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ABSTRACT

The purpose of this booklet is to examine the nature and growing responsibilities of the daily newspaper in an era of ferment and change. It is intended primarily as an instructive guide to upperclassmen in high school, where career decisions begin to take shape, but it is also of value to college students and researchers. Career opportunities on the daily newspaper, educational requirements for reporters, salaries for beginners and professionals, and chances for advancement are discussed. Chapters include: "Health Report: Strong, Vigorous, Still Growing," "The Editorial Side: Getting the News for the Newspaper," "The Business Side: You Can't Publish with Red Ink," "From Typewriter to Reader: An Era of Technological Change," and "The Big Question: A Newspaper Career for You?" (RB)

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Your Future in Daily Newspapers

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FOUNDATION

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Foreword

While this booklet is intended primarily as an instructive guide to upperclassmen in high school, where career decisions take form and shape, we hope that its factual content will also be of value to college students and researchers seeking a general understanding of the structure, nature and growing responsibilities of the daily newspaper in an era of ferment and change. We are grateful to the Associated Press, Harris-Intertype Corporation, the Richmond (Va.) Newspapers, the South Bend (Ind.) Tribune, the St. Petersburg (Fla.) Times and Independent, the Washington (D.C.) Post and the office of the Hon. Edward M. Kennedy for their cooperation in providing this booklet's illustrations. We are also grateful to The Newspaper Fund for their help in copy revision and updating.

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Introduction

Your decision of a lifetime

It's a fair assumption that, having opened this booklet, you are at least tentatively interested in a newspaper career. It's an equally fair assumption that you would like candid, objective answers to some important questions.

Such as:

- What exactly is a newspaper reporter's job like? What are the educational requirements for a reporter? What are the other newsroom jobs like?
- How is the pay for a beginner? For an experienced pro?
- How strong are the chances for advancement? What are the limits?
- What are the career opportunities in other departments of the daily newspaper?
- How healthy is the daily newspaper field? Is it expanding? Is television outdating the newspaper?

Long chapters — indeed, volumes — could be and have been written on some of those questions. But we will try within these pages to supply the main facts you need and deserve in weighing your personal decision of a lifetime.

I. Health report: strong, vigorous, still growing

Daily newspapers today are in the midst of their most dynamic expansion in history. They rate high among the growth industries of the United States.

The significant barometer is not the consolidation that has taken place in some central city areas, but rather the phenomenal growth of newspapers in general and of suburban and small and medium-sized urban dailies in particular.

Since World War II, and with only minor fluctuations, the number of daily newspapers in the United States has remained stable — at approximately 1,750.

But within that framework of stability there has been tremendous, continuous growth:

- From 1946 to 1972 total circulation rose from 50.9 million to 62.5 million, a gain of more than 22 per cent.

- Newspapers still attract the largest portion of the advertising dollar. In 1972 that portion was 30.0 per cent. This is much larger than the sum of the shares of television and radio, 17.2 and 6.7 per cent.

- Between 1946 and 1972 the average number of pages in daily newspapers doubled.

- Capital outlay by daily newspapers — that is, investment in expansion, modernization, new equipment and machinery, and entire new plants — now exceeds \$250 million a year.

- The new technology and equipment now being put into use by the newspaper business promise better newspapers in the future.

- The newspaper business is larger than most manufacturing industries in the United States. Newspaper employment of 380,500 in 1972 compares with 248,500 in 1947. That's a gain of 53 per cent — well above the 41 per cent rise in U.S. employment generally.

- More to the point, all the respectable predictions indicate a continuing upward trend.

- Forecasters at the Bureau of Census expect the number of American households to increase by perhaps as many as 17 million by 1985.

That would mean 17 million more potential customers for daily newspapers.

The optimistic view, and not unduly so, is that those 17 million potential customers may buy more than 17 million copies of daily newspapers. Multiple readership — that is, the habit of reading more than one newspaper — is expected to increase because of at least three trends: an increasingly better educated population; a population with more leisure time; and the renaissance of mass transportation, where one can read while riding.

By any measurement, the health of the U.S. daily newspaper field is excellent. Tomorrow's prospects look even better. Especially is this true of newspaper employment, both in opportunities and rewards. It is conservatively estimated that 3,500 openings occur each year in daily newspaper editorial departments. Many analysts peg the figure closer to 5,000 and expect it to increase in the next decade.

*The complexity
of the printed
word is a
business method
and a tradition.*

Why newspapers are growing

Underlying this impressive pattern of vitality and growth is the central strength of the daily newspaper: its uniqueness.

More than two decades of competition from television have served to reaffirm and reinforce that uniqueness.

As a matter of fact, both radio and TV have made audiences more news-conscious, stimulating their curiosity and causing them to look to newspapers for details as well as background and interpretation.

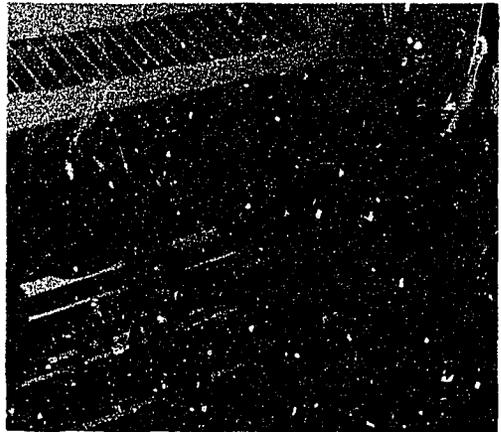
What substitute, after all, could there be for the newspaper's capacity to convey world, national, state, regional and especially local news in depth, breadth and variety — for perusal at the reader's convenience in time and place?

