

NEWSROOM OPERATION AND
MANAGEMENT OF
THREE MICHIGAN NEWSPAPERS

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ABSTRACT

NEWSROOM OPERATION AND MANAGEMENT OF THREE MICHIGAN NEWSPAPERS

By

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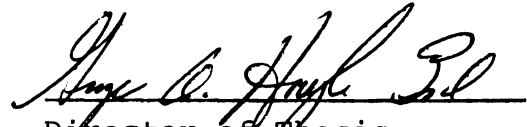
Little has been written in professional journals about the newsroom organization and practices of American daily newspapers. That is, the nature of the jobs involved in reporting and editing the news of a community and how those in the newsroom go about their duties. This study examines the jobs of the forty-one persons who report and edit the news of Saginaw, Michigan, for the Saginaw News. It is not a content analysis, but rather a description of their work. The study explores some seemingly simplistic topics, such as hours worked in the News office versus hours spent working at home. It also touches some areas with deeper meaning and implications, such as reporters' perception of the origin of story copy. Simply, do reporters think they are digging for stories or do they merely settle for the routine, the expected job of reporting? What do their superiors say about their work? To better understand the operation and management of the News, two other

newspapers were studied, the Lansing State Journal and the Detroit Free Press. They were included to determine if newsroom organization was different for reasons other than differences in circulation.

Each News editor, reporter, copy editor, photographer and others with an involvement in newsroom operations was interviewed. Also interviewed were the managing editors of the State Journal and the Free Press. It was found that newsroom operation and management of the News and the State Journal were remarkably similar, much of which is attributed to similarity in circulation. The Free Press organization differed dramatically, particularly in city desk operations. Although circulation differences play a significant role in these differences, the Free Press city desk organization is dominated by management and news philosophies not readily apparent in the other two newspapers studied. The bulk of this study is concerned with the Saginaw News, where the reporting staff, particularly, is young, college-educated and inexperienced. It was found that reporters receive minimal supervision, despite their inexperience. But they also reported that this freedom was appreciated. And they saw few traditions or persons often accorded preferential news treatment that stood in their performance of quality reporting.

This is a study of a newsroom in transition. When research was conducted, most reporters had been on their assignment about three months.

Accepted by the faculty of the School of Journalism,
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By

Edward Cleary Hutchison

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INTRODUCTION

The press, like any other institution, comes under great criticism from those who do not fully comprehend the intricacies of the Fourth Estate. Even those within the press, and supposedly knowledgeable about its operations, find much amiss. Much of the criticism involves the content of the daily news package. Critics claim too much is left out, the wrong emphasis used, a fact misplaced; simply, that the press does not "tell it like it is." Some of this misunderstanding could be resolved if the news gathering operations of the newspaper were better understood. This study, then, is an attempt to clear away some of the mystery.

The study examines the newsroom operation and management of three Michigan daily newspapers, the Saginaw News, the Lansing State Journal and the Detroit Free Press. The Saginaw News will be studied the most extensively of the three for several reasons. In terms of circulation and geographical area covered by its news staff, the News is representative of the newspapers serving Michigan readers. Although the State Journal is an evening newspaper and in the same circulation class as the News, it must cover news

of state government as well as local news because of its location in the state capital. The State Journal, then, is somewhat atypical of Michigan newspapers. The Free Press is not typical either. It is a metropolitan morning newspaper with a large circulation outside Wayne County.¹ Another reason for choosing the News for fuller examination is that the author has worked two summers as a reporter for the News and is familiar with its operations.

In attempting to clear away some of the mystery of the newsroom, each News reporter was questioned to determine how his beat or assignment is organized, assignment procedures, decision making, hours worked and the division of authority between the reporter and his editor and reporters among themselves. This and other information was compiled and organized into tables, whenever possible, and will be presented in tabular form and with explanatory comment that should provide insight into the jobs of reporters at the News.

The editor, managing editor, news editor, city editor and assistant city editor were also questioned. They were asked about their editing and layout responsibilities, methods of covering news of Saginaw, the extent to which reporters create their own assignments and their

¹ Audit Bureau of Circulations, Audit Report Detroit Michigan Free Press, A Report Prepared by the Audit Bureau of Circulations (Chicago, March, 1970), passim.

involvement in the total news operation. They were also asked about news conferences among themselves, with reporters and other department heads as well as other questions aimed at determining how they perform their jobs.

And, to provide a complete look at the newsroom, copy editors, photographers, librarians and other personnel were questioned, not as extensively as others in the newsroom, but to at least determine their involvement, or lack of involvement, in the daily news operation.

In addition to job related questions, all those interviewed were asked about their education and employment background. Data from these questions will be presented largely through the use of tables.

The State Journal and Free Press were also examined, but in much less detail than the News. Descriptions of the newsroom operation and management of these newspapers is presented largely through charts, accompanied with some commentary, which explain and contrast operational differences with the News.

This study, then, is a detailed examination of the Saginaw News news gathering operations. Emphasis is placed on the city desk because it is the largest department within the newsroom and especially since it is responsible for coverage of what the News can alone cover best--the city and all its attendant problems.

This is not an analysis of news content, but instead a study of those who work for the News and how they do their job. It is hoped that this study will provide some new light on news gathering procedures, as well as preserve for future researchers and historians, a picture of the newsroom operation and management of a medium-size American daily newspaper--the Saginaw News in 1971.

CHAPTER I

REVIEW OF THE LITERATURE

Library shelves and professional journals abound with scholarly works analyzing the newspaper and its role in a free society. The same sources yield page after page telling of those in the industry bemoaning the belief that no one seems to know or appreciate the problems faced by reporters and editors. Also in abundance are books that slickly glamorize the news industry; that tell of great and heroic deeds performed by fearless and high-minded editors and reporters.²

But remarkably little is to be found that is directly related to everyday newsroom operations: Who does what and how in the department responsible for gathering and editing the daily news.

²This is particularly evident in an examination of Warren C. Price's annotated bibliography, The Literature of Journalism (Minneapolis: University of Minnesota Press, 1959). Of the 3,147 items in the Price bibliography, 1,325 are either history or biographical entries. An additional 800 entries are found in the "Narratives of journalists at work and anthologies of journalistic writing" and appraisals, ethics and law of the press categories. Within the "Management of the Press" section are to be found only 119 items, most of which deal with advertising, circulation and production problems.

Perhaps typical of text material is Principles of Newspaper Management, written by James E. Pollard and published in 1937. Of the twenty-two chapters in this study, only one is devoted to newsroom organization while nineteen chapters discuss circulation, advertising, and promotional problems. The chapter on newsroom organization discusses only types of management and includes a few organization charts of newspapers of varying sizes.³ Another study is Newspaper Business Management by Frank Thayer. Published in 1954,⁴ it is somewhat more detailed than the Pollard volume in discussing newsroom operation, but at best, provides a brief sketch of the personnel involved in the newsroom. The most detail Thayer achieves in this area are time schedules of city editors of the Chicago Tribune and Chicago Daily News.⁵ Even more recent works such as Newspaper Organization and Management, by Frank W. Rucker and Herbert L. Williams⁶ devote little space to discussion of the newsroom, but instead concentrate on business operations.

