

# The New York Times

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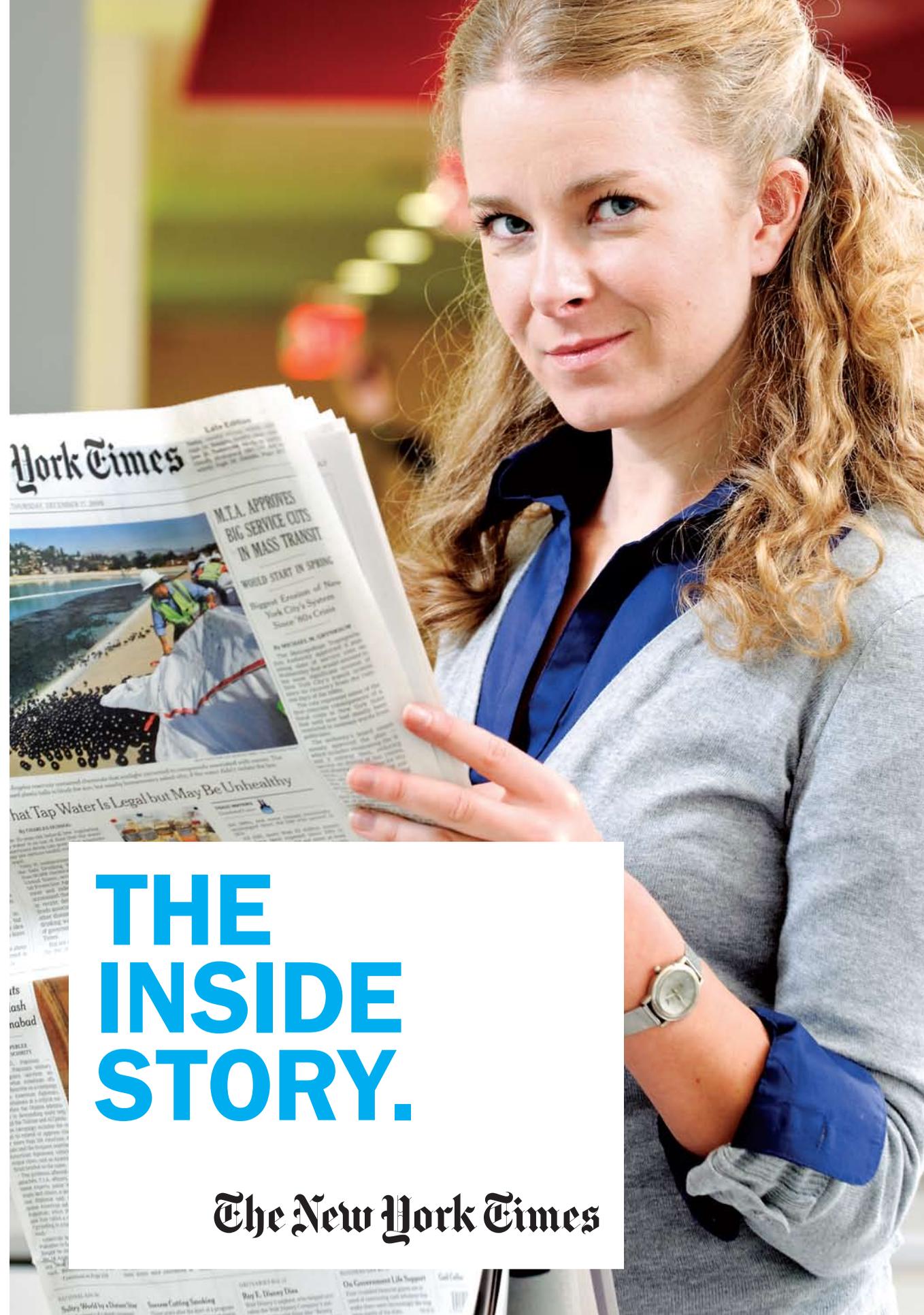
### NEWSROOM NAVIGATOR