The same, of course, applies to the convenience in presentation and absorption of the advertiser's message.

Nowhere is the daily newspaper more indispensable than in reporting local news. If it weren't for newspapers, the lives of most communities would be chronicled only sketchily, rarely or, more probably, not at all. No other news medium, including broadcasting, can fulfill this function.

The reason is simply one of words. The average newscaster on radio or TV speaks at a rate of 150 words a minute. A 15-minute newscast might have as much as 11 minutes of news, after the time necessary for station identification, program identification and commercials.

But the daily newspaper's columns offer dozens of 15- or 30-minute news-



casts, for a 15-minute newscast is scarcely equivalent to three columns of news in any newspaper.

It is this capacity of the printed word to provide breadth of information that has made reading newspapers such a daily necessity for the person who wants to be truly informed.

At the same time the complexity, profusion and confusion of news from all over — from the civic battleground of a zoning controversy to the jungle terrain of a distant war — has imposed greater demands and responsibilities on the daily newspaper.

But the daily newspaper has responded to these demands through improvements in both personnel and technology, with higher levels of performance in terms of quantity and quality alike.

Such are the exacting journalistic standards of today . . . and tomorrow.

II. The editorial side: getting the news for the newspaper

11

Among average laymen indulging in a game of word association, the reflexive response to the word "newspaper" would probably be "reporter." It's a logical association. To the general public, the reporter personifies the newspaper.

For the young person contemplating a career in journalism the association is even more logical. The reporter's job captures the imagination, and understandably so.

Of all newspaper jobs, the reporter's is closest to the news. He (or she) is the public's eyes and ears.

Most editors—and columnists, specialists and editorial writers—were once reporters. And many of the most seasoned, most dedicated members of newspaper staffs still are reporters and will remain reporters—by choice.

Help wanted: skill essential

The reportorial staff is the largest single component of the newsroom. Obviously its importance can't be overstated. Nor can the talent and training which today's daily newspaper expects and requires of its reporters.

In the parlance of classified advertising, the specifications for a reporter might be stated as follows:

WANTED—Individual with innate curiosity, intelligence, college education (not merely degree), writing ability, typing proficiency. Must have capacity to dig for news and to write it accurately, fully and intelligibly even under deadline pressure. Must possess interest, versatility and skill to reduce complex issues to lucid, simple

English for demanding readers seeking not merely facts but comprehension in era of unparalleled complexity, perplexity, ferment, change.

A tall order? Yes—but this is what readers increasingly demand of their newspapers. So newspapers must demand no less of their writers and editors.

Education, science, medicine, health care, urban renewal, civil rights, racial conflict, finance, taxation, zoning, water supply, water and air pollution, automation, labor relations, the arts, the big business of government—all these are among the daily concerns of today's newspapers and their readers.

The reporter's job is, to put it mildly, more complex. Yesterday's reporter could cover the local education beat and report it largely in terms of routine departmental announcements plus the appointments, schedules, appropriations and miscellaneous news emanating from school board meetings. Today's reporter on the education beat is expected to be conversant—and to make his readers conversant—with such matters as curriculum quality, budgets, bonding, salary scales, federal and state aid, integration, anti-poverty activities and the relative merits of construction proposals and sites.

Even the police beat isn't what it was. The crimes are pretty much the same, but today's police reporter has to be thoroughly versed in the effects and nuances of court rulings which govern arrests, confessions, evidence, arraignments and trial procedures.

How the reporter operates

Deployment of the reportorial staff is determined by the city desk under the direction of the city editor. Assignments of individual reporters tend to follow a regular pattern, but they are always subject to change in matching any given day's available manpower to the demands of news coverage. All schedules go out the window when a major news break requires saturation coverage.

In the normal course, however, a reporter will either be on a beat (education, police, city hall, courts or other standard sources of news) or on general assignment.

In the latter case, the reporter may be assigned to interview a visiting celebrity, cover a convention, attend a special press conference or round up a story of the day's weather.

Either way — on a beat or on general assignment — the reporter may, depending on instructions and deadlines, serve as a "leg" man, phoning in the facts to a rewrite man, or may return to the office to write his own copy.

The good reporter must be prepared to do either on short notice, just as he must be prepared to adapt himself from a beat to general assignment, or vice versa, as the occasion requires.

To be sure, all is not dash and sparkle in the novice reporter's life — or, for that matter, in anyone's life. Into each reporter's career must fall some obituaries and rewriting of press release handouts. The wise novice will accept his share without complaint, realizing that this is part of the

training ground on which his attitudes as well as his craftsmanship are being tested. The bored reporter who makes careless errors in an "obit" is scarcely demonstrating his talent for greater things.

The reporter really capable of greater things is not likely to be assigned long or often to journalistic KP. Underutilization of talent is a luxury no employer can afford.

Copy editing is an art

Once the reporter has filed his or her story, a second important member of the newsroom team takes over — the copy editor. Under sometimes severe deadline pressure, the copy editor "dots the i's and crosses the t's" in preparing the copy to be set in type.

Although numbers vary from staff to staff, newspapers depend on copy editors to put news copy in acceptable form for printing by: correcting spelling, grammar and punctuation; checking names, dates, places and other facts; and writing clear, concise and informative headlines for stories. In addition, many copy editors are responsible for page layouts, photo editing and other news judgments.

Newspapers rely on copy editors or copyreaders to provide consistently high quality copy, not just in terms of content, but in technical terms as well. Because they are the last to see the copy before it is set in type, the copy editor's responsibility to provide "clean" copy is of paramount importance.