³James E. Pollard, Principles of Newspaper Management (New York: Mc-Graw Book Company, Inc., 1937), pp. 17-32.

⁴Newspaper Business Management is a revised and somewhat fresher version of a similar text written by Thayer, Newspaper Management (New York: D. Appleton-Century Company, 1938).

⁵Frank Thayer, Newspaper Business Management (New York: Prentice-Hall, Inc., 1954) pp. 56-60.

⁶Frank W. Rucker and Herbert L. Williams, Newspaper Organization and Management (2nd ed., Ames, Iowa: The Iowa State University Press, 1965), pp. xi-ii.

Journals such as Nieman Reports, Journalism Quarterly, Columbia Journalism Review, Public Opinion Quarterly, and trade publications like Editor and Publisher or the Quill yield little more in understanding of the operation of the newsroom. However, a few studies of interest, which discuss involvement of publishers and editors in the news operation and analyze staff behavior and characteristics, have been published in various periodicals.

Among those that will be discussed in depth include a study that questions the activity of publishers in directing newsroom decision making, an essay that suggests publishers maintain a hands-off attitude in news operation because of possible court intervention, a study that examines editors' perception of newspapers in various behavioral models and a study of the problems of control of a newspaper and its effects in a one-newspaper city.

The study of publisher involvement in newsroom decisions was conducted by David R. Bowers through questionnaires mailed to all managing editors, or their equivalents, listed in the 1966 edition of Editor and Publisher International Year Book. Managing editors were chosen because Bowers contends they are most frequently the news employee to receive whatever instructions may be issued by a publisher.⁷

⁷David R. Bowers, "A Report on Activity by Publishers in Directing Newsroom Decisions," Journalism Quarterly, XLIV (Spring, 1967), pp. 43-52.

The daily newspapers surveyed by Bowers were divided into three groups: Those under 15,000 circulation; those 15,000 to 74,999 and those with circulations of 75,000 or higher. A geographic split into nine areas was also made. Questionnaires returned represented about 49 percent of the total United States daily newspaper circulation.

The questionnaire referred to news coverage only and did not include editorial, columns or opinion matter. The basic question asked managing editors was whether or not the publisher, or his representative, requested or directed the use or non-use of content or display in certain news areas. His findings follow:

--The closer the geographic proximity of the subject matter, the more active was the publisher in directing the news gathering operation. In directing local news coverage, Bowers found that 11 percent of the publishers surveyed (through their managing editors) were active all the time or often in news direction. Approximately two-thirds were reported either seldom or never active in directing local news decision making.

--The publisher is most active in papers with circulations under 15,000.

--Activities of the publisher are higher in areas which may affect the revenue of the newspaper than in

issues such as politics, race, or war. Bowers found that a "sizable" number of respondents said they received direction from the publisher to print news about advertisers or news of their newspaper and its employees.

--In papers of circulations of 75,000 and higher, Bowers found that when publisher activity was detected, such activity was directed more at content or display than in the use or non-use of news.

--About 25 percent of the managing editors responding said the publisher was never or only seldom active in newsroom decisions.

The Bowers findings have an important implication for this study. Since publisher interference was found to be negligible, it is reasonable to exclude the question of such interference with the Saginaw News and instead concentrate on an exhaustive study of the newsroom.

A somewhat different outlook of the publishers' lack of interference comes from Dana L. Thomas writing in Barron's.⁸ Thomas observes that publishers' hands-off attitude, particularly in group newspapers,⁹ is more from

⁸Dana L. Thomas, "Lords of the Press? Political and Legal Hurdles are Mounting for 'Monopoly' Newspapers," Barron's, July 8, 1968, p. 5.

⁹Each of the newspapers examined in this study is a group paper. The Saginaw News is a member of Booth Newspapers, Inc.; the Detroit Free Press is one of the Knight

a fear of possible court intervention than a belief in editorial freedom for the editors. As the United States Supreme Court is tending to discourage monopoly ownership of newspapers, publishers are becoming increasingly aware of the need to take a cautious disinterest in news decision making, Thomas claims.

Another study that questions the mechanics of the news content is that of behavioral models utilized by the editor. John DeMott notes that editors often explain their newspapers with models borrowed from other disciplines. Such models include political, commercial, clerical, historical and recreational functions of the newspaper.¹⁰

For example, DeMott considers a newspaper using the political model as disinterested in power for its own sake. The newspaper is not the community's ruler, but its most disinterested citizen. The editor or publisher sees his subscribers as constituents.

With the commercial model, the editor or publisher sees himself as a businessman with a product to sell. The product and its quality rather than political impact or influence becomes the newspaper's chief consideration. This model embraces the philosophy that "the customer is always right."

papers and the Lansing State Journal is a Federated Publications newspaper, now a part of the Gannett group.

¹⁰ John DeMott, "Behavior Models for the Editor," Nieman Reports, December, 1969, pp. 21-24.

The editor or publisher using the professional model envisions the newspaper as a hospital, providing a specific service to the individual client rather than to the public.

With the clerical model, the editor or publisher decides it is his job to make moral judgment of community affairs. In this model, the editor is tempted to become increasingly moralistic and more given to viewing community events with alarm.

The editor or publisher in filling the historical model sees the newspaper as "history on the run," or the "first rough draft of history." The editor is the intellectual, engaged in scholarly work.

Finally, the recreational model: The editor puts his chief emphasis on the newspaper's entertainment function. The call is for journalistic "grandstanding and showboating" in styles established in the days of Hearst.

Another study of significance is by Charles E. Swanson, who set out to investigate the general problem of control of a newspaper and its effect in a one-newspaper city.¹¹ His conclusions were reached in observations from October, 1946, to May, 1948, of a newspaper published seven days weekly, with a daily circulation of 20,000 to 30,000.

¹¹ Charles E. Swanson, "Midcity Daily: The News Staff and Its Relation to Control," Journalism Quarterly, XXVI (March, 1949), 20-28.

The newspaper had had no competition in the city for twenty years. Swanson named his very real, but disguised, newspaper the Midcity Daily. From extensive interviews, Swanson drew the following conclusion:

--A questionnaire circulated among 25 staff members indicated that the business group, including businessmen, the Chamber of Commerce and advertisers was the only group of significance, outside the newspaper staff, in deciding what was to be printed in the Daily.

A series of questions measured staff opinion of the Daily's policy and its relation to control of the news. The findings are significant and worth repeating here, in part:

This newspaper allows 'policy' to affect its news columns. Strongly agree, 4 percent; agree, 36; undecided, 12; disagree, 36; strongly disagree, 16.