The Newsroom Navigator is used by New York Times reporters and editors as the starting point for their forays onto the Web. Its primary intent is to give the news staff a solid starting point for a wide range of journalistic research needs. Find information from primary sources you never knew you could access. The site also has specialized Business, Politics and Health Navigators. [nytimes.com/navigator](http://nytimes.com/navigator)

### FACTS YOU (PROBABLY) DIDN'T KNOW ABOUT THE NEW YORK TIMES

- "All the News That's Fit to Print," the slogan of The New York Times, was coined by the publisher Adolph S. Ochs, and first appeared on the front page on February 10, 1897.
- Times Square was named for The New York Times after the paper moved to the neighborhood in 1905; previously the area was known as Longacre Square.
- The first Times Square New Year's Eve ball dropped from The Times Tower on December 31, 1907.
- The New York Times was the first newspaper to publish an article, and a correct one at that, about the sinking of the Titanic in 1912.
- The first Sunday crossword appeared in The New York Times Magazine in 1942. The first crossword in the daily paper appeared in 1950.
- The Times first popularized the Op-Ed page, which it introduced in 1970, running opinion pieces by outside writers on the page opposite its editorials: hence, "op-ed."

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# THE INSIDE STORY.

## The New York Times

# A GUIDE TO THE NEW YORK TIMES

"All the News That's Fit to Print"

**The New York Times**

VOL. CLIX, No. 54,907

NEW YORK, FRIDAY, JANUARY 1, 2010

**Late Edition**

Today, variable clouds, a rain or snow shower. High 42. Tonight, mostly cloudy. Low 30. Tomorrow, windy, cooler. Low 30. Weather map is on Page A26.

**Charges Voiced for Contractors in Iraq Killings**

**5 Blackwater Workers**

**Federal Judge Contends Prosecutors Violated Rights of Accused**

**Twenty-Ten**

The ball dropped, the confetti drifted, a light rain fell, and the thousands in Times Square greeted the new year with a roar.

**C.I.A. Takes On Expanded Role On Front Lines**

**Deaths in Afghanistan Highlight New Risks**

By MARK MAZZETTI

WASHINGTON — The deaths of seven Central Intelligence Agency operatives at a remote base in the mountains of Afghanistan are a pointed example of the civilian spy agency's transformation in recent years into a paramilitary organization at the vanguard of America's far-flung wars.

The C.I.A. operatives stationed at Forward Operating Base Chapman in Khost Province, where Wednesday's suicide bombing occurred, were responsible for collecting information about militant networks in Afghanistan and Pakistan and plotting an aggressive campaign against a radical group run by Sirajuddin Haqqani, which has claimed responsibility for the deaths of dozens of American troops.

Even as the C.I.A. expands its role in Afghanistan, it is also playing a greater role in quasi-military operations elsewhere, using drone aircraft to launch a steady barrage of missile strikes in Pakistan and sending more operatives to Yemen to assist local officials in their attempts to roll back Al Qaeda's momentum in that country.

Over the past year, the C.I.A. has built up an archipelago of firebases in southern and eastern Afghanistan, moving agency operatives out of the embassy in Kabul and closer to the targets.

But the push to the front lines carries great risk.

In 1983 in Beirut, it took a car bomb loaded with 2,000 pounds of explosives to kill eight C.I.A. officers stationed at the heavily fortified American Embassy in the city. In Khost on Wednesday, all it took was one man bent on martyrdom to slip into a remote base and inflict a similar toll on the spy agency's relatively small workforce.

Among those killed, officials

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**Lower Prices Aid in Conservation**

**Some See Silver Lining to Dip in Real Estate**

By LESLIE KAUFMAN

From the Florida Everglades to the bluffs overlooking the Deschutes River in Oregon, conservationists are snapping up prime property for preservation, often at a fraction of what the asking price was at the real estate market's height.