Frequently those who operate copy

desks have gained a knowledge of the newspaper and the community as a reporter. But now newspapers are hiring recent journalism school graduates as copy editors.

A newsman's satisfactions

The individual suited by temperament and talent to be a competent newsman will find the work immensely satisfying. High among the satisfactions will be:

- A sense of direct, personal usefulness in a vital profession.
- An atmosphere of camaraderie in working with others sharing common interests.
- The excitement of being "on the inside" of news and in the confidence of newsmakers.
- The opportunity to exercise initiative, independence and judgment.
- The gratification of seeing the results of one's work in print almost immediately.
- The constant, no-two-days-alike variety.

On the other hand . . .

To these job satisfactions must be

added, or from them subtracted, a number of built-in hurdles, among them:

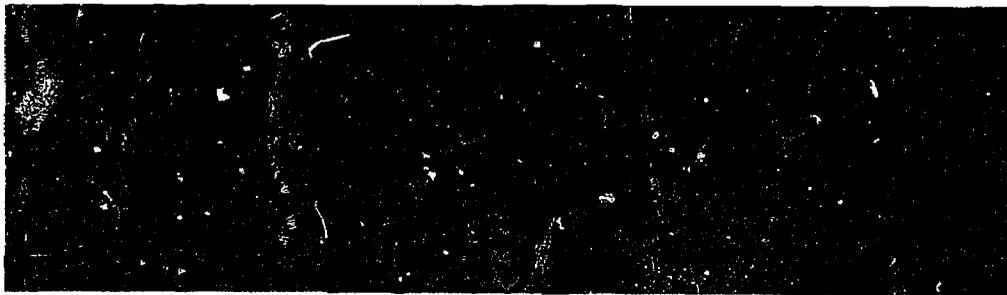
- Relentless pressure of deadlines.
- The exacting nature of the work.
- A need for physical stamina.
- Subordination, when necessary, of personal plans and social life to emergency demands of the job.
- The certainty that honest, objective performance will create enemies as well as friends among news sources and readers.

If newspaper reporting is really for you, and vice versa, the satisfactions will far outweigh the drawbacks and irritations. All jobs have drawbacks and irritations — but few have as many satisfactions.

More room for women

With male enrollments in journalism schools and colleges about twice as high as female enrollments, it's not surprising that women are similarly outnumbered in the newsrooms of daily papers:

But even that proportion is a substantial change in a province that not many



years ago was almost exclusively male. The happy fact of the matter is that more women are choosing newspaper careers these days — and are being hired and welcomed into newsrooms on equal terms with their male colleagues.

Once relegated to the fashions, recipes and household hints of the women's pages, they qualify today for a variety of reportorial and editing jobs on daily newspapers.

For qualified women, as for qualified men, the prospects for satisfying newspaper careers are more abundant than ever.

OK, let's talk about pay

By no means the least of the reasons why newspaper jobs are more satisfying today can be summarized in two words: better pay.

Once low, newspaper salaries are increasingly competitive — with those in related media as well as in other businesses. And they're still going up.

Only the improbable reporters one meets on the Late Show — the besotted wretches faking stories and stopping the presses — are still working 25 hours a day, eight days a week for "peanuts." (Which, come to think about it, was a fairly appropriate reward for their talents).

Besides being better paid, today's reporter — like most salaried employees in and out of the newspaper field — works a five-day week of 35 to 40 hours, gets regular vacations, is protected by

generous sick-pay policies and enjoys an array of fringe benefits that may include health care insurance, life insurance and a retirement plan.

But let's be more specific about pay.

An informal survey prepared for the Associated Press Managing Editors Association found that the average starting salary in the newsrooms of daily newspapers was \$136 in 1972; in 1970 the comparable figure was \$119. The survey included newspapers of various sizes and locations. The range of starting salaries in 1970 was \$97 to \$169, in 1972 the range was \$97 to \$183. No doubt more recent figures will show even further increases.

Into this average, naturally, went a range of figures, some lower but many higher. Salary statistics reflect all sorts of variables, including the size and economic health of individual papers, regional living costs and, by no means least, the respective qualifications of applicants.

Bearing in mind that averages aren't absolutes, let's proceed up the financial ladder.

For competent reporters and copy editors, salaries in the vicinity of \$12,000 after three or four years of experience are not uncommon. The figure may be somewhat lower on small dailies, but may run as high as \$20,000 for reportorial talent on big city papers. Copy editors on larger newspapers generally will receive higher salaries and advance more rapidly to higher editorial positions.

Beyond the normal progression of salary increments, demonstrated merit is the



surest element in the formula for higher pay.

That holds true whether a reporter chooses to remain a reporter or earns and accepts a promotion.

For the seasoned reporter who prefers not to climb the executive ladder, there is a wide range of opportunities. He may branch out as a specialist, feature writer or columnist. On a big daily he may qualify as a special correspondent in the state capital, Washington, even abroad.

For newsmen whose temperaments and abilities qualify them for administrative responsibility, advancement in executive positions will be financially as well as professionally rewarding.

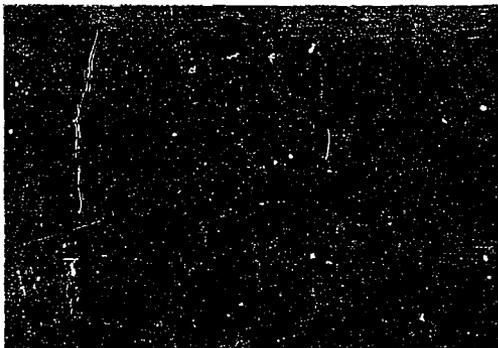
Executive positions on daily newspapers compare favorably in salary with executive positions in most businesses.