Regardless of orders to write fair and unbiased news, this newspaper expects me to slant news in favor of the side its policies and interests usually support. Strongly agree, 0 percent; agree, 8 percent; undecided, 12; disagree, 32; strongly disagree, 48.

In my experience with this newspaper I have had stories played down or killed for 'policy' reasons. Strongly agree, 4 percent; agree, 28; undecided, 16; disagree, 36; strongly disagree, 16.

Swanson's conclusions are interesting:

Operations of this newspaper showed the inadequacy of a definition of 'press monopoly' which implies that authority of 'all' newspaper owners is absolute over the news function of editing-writing and other

groups. Individuals within the groups traded opinions came to a degree of consensus and acted. They then repeated the process. Some member of the editing-writing group shared in every decision on printing or not printing the news about Midcity.

The Swanson study is of value here, as is the Bowers study, if for no other reason than that it dispels common conception that the publisher or editor is the only man that makes decisions about the news content of the newspaper. Once again, armed with this supportive evidence, the study of the Saginaw News takes on greater significance and validity with the knowledge that other studies have indicated that a great amount of control rests with the city desk and other editors of the newspaper rather than only with the publisher.

Other research findings that will be discussed briefly here center around personnel considerations; staff size compared with circulation and the professional background of the staff.

Eric Odendahl, in a 1964 study of the college backgrounds of newsmen, found that 58 percent of American newspapermen are college graduates.¹² This is an increase of more than 3 percent since a similar study was conducted in 1953. Of these, about 26 percent are graduates with majors in journalism, a decrease of less than 1 percent since the

¹²Eric Odendahl, "College Backgrounds of Staffs of American Daily Newspapers," Journalism Quarterly, XLII (Summer, 1965), 463-4.

earlier study. Graduates in the liberal arts field constituted 27 percent of the college-trained staff, an increase of more than 3 percent since 1953.

Other results showed that the staff of 15 so-called prestige newspapers had about a 66 percent college trained staff, compared to a 70 percent showing of a similar ranking of newspapers in the 1953 study.¹³

Odendahl obtained his data from a list of 109 newspapers, selected by questioning every twentieth newspaper listed in the 1964 edition of the Editor and Publisher International Year Book. His study replicated an earlier study conducted by Keen Rafferty and Leonard L. Jermain.¹⁴

Another study of significance here is concerned with newspaper staff size and its relation to circulation.¹⁵ The late Paul J. Deutschmann found that for each 10 percent increase in circulation, an increase of approximately 8.7

¹³The "prestige" papers were selected by journalism faculty. The fifteen are: The New York Times, the Christian Science Monitor, the Wall Street Journal, the St. Louis Post-Dispatch, the Milwaukee Journal, the Washington Post, the New York Herald Tribune, the Louisville Courier Journal, the Chicago Tribune, the Chicago Daily News, the Baltimore Sun, the Atlanta Constitution, the Minneapolis Tribune, the Kansas City Star and the Los Angeles Times.

¹⁴Leonard L. Jermain and Keen Rafferty, "College Backgrounds of Staffs of American Daily Newspapers," Journalism Quarterly, 31 (Fall, 1954), 491-4.

¹⁵Paul J. Deutschmann, "Predicting Newspaper Staff Size from Circulation," Journalism Quarterly, XXXVI (Summer, 1959), 351-3.

percent in editorial staff size should follow. Deutschmann cautioned that this formula loses accuracy with newspapers of greater than 200,000 circulation. A newspaper with a 60,000 daily circulation, Deutschmann says, should have 42.9 editorial employees. The September, 1971, Audit Bureau of Circulations report showed that the Saginaw News then had a circulation of 60,288.¹⁶ The News' editorial staff, including editors, reporters, copy editors and photographers; the number implied but not specified in Deutschmann's study was 41.¹⁷

What has been presented here represents the best of the little research so far reported that is applicable to this study. It has been presented in detail so that it may be referred to in the discussion that follows.

¹⁶ Audit Bureau of Circulations, Audit Report Saginaw Michigan News, A Report Prepared by the Audit Bureau of Circulations (Chicago, October, 1970), p. 3.

¹⁷ Harold V. Lappin, private interview with the author, Saginaw, Mich., June, 1971.

CHAPTER II

THE PRESS IN SAGINAW:
PRESENT AND PAST

Saginaw, Michigan, had a population of 91,849 when census takers made their rounds in 1970¹⁸ and, like virtually all cities of that size, is a one-newspaper city. Within the Audit Bureau of Circulations city zone, from which almost two-thirds of the newspaper's 60,767 evening circulation is derived,¹⁹ the Saginaw News is the only daily newspaper serving a population of approximately 160,000.²⁰ The city zone includes the cities of Saginaw, Bridgeport, and Zilwaukee; Carrollton and Saginaw townships and a part of Buena Vista Township.²¹ Other newspapers circulate within the ABC retail trading zone, which includes

¹⁸United States Department of Commerce, Bureau of the Census, United States Census of Population: 1970, Final Population Counts, Michigan. Advance Report PC (VI) 24 (Washington, D.C.: Government Printing Office, 1971), p. 3.

¹⁹Audit Report: Saginaw Michigan News, p. 3.

²⁰Final Population Counts, p. 13.

²¹Audit Report: Saginaw Michigan News, p. 4.

a population of almost 405,000²² in all of Saginaw, Tuscola, and Gratiot counties as well as parts of Midland, Bay, Clare, and Isabella counties.²³

Two weekly newspapers are published in Saginaw, the Press, with a circulation of 1,459 and the Township Times, with a circulation of 3,550. Within Saginaw County there are four other weeklies, the largest of which has a circulation of 7,551. One daily and one weekly newspaper circulates in each of the portions of Gratiot and Isabella counties that are part of the News retail trading zone. At the northernmost tip of the zone, in Clare County,²⁴ are two other weeklies.

Other dailies circulating within the Saginaw Valley, which is a rough triangular area which includes the cities of Saginaw, Bay City, and Midland, are the Bay City Times and the Midland Daily News. If there could be considered any real news or advertising threat to the News, the Detroit Free Press would pose by far the greatest threat. The ABC reported that as of March 31, 1970, some 6,445 daily and 10,946 Sunday copies of the Free Press were delivered to Saginaw County homes or sold on the news stands. The bulk

²²Final Population Counts, passim.

²³Audit Report: Saginaw Michigan News, p. 4.

²⁴Ayer Press, Directory of Newspapers, Magazines, and Trade Publications (Philadelphia: Ayer Press, 1971), passim.

of these papers were distributed within the city zone.²⁵ Much of this circulation can be attributed to the fact that the Free Press is a morning newspaper.