On Wednesday, the threatened bog turtle got a reprieve when conservationists scooped up 166 acres of marshland in Frankford Township in northern New Jersey, where developers had planned to build luxury homes. Hours later, city officials and environmentalists in Boise, Idaho, were rejoicing as they closed a deal to protect 1,300 acres of wooded foothills beloved by local hikers.

The victories reveal a green lining of sorts in a credit crisis that has depressed real estate prices, prompted foreclosures and derailed development projects across the nation.

The purchases by conservationists and state and local governments assure that thousands of acres will be put aside in perpetuity for parks, watershed protection or simply preservation of open space.

"We are getting a second bite at properties that never should have been developed in the first place," said Will Rogers, president of the Trust for Public Land, a national nonprofit group that buys land for preservation. "We are working on dozens of these deals across the country, and I know other land trusts are as well."

Although the real estate bubble burst in 2008, it was only in the last 6 to 12 months that many developers and banks became desperate enough to slash prices, Mr. Rogers and several other conservationists said.

Suki Molina, vice president of the Foothills Conservation Advisory Committee, which joined

Continued on Page A3

**Ailing Immigrants Find No Relief Back Home**

By KEVIN SACK

EJIDO MODELO, Mexico — On the two-hour bus rides from her village on Lake Chapala to a dialysis clinic in Guadalajara, Monica Chavarria's thoughts would inevitably turn to the husband and son she left behind in Georgia.

A decade after crossing illegally into the United States, Ms. Chavarria returned home in September after learning that Grady Memorial Hospital in Atlanta was closing the clinic that had provided her with dialysis, at taxpayer expense for more than a year.

Grady, a struggling charity hospital, had been absorbing multimillion-dollar losses for years because the dialysis clinic primarily served illegal immigrants who were not eligible for government insurance programs.

Hospital officials decided the losses were threatening Grady's broader mission of serving the

region's indigent population. But before closing the clinic on Oct. 4, they offered to pay to relocate patients to their home countries or other states, and to provide dialysis for three transitional months.

Ms. Chavarria, 34, left quickly with her 4-year-old son, Jose Andres, an American citizen who had never been to Mexico. But she has not found a solution there. Her free treatments have run out, and she can now afford dialysis only by poaching the savings her family has set aside for a transplant.

Her husband, Roberto Barajas, remained in Georgia so Mr. Barajas could keep working and wire money home for her care.

In separate interviews, one in the farming village of Ejido Modelo, the other in the Atlanta suburb of East Point, Ms. Chavarria and Mr. Barajas each wept while describing their separation after 15 years of marriage.

"I think about them all the time," said Ms. Chavarria, whose raven hair falls past her waist. "It was the hardest thing to leave without them."

Mr. Barajas, a stocky road worker, shielded his eyes with his hand. "You don't know if you'll be able to see each other again," he said. "We had always been together, the four of us, and then suddenly they had to go."

Like other patients repatriated by Grady this fall, Ms. Chavarria gambled that her chances would be better at home. The costs of dialysis and a possible kidney transplant would be considerably lower in Mexico, and she had three siblings there willing to donate an organ.

But it has not worked out that way.

On Dec. 22, she exhausted the 30 free dialysis sessions that Grady

Continued on Page A4

**As Honor Students Multiply, Who Really Is One?**

By WINNIE HU

COMMACK, N.Y. — There have been so many honor societies created at Commack High School on Long Island in recent years that some students ended up in six or seven of them, racking up memberships like so many merit badges.

But the school reversed course this school year, cutting out its 28-student technology honor society and combining those for sign language, Latin, German and French. That left 11 societies, and a community wondering how much honor is too much.

With so many societies, some students are unable to attend all of the meetings and shirk their duties with the groups, showing up only to collect the "honor cord" — a decorative tassel — to wear at graduation.

Commack is one of many places where educators and parents are re-examining the role of honor societies, which started out as an academic distinction reserved for high-achieving students.