The opportunities for financial advancement to quite lofty levels are certainly present. Today's staff, after all, is the source of tomorrow's executives. And the tomorrows of advancement arrive earlier and more often than they used to in the old, relatively static days of journalism. Naturally, the larger a newspaper's staff and the more numerous its departments and special editors, the greater and swifter will be the opportunities for advancement to "middle management" ranks.

To recap the economic prospects, newspaper work today provides a comfortable living — and considerably more for those who excel.

All the same, the main motivation still has to be a special sort of dedication

*Reporter
at work,
all it takes
is concentration,
speed, accuracy
- and talent.*



rooted in a desire for both personal fulfillment and community service.

Who's who in the newsroom

By way of pointing up the diversity of talents as well as the opportunities for advancement in daily newspapers, let's take a brief tour of the newsroom, starting at the office of the head man.

The editor sets the paper's policy, tone and atmosphere. The editor may report to the publisher — or he may *be* the publisher. How much the editor involves himself in writing, editing and direction of the daily operation is largely up to him. But not wholly. His services as arbiter are frequently invoked. Such is the volume of correspondence, memos and telephone calls descending on him that he may sometimes feel he's living in a stereophonic and paper blizzard.

The managing editor directs and supervises day-to-day newsroom operations, his responsibilities varying from personnel problems to calling the choice and

play of the top stories. On some papers an executive editor serves as a buffer between editor and managing editor, relieving the pressures on both.

(There are similar structural variations from one paper to the next in the titles and duties of the entire executive line-up. For present purposes, in order to examine the widest spectrum of titles and individual responsibilities, the newsroom of the large-city daily newspaper is our general frame of reference.)

The city editor and his assistants direct local and area news coverage. They schedule the shifts and assignments of the reportorial and rewrite staffs. Phone calls from "leg" reporters funnel through the city desk to rewrite battery, composed of well-paid pros — usually former reporters — who can write swiftly, accurately and colorfully under the most intense of deadline pressures.

The wire editor — or telegraph editor, as he is still often called — sifts and evaluates foreign and national news from the Associated Press and/or United Press International wire services, plus any supplementary news and feature services to which individual papers may subscribe. The job calls for a high degree of judgment, selectivity and composure.

Coordinating the selection and placement of the major stories — meshing the best of the local and wire news and features into a cohesive, well-balanced, attractive product — is the sensitive responsibility of the news editor or, where the job doesn't exist, of the managing editor.



Depending on the size of the paper, the newsroom complement may include several sub-departments specializing in sports, business and finance, society, women's news, travel and resorts, hobbies and the amusement and cultural spectrum of television, radio, movies, theater, art and music.

The sub-departments may process their own copy — unless, as is often the case, there is a “universal” copy desk through which nearly all copy is channeled.

One exception is editorial page copy — and this brings us to a sensitive, important domain. For if there are two elements of a newspaper that especially establish its individual character, they are the quality of its local news and the effectiveness of its editorials.

On many newspapers the staff includes two or three — occasionally more — editorial writers, usually men with considerable journalistic experience, capac-

ity for judgment and persuasive writing talent.

Since editorials express the opinions of the newspaper as an entity, it follows that major policies are set by the publisher and implemented with day-to-day variations by the editor in conferences with his editorial writers. The editor looks to them for carefully reasoned ideas and suggestions. From the interchange of thoughts at these conferences come the selection and assignment of tomorrow's editorials.

Editorial writers may also choose and process the letters, columns, articles and cartoons that appear on the editorial page. In some cases these chores are handled by a special assistant.

Not necessarily visible during a tour of the newsroom — because generally they're busy in the composing room — are the makeup editor and his assistants. Theirs is the exacting job of “dummying” the pages, then following through in the composing room as printers make up the pages in accordance with the “dummies.” On multiple-edition papers, some pages may be remade several times to keep up with news developments.

The “dummies” are small-scale page diagrams showing which stories and pictures belong where, on the front page and on inside pages, including the “jumps” of stories continuing from Page One.

The makeup editor has to be a wizard in making last-minute changes, trimming stories in type to fit their assigned space and seeing that the completed pages move along swiftly by deadline.

Such is the diverse range of jobs to which the reporter may gravitate and advance — right up to the editor's chair. Promotions tend to be made from the ranks — perhaps not always within a given newspaper but almost invariably within the field.

It does not follow, of course, that some ostensible lines of advancement are always practical. The good reporter is not necessarily a good editor, or vice versa. In such a case, as we noted earlier, the reporter with a flair and a love for digging out facts and writing them skillfully will find other ways to advance — developing as a specialized reporter, feature writer, columnist, political analyst or editorial writer. If his efforts as a columnist are outstanding, if he produces a column that consistently has wide appeal and originality, syndication could make him a fairly wealthy celebrity.

A picture is worth . . .

It is only because we have been dwelling on the written word that we have taken this long to get to the subject of pictures.

Good photographs are more valuable than ever in producing modern newspapers with strong visual appeal and, more than that, enhanced value to the reader. To some extent, the stock portraits and posed shots of committees "planning" things are still inevitable, but they no longer get the "play." What does get the play is the picture, usually candid, that not merely illustrates but enhances a news story — or independently tells its own self-sufficient story of drama,

tragedy or humor in such graphic terms that even the caption lines seem almost unnecessary except as identification.

Photojournalism is a profession unto itself, with no single path to admission and success. It is possible that the innately talented photographer taught only by experience may excel the professionally trained photographer who lacks the indefinable touch of artistic magic. But such is the scarcity of magic that this doesn't happen often. Increasingly the emphasis is on professional education and training. Photojournalism has become an important specialty in the curricula of many journalism schools.