As Saginaw is now typical in having only one daily newspaper, so also was it typical less than 100 years ago in having several. On a national level, the number of dailies doubled from 850 to 1,967 between 1880 and 1900.²⁶ The development of the press in Saginaw followed the development of two settlements--East Saginaw on the east side of the river and Saginaw City on the river's westerly shores. To better understand the development of those two cities, it is necessary to review a bit of Saginaw's early history.

The earliest white man is said to have come to what is now Saginaw in 1816 to scout a location for a wilderness trading post. Two years later, Louis Campau became the first permanent inhabitant when he established a post to trade with the Chippewa Indians. Then in 1819, Gen. Lewis Cass, who was later to become territorial governor of Michigan and still later secretary of war under President James Buchanan, met with Chippewa chiefs in a house built by Campau. The result was the Treaty of Saginaw, in which the

²⁵Audit Report: Detroit Michigan Free Press, p. 25.

²⁶Edwin Emery, The Press in America (Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1962), hereinafter cited as Emery, p. 513.

Chippewas ceded seven million acres of forest lands to the United States government. Early settlers built their homes on the west shores of the river.²⁷

An early developer, Norman Little, met hostility from those settlers who established their cabins on the west side of the river. Apparently discouraged in his land development efforts, Little shifted his attention to property on the east side of the river where he found somewhat more but still limited success. The area west of the river came to be called Saginaw City and that east, East Saginaw. East Saginaw grew from no residents in 1850 to a population of 3,000 by 1860. The combined population of the two Saginaws was more than 20,000 by 1870, with East Saginaw accounting for about 15,000 of that figure.²⁸

Consolidation of the two towns had been proposed as early as 1859. Each time the idea was suggested, it was promptly abandoned. Residents, particularly those of Saginaw City, claimed the cities would lose their individualism if consolidated. The question was put to vote in 1873 under a proposal that would maintain separate highway and sewer systems as well as separate school and taxing districts, despite consolidation. About all the two cities

²⁷ Saginaw News, March 12, 1967, p. A-1.

²⁸ News, March 15, 1967, p. A-1.

would share was a bridge to be built at the expense of both. The proposal was defeated, largely by west side voters, by a vote of 656 to 104.²⁹ It was not until 1889 when the state legislature ordered consolidation and the writing of a charter for the new city. Court challenges followed the legislature's action, but the forced consolidation was upheld and the first common council met on March 12, 1890.³⁰ Thus, Saginaw was born 74 years after the Treaty of Saginaw was signed.

With that in mind, an examination of the history of the press in Saginaw can now begin. Much will be drawn from the comprehensive Volume I of James C. Mills' History of Saginaw County, Michigan.³¹ Because of the frequency with which early newspapers appeared and disappeared, it will be necessary to consider the development of the press separately; first in East Saginaw and then Saginaw City.

The first journalistic effort in East Saginaw was the Enterprise, started in 1853 by two men who were soon to fail because of insufficient capital and journalistic knowledge to keep the Enterprise alive. The owners sold

²⁹News, March 15, 1967, p. A-1.

³⁰News, March 16, 1967, p. A-1.

³¹James C. Mills, History of Saginaw County, Michigan, Vol. 1: (Saginaw, Mich.: Seeman and Peters, Publishers, 1918), hereinafter cited as Mills, pp. 648-664.

the newspaper in 1854 to Perry Joslin who, with the aid of his partners, soon put it on a solid financial base. The Enterprise went daily in September, 1865, and continued publication until its suspension in Spring, 1873.

The earliest direct ancestor of the present day News was the Weekly Courier, founded in East Saginaw by George F. Lewis on June 16, 1859. Lewis apparently met with success, for in 1868, he joined with three other men to begin publication of the Daily Courier, which circulated each morning except Monday. The Weekly Courier continued publication and seemed to complement its daily companion.

The Daily Courier was sold to S. S. Pomroy who hired Edwin D. Cowles, soon to be a leading figure in that area's journalism, and put him in charge of the news management of the newspaper. Cowles merged the Daily Courier with the Daily Herald fifteen years later. Cowles was editor-in-chief of the Courier-Herald until 1902 when he sold his interests in the business and moved to neighboring Bay City.

The paper was sold to Walter J. Hunsaker of Detroit and Chase S. Osborn of Sault Ste. Marie. Shortly after the purchase, Osborn was elected governor of Michigan and Hunsaker purchased his share of the enterprise. At the time of the sale, the Courier-Herald was the oldest newspaper published in either section of Saginaw. Aside from the Detroit Free Press, it was the only morning newspaper published in the eastern half of Michigan in a region stretching

from Detroit to Lake Superior. Much of the Courier Herald's success has been attributed to its acquisition of an Associated Press franchise in 1902 and its popularity with subscribers in rural areas.

It was apparently the early success of the Courier Herald that prompted two printers, Joseph Seeman and Charles H. Peters, Sr., to establish the Evening News in 1881. Seeman believed that people would have more time to read a newspaper after dinner, potential circulation of an evening newspaper would be greater, and such a paper could attract more advertising than one published for morning distribution. The first issue of the Evening News appeared in the streets of East Saginaw on May 2, 1881. Paid circulation was only 500 and several thousand copies were distributed free.

The Evening News had two major problems that kept it from becoming firmly established for several years. Mills says another morning paper in Saginaw (although he claims the Courier-Herald was the only morning newspaper, outside the Free Press, in eastern Michigan) established an evening edition and thwarted attempts by Seeman to secure membership in the Associated Press.³² The Evening

³²By invoking protest rights, an Associated Press member could prevent the entry of a competitor into the Association until 1945 when the United States Supreme Court ruled that protest rights were an unfair restriction of competition. See *Associated Press v. United States*, 326 U.S. 1.

Express, whose ownership and origins are unclear, had a modern plant, organized staff, a telegraphic news franchise and delivery routes--all necessities that the Evening News would have to establish if it were to be successful.

The Evening News acquired Associated Press membership only after the publisher of the Courier-Herald gave his permission. The Evening Express suspended publication about a year later, leaving the Evening News alone in the afternoon field for several years. Other afternoon papers were started and soon died. The Evening News obtained United Press service after the demise of one of its competitors, the Mail, which with the Journal, another east side publication, gave the Evening News serious competition.

The Evening News changed ownership several times prior to 1910 when Booth Publishing Co. purchased the newspaper. In the spring of 1918, Booth purchased the Courier Herald and merged it and the Evening News to create the News Courier. The name "Courier" was dropped from the nameplate in 1927 and the newspaper became the Saginaw News.³³

The development of the press on Saginaw's westerly shores closely paralleled that of East Saginaw.

³³News, June 15, 1969, pp. D-1,3.