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**From Airports to Broadway, Crowds Were Thinner in '09**

By PATRICK MCGEEHAN

but as recently as last summer, they had been predicting a 4.5 percent decline in visitors. And in analyzing the data used by the city in calculating tourism numbers, all of the crucial indicators have declined.

At the area's three major airports, for example, the number of passengers was on pace to fall to roughly 100 million for the first time since 2005, preliminary data show.

Attendance at Broadway shows for the current season was down 5.2 percent, and the number of delegates attending trade shows at the Jacob K. Javits Convention Center was down 10 percent.

Officials have not released the city's official year-end figures.

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## THE FRONT PAGE

Every industry has its own jargon, and the newspaper industry is no different. If you were standing in the middle of the newsroom as the paper was about to be put to bed (sent to the presses), here are some of the things you might hear about the front page.

- 1 NAMEPLATE**  
The newspaper's designed title — also called the logo — appears at the top of the page, is hand drawn, copyrighted and cannot be reproduced without permission.
- 2 EAR**  
The box to the left of the nameplate. The Times's slogan first appeared there on Feb. 10, 1897.
- 3 WEATHER EAR**  
The box that gives regional weather. Just above the weather information, a boldface line identifies which edition you're reading. The Times has more than 25 print sites around the United States, producing regional editions with slightly different content.
- 4 FOLIO**  
The type beneath the nameplate, including the volume and issue numbers, copyright line, date and price.
- 5 VOLUME AND ISSUE NUMBERS**  
The Times published its first issue on Sept. 18, 1851. The Roman numerals CLIX denote the 159th year of publication. Volume number increases on each anniversary. The Arabic numerals indicate the number of issues published since its founding.  
  
Each day's paper begins with four dots between the volumes and issue number. Every time the editors change something on Page 1 of that issue (because of breaking news or a new development in an article), one dot is removed.
- 6 COPYRIGHT LINE**  
The legal notice of The Times's right to reproduce its contents.
- 7 LEAD ARTICLE**  
The most important news of the day. It is always on the upper right.
- 8 CAPTION**  
An explanation of what's in a photograph. Also called a cutline, from the days when the pictures in a newspaper were woodcuts. (A **KICKER** is a headline for a caption, often used to refer to an article inside the paper.)
- 9 CREDIT LINE**  
The name of the photographer or news agency that supplied the picture.
- 10 HEADLINE**  
A quick summary of the article's content. The larger the headline, the more important the news.
- 11 BANK OR DECK**  
Subheadings with other important facts in the article.
- 12 BYLINE**  
The writer or writers of the article.
- 13 BODY TYPE**  
The text of the narrative, or body of the article. The Times's body type style is known as Imperial.
- 14 DATELINE**  
The place the reporting was done. If there is no dateline, the article was either written in New York or where it was written has no relation to the content of the story.
- 15 SPECIAL FEATURE**  
An article of special interest that begins on Page 1. It might be a human interest story, a report on a new trend, an in-depth look at a topic or just an article on something amusing or unusual.
- 16 JUMP LINE**  
A signpost that an article continues ("jumps") to another page.  
  
Sections of The Times are designated by letters. Some of these are:  
A: Main news section  
B: Business Day  
C: The Arts

**17 REFERS**  
A one- or two-sentence summarization of an article (or several) inside the paper, and serves as a referral to the fuller treatment.

**18 BAR CODE**  
The bar code identifies each edition and is used for verifying single-copy sales information.

**19**

## THE DAILY NEWSPAPER

Here's a quick guide to pages, features and sections you'll find in The Times.

**PAGE 1**  
The front page offers the top news of the world and is the beginning of the "A" section. The news is prioritized, from top to bottom, and the most important story always starts at the upper right of the page.

**INSIDE THE TIMES**  
On the second page is a summary of major articles inside the paper, the Quotation of the Day, Corrections (to articles that appeared recently in the paper) and contact information for various departments of the paper.