Most daily newspapers have at least two full-time photographers. In addition some papers encourage or even require their reporters to learn the use of a camera. It's a way of insuring that good news pictures do not "get away" for want of a preassigned photographer.

Photographers work through the city desk and departmental editors in lining up shooting schedules. On many papers, both assignments and subject selections are coordinated through a picture editor, who also selects the best of the day's local and wire-service pictures for publication. In consultation with other editors, he decides their column width and routes the prints through the art department for any necessary retouching by staff artists to improve contrast values and crop away extraneous detail.

Newspaper artists also draw maps and diagrams, design montages and layouts of pictures and, now and then, draw humor-



ous sketches to illustrate news feature stories and editorial columns.

The deans of newspaper artistry, of course, are editorial and sports cartoonists — but relatively few newspapers have either, let alone both. Most buy their cartoons, as they do their comic strips and most of their non-local columns, from national syndicates.

The library — more than books

Finally, let's not leave the newsroom without a brief look-in at its invaluable adjunct — the library, or "morgue." No beginning reporter — or veteran, for that matter — can do a complete, knowledgeable job without frequent resort to the

reference volumes, pamphlets, official reports and carefully indexed newspaper clippings compiled for ready access in the library. In recent years the library has become also the repository for microfilms of back issues — a space-saving substitute that will last long after ancient newsprint pages crack and crumble.

Already indispensable to newspapers, the skills of trained professional librarians will be even more in demand in this developing era of "information retrieval." This revolutionary technique will provide instant access not only to the newspaper's own files but to a wide array of outside informational resources through an efficient electronic hook-up.

The vista for newspaper librarians is more fascinating than ever.

The road to the newsroom

"From Copyboy to Editor" might have been a plausible success story in Horatio Alger's time, but it's most improbable today — unless the copyboy happens to be a college graduate. There are fewer and fewer exceptions to the requisite of a solid college education for a creative job in the newsroom of any U.S. daily paper.

Ideally, the preparation should begin even before college.

High school journalism courses, if available, are a logical start. So is spare-time work for the high school newspaper or other school publications. So, if possible, is a "stringer" job as high school campus correspondent for a local newspaper.

The prospective journalist should learn touch-typing as early as possible — and by practice work up a speed of 50 or 60 words a minute. A knowledge of shorthand is extremely helpful.

Surely it is axiomatic that the young man or woman interested in a professional newspaper career will be a newspaper reader — a regular reader of local papers and at least an occasional reader of available out-of-town papers for comparison of styles, formats and techniques.

For a first-hand sample of newspaper atmosphere and a candid glimpse of the realities of newspaper work, there's nothing like arranging a visit with the

editor of a local daily. Write to him explaining your interest and asking for an appointment. (Usually his name can be found in the "masthead" on the editorial page.) If his schedule permits, he will be delighted to welcome you for a chat. If his appointment pad is overcrowded, he will arrange for an associate to meet with you.

Either way, you will have an opportunity to ask questions and get frank answers. And the odds are also very good that you'll be given a personal tour of the newsroom and the rest of the plant.

If the spirit moves you, arrange also to visit other editors in nearby cities to retest your impressions and make meaningful comparisons with other papers.

Perhaps in your rounds you will find it possible to borrow, from a library or newspaper office, copies of newspaper trade publications — such as *Editor & Publisher*, a weekly magazine that concentrates on news about newspapers and carries help-wanted ads that will give you a fairly representative view of job opportunities and pay for beginners as well as experienced newspapermen.

Your school and public libraries can provide you with additional material on newspaper careers. Your guidance counselor will of course assist you in the choice of likely colleges.

That brings us back to the inescapable subject of college. For, no question about it, college more and more has come to be a prerequisite for achievement and financial advancement in the newsrooms of daily newspapers.

There is an unresolved debate among some educators, and among some editors, on whether prospective newspaper reporters and editors should concentrate on journalism or liberal arts. A few editors actually prefer applicants who have spent full time in liberal arts and have had no journalism courses at all.

The prevalent compromise, however, is heavy emphasis on liberal arts, supplemented by the basic journalism courses in reporting, editing, libel law and typography — essentially the kind of journalism curriculum offered by the good journalism schools. With this background, the journalism graduate has a grounding not in journalistic techniques alone, but in a basic understanding of the press and its essential role in a free nation. Besides, the graduate's first employer doesn't have to start from scratch in job training.

In fact, trying to draw a contrast between liberal arts and a journalism education is a futile exercise. The accredited schools of journalism require their students to take 75 per cent of their total course work in non-journalism disciplines.

Which liberal arts courses will be of value to young men and women planning newspaper careers? A good many — but certainly history, American and English literature, urban affairs, sociology, philosophy, psychology, political science, economics, finance (especially municipal finance) and government.

The more direct writing experience the college student can log, the better. If

there is a campus newspaper, the student will be smart to join up as a staff member or contributor and to write all he (or she) can — news, features, interviews, editorials, reviews. The campus paper also provides valuable training and practice in editing copy, writing headlines, dummying pages, supervising makeup, seeing the paper through “to bed.” This is a journalism curriculum all by itself. It develops and disciplines young talents — and the experience impresses prospective employers.

Making the summer count

Even more valuable are the growing opportunities for college students to spend their summers in newsroom jobs. Scores of daily newspapers have “internship” programs in which journalism students fill in for vacationing staff members — covering regular beats and major stories, writing special features, working on the copy desk and in out-of-city bureaus.