The first printing press was brought to Saginaw City in 1836 by Norman Little. His plans for improvement of the new city, to which he hoped to entice eastern investment capital, included publishing a weekly newspaper and the first issue of the Saginaw Journal was published sometime in 1836. The exact date of its founding and its longevity are not certain.³⁴

The second newspaper in Saginaw City was founded in 1842 by R. W. Jenny. The North Star was published for several years and then discontinued, leaving Saginaw City without a newspaper until March 3, 1853 when L.L.G. Jones began publishing the Spirit of the Times. It is not certain how long or with what frequency that newspaper was published, but a copy dated 1858 has been preserved.

The Valley Herald was another early Saginaw City weekly newspaper. The date of origin is uncertain, but the newspaper began daily circulation in the fall of 1872 and continued until Nov. 28, 1875. Another weekly, the Republican, appeared in 1879. It later became the Daily Republican and was published in the afternoon. Other newspapers in this period were the Saginawian and the Valley News, a semi-weekly paper. Another newspaper, the Daily News, began publication in 1877, and continued for six years. Its origins are not explained by Mills.

³⁴Mills, op. cit., p. 648.

Consolidation of the two Saginaws was just three years away when the Evening Journal was founded in April, 1886. Mills calls the paper a "healthy and vigorous paper, alive to the interest of Saginaw City." During the late 1880's, it was the only daily newspaper published in Saginaw City.

The growth and development of the press in Saginaw followed closely the development of East Saginaw, Saginaw City and, eventually, Saginaw. Without examining circulation records, it is difficult to determine whether the individual newspapers were circulated only on the side of the river where they were published. Although petty rivalries existed between the two Saginaws--and it is probable that the newspapers catered to such rivalries--the diversity of the press in Saginaw can be attributed to the nationwide trend of frequent newspaper births and premature deaths. As the twentieth century approached, the economic realities of the newspaper industry became painfully apparent. What happened in Saginaw in the early twentieth century happened in most United States cities. The trend was for suspension of competing newspapers, mergers with rival papers, the creation of newspaper chains and a concentration of ownerships.³⁵

³⁵Emery, op. cit., p. 514

As Saginaw has grown in population so has the News grown in circulation. As Table 1 shows, circulation of the News has doubled since 1930, while the population of the city of Saginaw has increased about 10 percent. The population of Saginaw County, which according to 1970 census figures was 219,743, has nearly doubled since 1930.

Saginaw is a heavily industrialized city. Of the 62,750 persons over fourteen years of age and working in the county, about 40 percent of these were employed in manufacturing industries. Within Saginaw County are six plants of the Saginaw Steering Gear Division of General Motors Corp., two General Motors foundries, two large bean elevators and several Michigan Sugar plants. Considering this, it is not surprising that 40 percent of the county's work force is in manufacturing-related employment.³⁶

Wholesale and retail trade accounted for almost 20 percent; professional and related services employed 8.7 percent and 6.45 percent was employed in transportation, communications industries and public utilities. These four major industry groups accounted for almost 75 percent of the county's work force, or almost 50,000 workers.³⁷

³⁶United States Department of Commerce, Bureau of the Census, United States Census of Population: 1960, Detailed Characteristics, Final Report PC (1) 24P (Washington, D.C.: Government Printing Office, 1962), p. 24-387.

³⁷United States Census of Population: 1960, Detailed Characteristics.

TABLE 1

The Saginaw News Circulation^a and
Population of Saginaw and Saginaw
County,^{b,c} 1930 to 1970

Year	Circulation		Population	
	Sunday	Evening	City	County
1930	28,370	29,237	80,715	120,717
1935	26,525	26,894	--	--
1940	30,351	30,454	82,794	130,468
1945	37,686	37,960	--	--
1950	42,981	43,244	92,918	153,515
1955	48,228	48,463	--	--
1960	52,044	51,756	98,265	190,752
1965	58,204	57,647	--	--
1970	60,593	60,767	91,849	219,743

^aCalculated from: News circulation records.

^bUnited States Department of Commerce, Bureau of the Census, Population, Vol. III, Part I, Alabama-Missouri (Washington, D.C.: Government Printing Office, 1932), p. 1134.

^cUnited States Department of Commerce, Bureau of the Census, United States Census of Population: 1960, Characteristics of the Population, Michigan, Part 24 (Washington, D.C.: Government Printing Office, 1962), pp. 24-20, 21.

The growth of advertising in the News and the number of columns devoted to news has also shown an interesting growth pattern since 1936. As Table 2 shows, more columns of news were printed than columns of advertisements sold. But by 1945 and continuing today, far more columns of advertising have been sold than columns devoted to news.

With that rather sketchy overview provided, this study will now examine what the News does to fill these news columns.

TABLE 2

Number of Pages and Columns of News and
Advertising Printed, 1936 to 1970¹

Year	Pages	Columns	
		News	Advertising
1936	8,224	37,542	28,250
1940	7,958	34,503	29,161
1945	7,016	25,329	31,130
1950	11,948	36,115	60,587
1955	14,010	43,691	70,032
1960	12,928	39,637	65,092
1965	14,870	43,675	75,285
1970	16,114	53,136	75,776

¹ Calculated from: Circulation records
of the Saginaw News.

CHAPTER III

ORGANIZATION OF THE SAGINAW NEWS

As a member of the Booth group of newspapers, the Saginaw News shares in management techniques that, while not unique, are not commonplace in the news industry. The editor and manager of each Booth newspaper are considered equal in their responsibilities to the publisher, Booth Newspapers, Inc. The editor has responsibility for all news and editorial decision while the manager is in charge of advertising, production and circulation. Within their respective departments are other editors and managers, such as the news editor, city editor, circulation manager, and advertising manager.

Booth newspapers maintain a policy manual that guides department heads in making decisions, but does not specify or suggest editorial or news policies. At the time of this study, the editor of the News, Raymond L. Gover, was formulating a policy book specifically for the News that is to outline broad topics that he considers need clarification. Among issues to be included will be News policies concerning reporter participation in political, civic and other types of organizations.