**INTERNATIONAL**  
The next few pages report news from outside the United States.

**NATIONAL**  
These pages contain news from inside the United States.

**NEW YORK**  
These pages report news from New York City and the surrounding area.

**EDITORIAL PAGE**  
The "A" section's last two pages are devoted to the editorials and the Op-Ed page. The editorial page is run by an entirely separate staff at the newspaper, and not allowed to influence or be influenced by the newsroom.

**OP-ED PAGE**  
The next to last page of the "A" section is the Op-Ed (opposite the editorial) page. Here the columnists of The Times and guest writers express their diverse views, as do presidents and prime ministers, and artists and experts of all stripes.

**OTHER SECTIONS**  
Two other sections appear in The Times every day:

**BUSINESS DAY** (called Sunday Business on Sunday) gives a comprehensive look at economics and business.

**THE ARTS** (called Weekend Arts on Fridays, Arts & Leisure on Sundays) covers movies, music, art, theater and more.

**WEEKLY SECTIONS**  
Each day of the week, The Times devotes a section to a specific subject:

**BUSINESS DAY** pays special attention to the information industries on Monday, and to technology on Thursday.

Tuesday's **SCIENCE TIMES** looks at the latest discoveries in fields ranging from archeology to zoology.

Wednesday's **DINING** section takes readers into the kitchens of famous chefs, the dining rooms of notable restaurants and through the joys of a new recipe.

**THURSDAY STYLES** explores the latest trends, whether high fashion or street wear, and **HOME** celebrates the decorative arts.

On Friday, **WEEKEND ARTS** features news and reviews of the latest films, shows and art exhibitions, as well as other cultural and leisure activities.

## THE PAPER OF RECORD

In its extensive coverage of world events throughout the 20th century, The New York Times came to be known as “the newspaper of record.” It is also the nation’s most honored news organization, having won 101 Pulitzer Prizes, the most prestigious award in journalism. The Times is both the nation’s largest seven-day newspaper and the most frequently visited newspaper Web site.

### A BRIEF HISTORY

Henry Jarvis Raymond and George Jones founded The New York Times in 1851. Its exposé of widespread corruption of the Tammany Hall Democratic organization, run by “Boss” William Marcy Tweed, in New York City, helped to end Tweed’s hold on city politics and became a landmark in American journalism.

In 1896, Adolph S. Ochs, a newspaper publisher from Chattanooga, Tenn., bought The Times, which was then having severe financial difficulties. He took The Times to new heights of achievement, establishing it as the serious, balanced newspaper that would bring readers “All the News That’s Fit to Print” (a slogan that he

coined and that still appears on the paper’s front page). His publication would do so, he added, “without fear or favor.” Mr. Ochs introduced such features as The New York Times Magazine and the Book Review. On his death in 1935, Ochs was succeeded as publisher by his son-in-law, Arthur Hays Sulzberger, whose grandson, Arthur Sulzberger, Jr., is the publisher today.

The Times grew increasingly influential, in the decades that followed, with its reporting on the Great Depression, World War II, and the new political environment of the ’50s and ’60s. In 1971, the Supreme Court ruled in favor of The Times’s right to publish the so-called Pentagon Papers, government documents concerning the Vietnam War.

### THE DIGITAL AGE

In 1996, The Times entered the dawning digital era, launching its acclaimed Web site, **nytimes.com**. It is consistently recognized as one of the top Web sites in the nation. The site has grown significantly, with an array of expanded sections and capabilities, videos, blogs and more. The Times has also introduced innovative new ways to experience its journalism in various digital formats, including mobile, tablet and computer applications as well as e-readers — all of which provide access to award-winning Times content from anywhere on any device.

In 2007, The Times moved into a new headquarters building (at right), designed by Renzo Piano. It’s at 620 Eighth Avenue, between 40th and 41st Streets, in Manhattan.