On some papers this on-the-job training is supplemented by discussion periods — or “bull sessions” — with editors and department heads, and in some cases by workshops conducted by professors from local or nearby universities.

The city editor of one paper which began its program in 1954 and now takes more than two dozen interns every summer was quoted in *Editor & Publisher* as follows:

“They become more important to us every summer. I can't think of an assignment too difficult or too complicated for

them to handle. There are times in July and August when I have as many intern reporters as regulars, because of vacations, and, believe me, I don't know what we'd do without them."

Many interns return to the same papers during all their college summers — earning close to the prevailing starting salaries — and are hired by those papers after graduation. It doesn't always evolve so tidily but, whatever the individual variations, it's a mutually beneficial arrangement for students and for newsrooms.

Colleges and universities, as well as local newspapers will provide the information that the student needs to apply for summer internships. The opportunities are well worth exploring. In fact, they're professionally priceless.

Education doesn't stop

Whether a student's formal college education ends with a bachelor's or an advanced degree, education doesn't stop when the graduate leaves the campus and enters the newsroom of a daily paper.

Beyond the traditional day-to-day education that a newspaper career provides, there is increasing emphasis on industry-sponsored institutes, management development programs and tuition-paid advanced courses in specialized subjects for staffers and executives alike.

It's one more proof that modern journalism is anything but static. Creative skills must keep pace with technological progress in order to meet the exacting requirements of producing today's modern American daily newspaper.



Education doesn't stop when the graduate leaves the campus and enters the newsroom of a daily paper.

III. The business side: you can't publish with red ink

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By no means the least exacting requirement for any successful newspaper is robust financial health.

This brings us to the role of the publisher and to an additional array of daily newspaper career opportunities.

Sometimes, as we pointed out during our figurative tour of the newsroom, a newspaper's publisher may also be its editor. But, even if he isn't, he nonetheless must fill a dual role.

The conscientious publisher's main concern has to be excellence of the journalistic product—the production of the best newspaper possible for the community he serves.

Intertwined with that objective is the necessity to marshal the resources that enable the newspaper to operate at a profit—and thus keep improving its product.

To state it simply, the newspaper is essentially an enterprise in public service. But the newspaper that cannot meet its expenses and build for the future cannot long continue serving its community.

Perhaps it should be axiomatic, but it is not always necessarily so, that a newspaper of high journalistic quality will as a matter of course attract sufficient advertising and circulation to insure automatic prosperity.

Just as a newspaper's editorial excellence does not evolve accidentally, neither does its financial health.

For both there are special talents that must be intelligently applied, special resources that must be skillfully tapped.

It is the responsibility of the publisher to seek editorial excellence, but he has an

equal responsibility to generate adequate revenue so that the paper may publish at all. Accordingly, the enterprise requires competent and creative executives to manage the many components of the "business side," all under the direction of the publisher.

This is why it makes excellent sense for young people with the appropriate talents and interests to consider the career opportunities and rewards in business management, advertising, circulation, industrial relations and other business-oriented areas of the daily newspaper.

A tour of the 'business side'

Like the modern newsroom, business management requires diverse talents. The editor's counterpart in this realm is the business (or general) manager, assisted by managerial executives in the various sub-departments.

Strictly speaking, a newspaper's business management is responsible for all departments except the newsroom. But the major components, for obvious reasons, are the advertising and circulation departments.

First, let us look briefly at newspaper advertising—what it is, how it's sold and the many purposes it serves.

Ads are more than 'commercials'

There's something unique about newspaper advertising—because, as we shall see, it is a wanted and a desired part of the newspaper, not a mere vehicle for financing the news content.

Most newspaper readers, especially women, don't regard "ads" as being simply "commercials." Many read the advertising with as much interest as they do the news—and for a similar reason. They find it helpful and informative. And so it is, in planning everything from marketing lists to wardrobes, from vacations to the family's next car. Not the least of the advantages of newspaper advertisements is that they can be read—and re-read and compared—at the reader's convenience.

There are three principal categories of newspaper advertising: general, retail and classified.

General, also known as national, advertising is the advertising of products and services marketed either nationally or regionally through a network of local retail outlets. These ads, most frequently placed in newspapers by advertising agencies, convey the message of the manufacturer or distributor—sometimes supplemented by insertion of the names of local retailers. General advertising is sold most often by a newspaper's national sales representative, usually an independent company located in key cities, that represents a number of newspapers before national advertisers and their advertising agencies.

Retail advertising is local advertising. Department stores, specialty stores and supermarkets are typical retail advertisers. Retail advertising is sold by the newspaper's sales staff—and most effectively sold by salesmen who have an intimate understanding of the newspaper's marketing area and of the retailer's needs. Sales-

men, especially on smaller newspapers, may also require considerable skill as copywriters and art-layout technicians.

As for the third category of advertising, no one needs to be told what classified ads are. Jobs, apartments, houses, pianos, cats, driveway gravel, used cars—you name it and the odds are good that it's represented in the "want ad" columns. Small wonder these are among the most closely and eagerly read columns in any daily newspaper.

Two classes of salesmen sell want ads: First the "outside" staff who call on automobile dealers, real estate brokers and other classified "regulars" and, second, the phone staff, those skilled and efficient salespeople who sell want ads by phone.

Whatever his specialty, initiative and demonstrated results are the salesman's route to higher earnings and career advancement.

On the ladder of advancement, under the advertising director, are usually the three executive positions of general advertising manager, retail advertising manager and classified advertising manager. Also on many newspapers there is a dispatch department manager, who is responsible for handling the flow of corrected proofs to and from advertisers and scheduling ads for the proper issues of the paper.