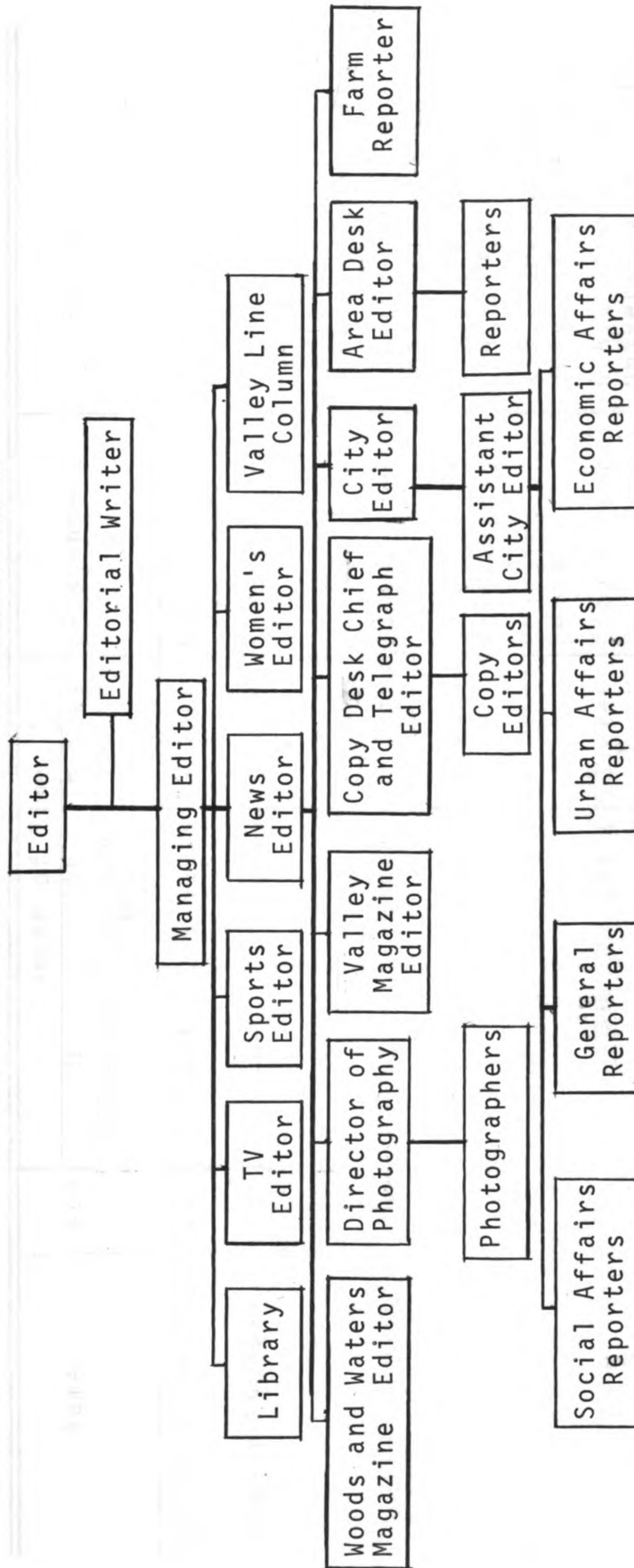
Certain decisions are a matter of both editorial and business concern. For example, the number of columns allotted daily for news copy is a decision based on the number of columns of advertising, which falls under the domain of the business staff, as well as the needs of the newsroom. Such decisions must be made by department heads from both divisions of the newspaper's management.

Because this is a study of the newsroom operation and management of the News, it is important to show, first of all, how the newsroom is organized. An organizational chart is presented in Figure 1 and in profiles listing biographical data of all editors with responsibilities in the newsroom. An explanation of the organization chart is important for a complete understanding of the newsroom operation as it will be discussed in the chapters to follow.

Newsroom supervision, as shown in Figure 1, illustrates that responsibilities are direct and well defined. For example, the news editor supervises, among others, the director of photography and the copy, city and area desks. These individuals also have subordinates. But it is important to understand that these lines of authority between and to the various levels are direct.

For example, although the sports editor appears to be on a higher level than the city editor, he has no supervisory authority over the city editor. Likewise, even though the city editor is on the same level as the area

FIGURE 1
NEWSROOM ORGANIZATION OF THE SAGINAW NEWS



Source: Harold V. Lappin, managing editor.

TABLE 3

Assignment, Experience and Educational Background of Saginaw News Editors

Name	Age	Length of Time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
Daniel I. Brandon	24	1½ years	2½ years	2½ years	Editor "Valley" Magazine	B.A., Journalism Michigan State Univ.
James T. Buckley	36	1 year	10 years	10 years	Sports Editor	B.S., Sociology and secondary education certificate, Central Michigan University
Raymond L. Gover	43	9 months	9 months	20 years	Editor	B.A., Journalism University of Michigan
Wilbur A. Gustafson	52	1 year	23 years	23 years	Director of Photography	2 years college, Linfield College
Harold V. Lappin	60	3½ years	36 years	36 years	Managing Editor	A.B., Journalism, Univ. of Notre Dame
Constance V. Mae Leese	39	3 months	2½ years	18 years	City editor	B.A., Journalism University of Michigan
Michael Middlesworth	33	2 years	2 years	9 years	News editor	B.S. Psychology Hillsdale College
Ronald Minard	30	3 months	3 years	3 years	Assistant city editor	B.A., Journalism Central Michigan Univ.
Frank Szarenski	39	4 months	11 years	14 years	Editor, "Weeds and Waters" Magazine	B.A., Journalism, University of Michigan

TABLE 3 Continued

Name	Age	Length of Time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
Christopher T. Thompson	30	2 years	5½ years	7½ years	Copy desk chief, Telegraph editor	B.A., Journalism Michigan State Univ.
Leslie A. Wahl	57	12 years	38 years	38 years	Area desk editor	High school diploma
Esther M. Way	..	20 years	25 years	25 years	Women's editor	3 years college Marygrove College

Source: Data for this and all following tables was gathered during interviews with editors and reporters of the Saginaw News.

Note: Not included in this profile is Joseph Hart, executive sports editor, and Sally K. Gross, associate women's editor. Data relating to these individuals may be found in tables accompanying their respective departments.

desk editor, the city editor has no authority or responsibility for the content of the area page. Briefly, each box shown on the chart represents a department, or an editor, and that individual is responsible only to the editor supervising, as shown by vertical lines.

Although it may appear that each editor has little or nothing to do with the newspaper beyond his own realm, this, in practice, is not true. As will be discussed later in this chapter, the editors meet at various times during the week to discuss overall problems and news content of weekend editions.

The various levels, as shown on the organization chart, are in no way meant to indicate salary levels. They represent only supervision and organization of those involved in writing and editing the Saginaw News.

The editor of the News, Raymond L. Gover, was appointed to that position in July, 1970. He was city editor of the Flint Journal, another newspaper, for five years prior to his promotion to the News. Before that, he was an assistant city editor and reporter for the Journal. He spent three years as a reporter for the Port Huron Times-Herald before joining the Journal in 1954.

Although total responsibility for the news and editorial content lies with Gover, much of his work involves activities outside the arena of the daily news product. His major contact with the daily news content is through a conference at 9:15 a.m. each weekday with various

editors in the newsroom. At this conference, Gover explained that the news itself is discussed, then decisions are made as to how stories will be played, particularly on page one. In reaching these decisions, Gover said the editors discuss how the story or stories will affect readers. The page is then planned accordingly. Gover said staff-written and locally oriented stories are often used on page one, but that he feels no compulsion to automatically and always include one local story daily on page one. But, as he commented, page one selection is no "big deal. There's no wrenching, heaving, or hawing." Gover said he leaves most decisions largely to the editors involved and maintains a hands-off attitude by allowing them freedom to handle their desks as they see fit.

