor said she has built simple information classifiers using chatbots that answer a wide range of questions about how their newsroom is performing: What kinds of stories are we telling the most? What are we reporting about the least? What patterns could we find inside our coverage that could create new products or opportunities to inform and connect with our readers? In her experience using large language models is "like hiring a bunch of over-enthusiastic English majors." The results require human oversight, but it is a tool that newsrooms can take advantage of right now.

**Extending the work of the newsroom:** Politico is using AI to ingest and summarize the text of all legislation at the state and federal levels, something that would not have been possible in the past without a team of hundreds of reporters whose time is better used elsewhere. As one participant in Aspen Digital's discussion sessions put it, LLMs and other AI tools are capable of reading and analyzing every document ever published, watching every video, and listening to every audio file. What could a newsroom do if it had 50,000 reporters who could read every transcript, every report, every piece of legislation, analyze it and synthesize it?

**Creating a custom LLM:** Bloomberg announced that it has created its own in-house large language model—something that is almost unheard of in the industry—which the company said has been trained on a large set of financial data. Since financial reporting requires detailed knowledge that a regular LLM might not have, Bloomberg said it felt it was worthwhile to create its own. The Financial Times also built its own generative AI engine that readers can ask questions of.

**Transformation:** The Washington Post says it has started using AI-generated voices to read select newsletters for listeners. Former Executive Editor Sally Buzbee also announced in an internal memo that the paper is working on an expanded version of article summaries, which will be generated by AI and edited by humans in the newsroom. "I totally get that there is a huge fear of AI everywhere," incoming Post publisher and CEO Will Lewis told CNN. "But I want us to go beyond the fear. Start thinking of it as a copilot."

**Format changes:** Some newsrooms are using AI to take one kind of journalism such as long-form reporting and break it into chunks for social media. In some cases, AI can also help editors take print content and reshape it in ways that might be more useful for a visually-focused medium such as Instagram or TikTok. Lydia Chilton of Columbia told one of Aspen Digital's online discussion sessions that creating such a tool was relatively easy to do, and could help news outlets repurpose their existing content from print into different social formats.

**Answering reader questions:** The Washington Post recently announced that it has launched an AI-powered chatbot that answers user queries about climate with answers pulled from Post articles. For now, the tool is only built to answer user queries about climate, but chief technology officer Vineet Khosla told Axios that in the future, the Post plans to expand the chatbot to other topics. The Post is working with several AI firms, including OpenAI and Meta's Llama, to power a large language model that powers the chatbot.

**Covering every game:** Richland Source, a local news outlet in Ohio, is using content automation to cover roughly 10,000 high school sports games across the state every year. "We started to use AI in our operations back in 2018," Richland Source CEO Jay Allred told the Poynter Institute. "We sort of had this hypothesis: 'What if we could cover every high school sports game in Ohio and do it automatically, accurately, while our editors and reporters are sleeping?'"

**Summarization:** Gannett is launching a new program that adds AI-generated bullet points at the top of journalists' stories, according to an internal memo. Similarly, Alessandra Galloni, the editor-in-chief of Reuters, told the AI & The News conference that their data shows that AI-generated summaries on a Reuters story actually made it more likely that readers would read the entire story.

**Translation:** The Finnish public broadcaster Yle wanted to reach Ukrainian immigrants who moved to the country after being displaced by the war, but it wasn't easy finding Finnish journalists who could speak Ukrainian. So the news outlet built a translation tool using AI, which allowed Yle to publish stories in Ukrainian at a rate that would have been impossible without the technology. Alessandra Galloni said Reuters is using AI tools to generate automated audio versions of its stories, and translating them into multiple languages.

**Internal info:** Julie Pace, the editor-in-chief of Associated Press, told the International Journalism Festival in Italy about an internal AI-powered tool called Merlin that AP built to allow its reporters and editors to find AP-generated content much faster. Merlin "pinpoints key moments in our videos to exact second and can be used for older archive material that lacks modern keywords or metadata," Pace said.

**Civic data:** Spotlight PA, a nonprofit local journalism outlet in Philadelphia, is building an interactive AI-powered assistant that readers can use to ask questions about the issues and candidates in the upcoming federal election. Christina Bruno, who is in charge of audience and engagement for Spotlight, told the AI & The News conference that the tool draws from the company's database of stories, and that all the answers are curated and checked by human editors.

**Personalization:** The Baltimore Times, which focuses on the Black community, has been customizing its health news in a way that takes account of lower literacy rates, but also builds on the fact that the community trusts their journalists. They have started to use AI to create voice readers using their reporters' voices, so when Rodney the reporter has an article about heart disease they have the audio version in Rodney's voice with his face next to it. These stories have a much higher uptake, and are shared more.

**Targeting ads:** The New York Times has been experimenting with an AI-powered tool that allows the company to better target content for advertisers. An LLM indexes the client's website in order to better understand their focus and then comes up with "content alignment" deals that include articles that are targeted to customers the advertiser is likely trying to reach.

**Conversion:** Some nonprofit groups, like Cityside and Sahan Journal, are experimenting with the use of AI personalization for membership cultivation, to customize and time messages to individual reader interests. Other newsrooms are using AI to personalize messages at scale to upsell donors, while newspapers like the Wall Street Journal use machine learning to understand when people are getting close to their subscription expiry date, and then show them content that might increase the likelihood of them renewing.

# CONCLUSION

In addition to the specific strategic or tactical challenges that artificial intelligence brings with it, it raises some broader philosophical questions as well. When we think about AI, what are we concerned about protecting—is it the journalism business as we know it today? Or is it the practice and impact of journalism itself, regardless of the organizational structure involved? If serving the audience by reporting and conveying information about things that matter is the purpose then newsroom staff counts may not be the ultimate goal, or at least not the only goal. "We're not here to save journalists," Gina Chua argued at the conference on AI & The News."We're here to save the public civic information space."

It's possible that AI might ultimately help the industry reorganize itself in order to better serve this broader goal—for example, it could help empower independent creators and level the playing field with larger institutions, continuing an evolution that was accelerated by social media and by the web itself. But there is no question that it will challenge every level of the media and journalism industry, in both large and small ways, and those organizations that accept the challenge—and adapt to the changes it brings—will be more likely to succeed.

**We're not here to save journalists. We're here to save the public civic information space.**

GINA CHUA I EXECUTIVE EDITOR, SEMAFOR

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