(Further information on advertising careers is available from the Schools and Colleges Committee, International Newspaper Advertising Executives, Inc., P.O. Box 147, Danville, Illinois 61832.)

A triumph in logistics

Distributing the newspaper is a daily triumph in logistics—over the obstacles of geography, traffic, weather and train, bus, air and post office schedules. This task belongs to the circulation department. Building circulation—within and beyond central areas of coverage—requires keen organizational ability, a sure knowledge of the market and the application of a great deal of determination.

The circulation director (or manager) must function somewhat like the general of a small but highly efficient army of specialists. Under his command are drivers, carrier boys, district field managers, a skilled clerical force, solicitors, troubleshooters and supervisors.

As the “general,” the circulation director has to mastermind and coordinate day-to-day operations while also fashioning the broader strategy for circulation growth.

Who manages the business?

As becomes increasingly clear in our tour, the complexity of a daily newspaper's structure and operations entails a tremendous job of competent business administration.

This includes processing the payrolls, making or approving all purchases (from pencils to presses), billing advertisers and paying creditors, screening credit risks, maintaining records of all transactions, complying with government regulations in filing tax forms and a multitude of other documents, providing the necessary “housing” space and work facilities for em-

Circulation campaigns are more than a hit-or-miss proposition.



ployees and seeing to maintenance and repair throughout the entire plant.

It takes no clairvoyant to perceive in all this a continuous stream of work for auditors, accountants, cashiers, controllers, purchasing agents, credit managers, book-

keepers and trained personnel executives who can help administer the "human" side of the business.

Telling the newspaper's story

We have saved until last in this "business side" tour a look at two departments: promotion and research. Even if the newspaper has no promotion or research department, some department will have responsibility for these important functions.

Organization of the promotion department varies from one paper to another, but the purposes are always the same—to foster public understanding of the newspaper, to tell readers the benefits of newspaper reading and sell the benefits of newspaper advertising and circulation to advertisers and readers.

The promotion department is, so to speak, an advertising and public relations agency which has the newspaper itself as the sole client.

In performing its job, promotion uses many of the accepted tools of public relations and advertising. The typical department will help the circulation department prepare sales literature for a carrier contest. It will prepare sales presentations and folders for advertising. It will detail the advantages of the newspaper's market to national advertisers. It will develop contests and incentive programs for circulation and for advertising. It will prepare promotional advertising for use in the newspaper, on radio and TV, and in other media.

Increasingly important is the necessity

of telling the public about the role and function of the newspaper and the free press. No newspaper can function effectively unless it has the respect and understanding of its own community.

One especially effective program to inform young people about daily newspapers and the role newspapers play in helping people understand the world is the Newspaper in the Classroom program, now used by hundreds of newspapers. Purpose of this program is to foster concern for public affairs among young people and to develop the habit of daily newspaper reading. Newspapers and schools are cooperating under this program to develop the use of the newspaper as a basic educational resource, not solely for discussing current events, but as a valuable supplement to courses in social studies, English and other subject areas.

Students able to understand the newspaper and read it more intelligently are the long-term goals.

The vital tool of research

Systematic research has increasingly become an important tool of newspaper management decision-making. Many newspapers now have full-fledged research departments whose task is to minimize the guesswork and risk-taking involved in newspaper management. In making decisions newspaper executives have found they can no longer depend on "a sixth sense." They need facts; they need information. It is the task of the research department to provide it.

Newspapers are using research in a number of ways. For the editorial department research, for example, is being used in measuring readability of type; in gauging reader opinion about editorial policy; and in determining how different sections and pages of the paper are read.

For the circulation department research studies are conducted to help improve carrier services; for revealing the most effective kinds of sales promotion programs; and for determining reader attitudes toward the newspaper.

The advertising department is concerned with using research to study the newspaper's market, determining educational and economic levels, purchasing power, shopping habits and other characteristics of the local population. Local audience research is valuable to the paper for describing to advertisers the kind of audience the newspaper serves.

Basically all newspaper research is aimed at one important goal: making a better product each day for an ever increasing number of readers.

Where do you start?

With their diverse outlets for creativity and enterprise, the fields of business management, advertising, circulation, promotion and research rate high as career opportunities.

The newspaper is one of the focal points of business activity in any community. It is the community's marketplace, the driving force behind a community's economic activity—plus being the servant of its po-

litical life. Work on the business side is financially rewarding as well as personally and professionally rewarding.

Once again this brings us back to the campus. For it is as true of the business side as of the newsroom that virtually all of the modern daily newspaper's creative and executive positions require general as well as specialized higher education.

College preparation for a fruitful career as a newspaper business executive should include courses in management, economics, finance, taxation, statistics, accounting, advertising, marketing, labor relations, psychology, sociology and, increasingly recommended, public speaking.

Although college is not mandatory for all positions on the business side, in general, completing as much formal education as possible will be the key to the best jobs.

Work on the school newspaper, magazine or yearbook can be most helpful in providing the feel of work on a publication. Experience in business, particularly selling either in a store or door-to-door, is always helpful to those coming into a marketing or business career with a newspaper.

As with careers on the editorial side of the newspaper, talking to a professional—a newspaper business manager, advertising director or circulation manager—is most desirable. If you are interested in this area, you should also talk to your high school or college guidance counselor who can provide additional information on advertising and business management.

IV. From typewriter to reader: an era of technological change

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There is one more specialist who must be mentioned, because his career opportunities are greater than ever — and will become more so.

His old title, not yet extinct, was mechanical superintendent. His new title — evolving in direct relation to the accelerated pace of technological change is production or operations manager.