None of the editors questioned said Gover had ever ordered them to "play" a story in a certain manner. As editor, much of his work is administrative, including community relations and recruiting and hiring of new personnel. He does take an active hand in the development and execution of day-to-day editorial policy. Following the morning news conference, Gover meets with the editorial editor, Charles G. Straddard, to discuss editorials for the next day. Gover said he prefers to print editorials commenting on breaking news, rather than stockpiling editorials of a timeless nature. Many of the editorials are written by Gover.

Next in the chain of command is Harold V. Lappin, the managing editor. Lappin has worked for the News for 36 years. Before his promotion to managing editor, he was news editor for fifteen years. Prior to that, he was a reporter covering several different beats at different times during his years with the News. He has no other media experience.

Lappin described his duties as carrying out news operations according to the wishes of the editor. This involves the implementation of policy and supervision of department heads within the newsroom. Lappin said such direction is largely through advice rather than direct mandate. As was the case with Gover's supervision, editors reporting to Lappin said supervision was received only when his advice was sought. No editor reported any coercion from Lappin. Lappin also said his job is largely administrative, with little or no daily contact with the news content of the paper. His involvement is usually limited to the morning conference with other editors.

As the organization chart shows, Lappin supervises the sports and women's departments, the Valley Line column (a reader service feature), the television magazine and library operations. He also is responsible for editing and layout of the weekly travel page, which is allocated five columns in Sunday editions of the News.

Michael (John M.) Middlesworth is the news editor, a position he has held since coming to the News in 1969 from the Flint Journal where he was a copy editor. He also was editor of the Utica (Michigan) Sentinel for two years. Middlesworth is responsible for selecting stories for page one, acting as liaison with the advertising department and composing room and allocating news space to all news department.

As news editor, Middlesworth is directly involved in the daily news product. His involvement, however, is largely of a supervisory nature. Although the city editor, telegraph editor (who also serves as copy desk chief), director of photography, farm reporter, area editor and "Valley" and "Woods and Waters" magazine editors all report to Middlesworth, he has little daily contact with these individuals. Contact is usually limited to the morning news conference and other less formal discussion during the course of a day. Although he selects stories for page one, he does not edit them or write headlines. In selecting the news, he checks daily with the city and area editors for stories gathered by their reporters that they feel merit front page play. The telegraph editor gives him five wire stories and it is from these and his conference with other editors that the selection of page one stories is made.

The duties of the city editor, Mrs. Constance V. MacLeese; her assistant, Ronald W. Minard and other editors who report to Lappin and Middlesworth will be discussed in chapters to follow.

In addition to the daily news meeting, editors in the newsroom meet each Monday to discuss the content of "Valley" magazine and feature story needs for the weekend papers. Mrs. MacLeese described these conferences as providing the editors with a blueprint for weekend coverage, as well as can be determined five days before. Those attending this conference, in addition to Mrs. MacLeese, are Middlesworth; Minard; Wilbur E. Gustafson, director of photography; Esther M. Way, women's editor; Daniel I. Brandon, editor of "Valley" magazine, and the editor of "Woods and Waters" magazine, Frank Szarenski.

Some of these same editors also meet weekly with the editor and manager and department heads, such as the composing room foreman, the circulation manager and others, to discuss areas of mutual concern. Such areas include deadline problems, greater coverage of circulation areas (such as a recent drive to gain subscribers in Midland), and budget requirements.

Later chapters will discuss and elaborate on departments shown on the organization chart. Because this is basically a study of the newsroom, much of the discussion will center on the city, area, women's, sports, and copy desks

with somewhat briefer discussions of other departments not as directly involved in the daily news product served readers of the Saginaw News.

CHAPTER IV

THE CITY DESK

Certainly the color and individuality of any newspaper stems from its coverage of city and other local area news. It is in these areas that a newspaper can excel in covering what it alone covers best. The city or metropolitan desk of most American newspapers is responsible for such coverage. This chapter will examine the operation of the Saginaw News city desk--what it is, who works for it, what their jobs are, how the jobs are performed and the supervision given reporters while performing their duties.

At the time research for this study was conducted, the News city desk had just undergone a massive personnel change. After the appointment of a new editor in July, 1970, a new city editor and assistant city editor were appointed in December, 1970. With the change in these editorships came changes in reporters' assignments. Other than three "old timers," eighteen months was the longest any reporter had been on his current assignment when research was conducted. Most reporters when interviewed

months. And, the longest any reporter had worked for the News, again with the exception of the three mentioned above, was two and one-half years. A profile of the background and experience of the city desk staff is presented in Table 4.

The city desk, as the name implies, is responsible for assigning and insuring coverage of the news of Saginaw. Almost 40,000 copies of the newspaper's 60,767 evening circulation are delivered to homes in the cities of Saginaw, Bridgeport, and Zilwaukee; and the townships of Carrollton and Saginaw and part of Buena Vista Township.³⁸ Coverage of this area is in the traditional system of reporting. Beats are: county; city hall; townships; police, fire and courts; education; business; automotive and labor; churches and social service agencies, and general assignment. The city editor has created "teams" of reporters to cover these beats. This organization will be discussed later in this chapter.

The city desk presents news gathered by its reporters each day on page A-3--the front page for city and local news. Space allocated to the city desk and relation of this space to the daily news hole is shown in Table 5.

The desk has approximately two and one-half pages to fill on Tuesdays, Wednesdays, and Thursdays. On Mondays, Fridays, and Saturdays, about one and one-half pages are

³⁸Audit Report, Saginaw Michigan News, p. 4.

TABLE 4

Assignment, Experience and Educational Background of Reporters Assigned to the City Desk of the
Saginaw News

Name	Age	Length of Time			Assignment	Education
		On Assignment	With Saginaw News	In News Industry		
Susan K. Myles	22	3 months	9 months	12 months	City hall	B. A., Journalism Michigan State University
Gary L. Schroder	22	3 months	6 months	15 months	Townships	B.A., Journalism University of Missouri
Andrew E. Tessler	24	1 year	2 years	2 years	Police, fire, courts	B.A., Journalism Ohio University
Dennis F. Casteelle	24	1½ years	2½ years		Automotive, Labor	B.A., Journalism Ohio University
Barbara A. Lenoir	25	1 year	2 years	2 years	General Assignment	1 year college
Steven K. Schroeder	26	3 months	2 years	2½ years	Education	B.A., Journalism Creighton University. All class work completed toward M.A., Journalism, Ohio University
Creighton A. Boike	26	3 months	2½ years	2½ years	County Government	B.A., Journalism Michigan State University