## A DAY AT THE TIMES

Every day’s issue of The New York Times is a tightly choreographed team effort by the paper’s more than 1,100 news staffers. The Times has more domestic and foreign bureaus than any other U.S. newspaper, and no matter what the hour, somewhere in the world Times reporters are tracking down stories.

A typical day looks like this:

### 1:30 TO 8 AM

As Americans sleep, reporters in bureaus in places as diverse as Baghdad, London, Paris, Jerusalem, Moscow, Beijing, New Delhi, Rio de Janeiro and Johannesburg are working on stories and filing to overnight producers in New York for posting to **nytimes.com** as well as to editors for The International Herald Tribune, in Hong Kong and Paris.

### 8 TO 9 AM

Assignment editors for the International, National, Business, Sports and New York sections arrive at the New York newsroom and check in with reporters around the newsroom, around the nation and around the world. They discuss the day’s events and share ideas for articles, deciding whether a story will be for the next day or will take more time. If the story is for the next day, they agree on how many words it will be and when it will be **filed** with New York. Each story goes on a master list for each **desk** (or news division), called a **noon list**. Each desk also prepares a request for the amount of news space in the paper that editors want for their department.

### 10 AM

Designers begin putting together pages for the features sections of the next day’s paper. Copy editors do final editing on feature stories and write the headlines.

### 10 AM

Web meeting. Editors with main responsibility for the Web site gather to discuss the major stories that can be posted during the day.

### 10:30 AM

The top, or **masthead**, editors — those whose names are listed on the editorial page — are joined in a meeting by representatives of every major desk. Each desk’s representative presents the top stories from that desk, and early decisions are made about the most important stories of the day.

### 11:30 AM

Most desks hold their first meeting to discuss the stories they have for the day.

### 12:30 PM

At each desk, **backfield** editors — so called because in the long-ago Times newsroom they sat behind the copy editors, like the backfield on a football team — begin working on stories arriving from reporters. The backfielders check that the story meets the highest journalistic standards. In consultation with reporters, backfielders may rewrite or reorganize stories, or they may ask reporters to provide more information or do more reporting. Reporters whose stories are candidates for **Page 1** but which will be filed late are asked

### NEWSROOM LEXICON

Words in **boldface** below are part of the language of the newsroom.

to provide **frontings** — first drafts of the first few paragraphs of their story as they expect it to develop.

### 2:30 PM

The ad **scratches** — layouts of each page showing which ones have advertising and where it will be placed — are delivered to the newsroom. The News Design Department decides how much of the available space each section will get and distributes the layouts showing each department’s space, or **news hole**.

### 3:30 PM

Departments hold their **turnaround** meetings, attended by the editors who have been working throughout the day and the newly arriving night editors. They discuss the stories on the noon list and decide whether they have enough room for all of them.

### 4 PM

The Page 1 meeting is held, presided over by the top available masthead editor. Representatives of every desk **pitch** their best stories for a spot on Page 1 and answer — or promise to find the answer to — the often spirited questions from their colleagues and the top editors. The masthead editors decide which of the many stories will be among the half-dozen Page 1 articles. They also select

**refers**, the stories that will be mentioned in a line or two at the bottom of Page 1, and the photographs for Page 1.

### 5:30 PM

The features departments reach their deadline, with copy editors finishing the last headlines, completing the final editing and **closing** all of the pages. On other desks, night editors, copy editors and page designers are at work on the late stories.

### 9 PM

By 9 p.m. they will be **on deadline**, closing different editions of the newspaper at intervals of an hour or two. As each edition closes, some editors will scan page proofs looking for errors that need to be corrected for the next edition.

### 1:30 AM

The late editor on the News Desk, the overall supervising desk, rings a bell to signal **the goodnight**, the end of the daily cycle. Around the nation presses are rolling, and loading docks are frenzied as papers are printed and delivered, waiting to be picked up by awakening readers. And in those bureaus on the far side of the world, reporters are already at work on articles for the next day’s paper.