The change in title is not merely semantic. He no longer superintends operations bogged down in changeless routine dating to the last century.

The arrival of a newspaper technological revolution in the 1950's, its rapid development in the 1960's and early 1970's and its seemingly limitless possibilities for the future have created a need for a manager with an extraordinary combination of knowledge and skills in planning and operating a modern newspaper plant.

This new breed of production or operations manager requires a solid background in mechanical or electrical engineering — if possible, both. Some basic knowledge of computer programming would be useful, too.

By the early 1970's technological breakthroughs have come in many areas.

- Optical scanners read news copy typed by reporters and make corrections as instructed by editors.
- In many newspapers, video display terminals, where reporters and editors type on a television-like screen, are already in use.
- Electronic impulses are replacing much of the manpower and paper that

once carried local and wire news copy from the newsroom to the composing room.

- In the composing room computers and phototypesetters are replacing clanking linotype machines.
- Printing plates are being made by new methods and with new materials, plastics and light-weight alloys.
- High speed presses now print as many as 80,000 newspapers per hour on large metropolitan dailies.
- The application of advanced technology in the mailroom has accelerated the counting, bundling, tying and addressing of papers and routed them along conveyor belts to waiting delivery trucks.

Technological change has been labeled automation and cursed as a devil by those fearing it would eliminate jobs in the craft departments. But the statistics of the last 20 years reveal that technological advances in fact resulted in more jobs by gearing newspaper plants for bigger, more prosperous issues — with more news and more advertising.

The big problem today, from the standpoint of newspaper management, is the soaring cost of ever more sophisticated electronic wonders. But this is a problem that ever more efficient management techniques, improved utilization of equipment and cost-saving new technology will solve, thus signaling a new era of better newspapers. Many of these new techniques and technologies are now being developed by research-minded newspapers, equipment manufacturers

and the American Newspaper Publishers Association's Research Institute. Again in the field of technology, as in other areas of the newspaper, research has become a vital management tool for improvement of the product.

But computers can't think

The French have an expression to the effect that the more things change, the more they stay the same.

In the most important sense, this is true of the American daily newspaper. No amount of technological change will diminish the need for creativity and managerial skills. The computer is capable of marvelous accomplishments, but it cannot think, reason or feel.

No, the computer is not about to replace the reporter, the editor, the editorial writer, the legislative correspondent, the columnist, the comic-strip artist.

Nor is it about to cough out decisions and solutions that business management need only ratify. The computer can supply valuable data, but it will come up with no original ideas on advertising, circulation or promotion. The difficult thinking, evaluating and decision-making will continue to be the province of humans.

In fact, humans are going to remain very much in style throughout the premises of daily newspapers — in every job where judgment, discretion and personal contact are indispensable requirements. These are jobs for "knowledge workers," men and women whose skills are

mental rather than manual. By its very nature, the daily newspaper has and will always have an abundance of such jobs.

There are other jobs, too

While in this rather extended essay we have dealt principally with career jobs requiring considerable preparation, we would be remiss if we did not also point out that there is a wide assortment of newspaper jobs — secretarial, clerical and administrative — available to applicants with the requisite aptitudes and training. These jobs correspond closely in duties, and in pay, with comparable jobs in other businesses. The difference is in the extra "lift" of working for a newspaper, being part of the team that is "in on" what's happening in the newspaper's community and world.

Nor should any young man so inclined by his vocational aptitudes overlook the possibilities of a career in the mechanical and technical crafts — from composing room to pressroom — in the daily newspaper field.

However, the opportunities, training and apprenticeship requirements vary so greatly from one area of the country to another that it is difficult to offer even general, let alone specific, advice. Anyone interested in these technical areas should seek information and guidance from his high school counselor or from admissions personnel in vocational or trade schools, in addition to speaking directly with the proper personnel at the newspaper.

V. The big question: a newspaper career for you?

All in all, the word "skill" best describes the central requirement of the men and women who will write, edit, direct, produce and market tomorrow's newspaper.

The greater their creative talents and funds of knowledge, and the more intelligently these are applied, the better will be the newspapers that tomorrow's journalists help produce. And the greater will be the financial rewards and — no less important — that special sense of personal fulfillment in a uniquely satisfying career.

If, having sized up the situation, you sense a happy equation between what you expect of a professional newspaper career and what the daily newspaper will expect of you, we're delighted.

It's time now for you to consider taking the next steps.

- Arrange an appointment for a chat with the editor — or publisher — of your local newspaper.
- Write for college catalogues.
- Ask your school or public librarian for reading matter on a journalism career.
- Write to The Newspaper Fund, P.O. Box 300, Princeton, N.J. 08540, for the latest issue of its Journalism Scholarship Guide, which lists awards, loans and other forms of financial assistance for which you may be eligible.
- If you haven't been reading newspapers thoroughly, start now. And read as many of them as you can with as much regularity and thoroughness as possible.

ANPA

FOUNDATION

American Newspaper Publishers Association (ANPA) Foundation is a charitable and educational organization devoted to strengthening the press in America. It is a public foundation supported by the newspaper business, private foundations and individuals through an endowment fund. ANPA Foundation conducts an organized program with three principal objectives: advancing professionalism in the press; fostering public understanding of a free press; and cultivating future newspaper readers.

ANPA Foundation publishes educational materials, conducts seminars and conferences on journalism education and on the use of newspapers in schools, administers a research program relating to freedom of the press and speech, and conducts programs for the improvement of newspapers, including the training of present and future newsmen and women.

For further information on ANPA Foundation, write:

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