TABLE 4--Continued

Name	Age	Length of Time			Assignment	Education
		On Assignment	With Saginaw News	In News Industry		
Chege Mbituru	28	2 months	9 months	1 year	Police, fire	B.A., Journalism Ohio University
William F. Laegler	33	2½ years	3 years	7 years	Churches, social services	B.A., Political Science, Michigan State University All class work completed toward M.A., Public Ad- ministration, University of Illinois
Jack Tucker	57	9 years	33 years	33 years	Business	High school diploma
James W. Henderson	60	5 years	10 years	27 years	Arts, drama, music	B.A., English, Ohio State University M.A., History, University of Chicago
Edward Miller	61	5 years	35 years	35 years	Columnist, general assign- ment	B.A., English Michigan State College
Averages:	34	2.25 years	7.6 years	9.5 years		

TABLE 5

Saginaw News City Desk Budget: Comparison
With Total News Hole

Day	City Desk Budget	Total News Hole	Percentage of News Hole
Sunday	26 columns	205 columns	13%
Monday	13 columns	101 columns	13
Tuesday	20 columns	109 columns	18
Wednesday	20 columns	115 columns	17
Thursday	21 columns	119 columns	18
Friday	14 columns	111 columns	13
Saturday	22 columns	101 columns	22

Note: The Saginaw News uses a 22-inch, 8-column makeup for inside pages. Front page and section pages generally have wider columns.

available. On Sundays, slightly more than three pages are open for city desk copy. Daily variance in these counts is seldom no more or less than two columns.

The city desk has only two daily column commitments: "Valley Line," a page A-3 "action" column and a "Saginaw Day by Day" column, often on page A-4, that lists birth, death, meeting announcements and short one-paragraph police news items.

The city editor is Mrs. Constance V. MacLeese who spent about two years as assistant city editor before assuming her present position in December, 1970. Her assistant is Ronald W. Minard, who spent two years as a county government reporter before his promotion. Mrs. MacLeese and Minard direct the efforts of twelve full-time reporters and a student trainee from Saginaw Valley College. Although three of the reporters have titles, i.e., business editor, arts editor and labor and automotive editor, most of their writing is for the city desk and their immediate supervisor is the city editor. The Saginaw Valley College trainee has not been included in this study. All but two of the city desk personnel are college graduates, and, as Table 4 shows, most of the reporters are well under thirty years of age and have had little journalistic experience outside their work on the News.

Mrs. MacLeese came to the News after spending two years in the Booth Newspaper bureau in Washington, D.C.,

where she was a general assignment reporter. Prior to that she spent two years as bureau chief in western Wayne County for the Ypsilanti Press. Her newspaper experience also includes three years work for Gary and Hammond, Indiana, newspapers, and nine years with the Jackson Citizen Patriot, another Booth newspaper, where she served as assistant city editor, a women's reporter, and a general assignment reporter.

Minard has worked on several beats in the three and one-half years he has been with the Saginaw News, the latest of which was the county government beat. He had no previous media experience before joining the News.

Mrs. MacLeese says her job is comprised of several functions:

1. Directing news coverage and overseeing the work of reporters.
2. Carrying out News policy.
3. Planning News coverage and the assessment of that coverage.
4. Instructing reporters.
5. Editing some copy and laying out pages.
6. Appraisals and personal meetings with city desk reporters and others within the News.
7. Public relations.

Minard describes his duties as encompassing somewhat fewer and not as well defined areas:

1. Page layout and some copy editing.
2. Mechanical details such as making out assignment sheets, keeping track of coming meetings, and other events that need coverage.
3. Serving as a go-between for reporters and the city editor.

Mrs. MacLeese and Minard edit very little copy. Reporters submit their copy to the city desk where it is quickly read and page location and headline size determined. Copy is then given to the copy desk for editing. The city desk will edit major stories and occasionally write headlines for such stories, but the bulk of editing and the writing of headlines is done by copy desk personnel.

Because this is a study of who does what and how in the newsroom of the News, it is worthwhile to expand information found in Table 4. A brief synopsis of each reporter's current assignment and most recent newspaper experience follows:

Creighton A. Boike: Covers county government, a beat which he began in January, 1971. This includes daily, in-person checks with the clerk, planning and controller's offices and checks with county commissioners two or three times weekly. He attends all commissioner's committee sessions. Other contacts on a daily or weekly basis vary greatly depending on current news. Prior to his present

assignment, he covered townships for one and one-half years. He has worked two and one-half years with the News and has had no other newspaper experience.

Dennis F. Castele: Covers automotive and labor news. His beat includes five different General Motors manufacturing operations in Saginaw. Most of his coverage in the automotive field involves experimental projects. Labor coverage includes thirty locals in Saginaw, five of which are United Auto Workers locals and account for about 70 percent of Saginaw's union membership. Castele also is responsible for two weekly columns, a feature on labor and automotive news and an auto racing column in the summer. He has worked on this beat, which he largely developed, for one and one-half years. He worked on the sports and area desks during the first year he worked for the News. Previous experience includes work as assistant sports editor at the Athens (Ohio) Messenger while he attended Ohio University.

James W. Henderson: Henderson covers all art, music, drama, literature, and dance news. Most of this coverage requires reviews of performances. He also writes a column which appears six times weekly. Henderson has worked on this beat, which he largely created, for five years. He came to the News as a general assignment reporter in 1961. His experience includes five years as

news editor and reporter for the Huron Daily Tribune and before that, twelve years as a reporter for the St. Louis Globe Democrat.

William F. Laegler: He has worked for the News three years, most of which time has been spent on his current assignment, churches and social service agencies. He was a copy editor for his first six months with the News. Laegler writes much of the copy appearing in an eight-page religion section appearing in Saturday editions. He does not edit the copy nor lay out the section. Previous media experiences include one year as a reporter with the Champaign-Urbana (Ill.) Courier and three years as the newsletter editor for the Illinois Legislative Council.³⁹

Barbara A. Lenoir: A general assignment reporter, she has worked for the News for two years. For slightly more than one year she wrote a regular column, "Barb's Scrapbook," which was devoted to news of the black community. She has no previous media experience.

Chege Mbituru: Mbituru covers police and fire news. This includes daily, in-person checks with city police and the sheriff's department, as well as twice

³⁹Laegler was not available for a personal interview when research for this study was conducted. Any statistic collectively applied to city desk personnel, as shown in various tables, does not apply to him.

daily telephone checks with about five other police agencies and hospitals. He worked as a Booth newspaper trainee at the Grand Rapids Press covering city hall news before coming to the News in June, 1970.

Edward W. J. Miller: Miller has worked for the News as a reporter for thirty-five years. Within that time, he has worked on every beat of the newspaper. He devotes most of his time now to his column "Ed Miller Writes" which appears three times weekly. The columns are often of a nostalgic nature, but also comment on local news events. He occasionally writes local news for the city desk and does rewrites on major local news. He also writes whatever promotional copy the News may need. He had no previous media experience before joining the News.

Susan K. Myles: Covers city hall. The beat includes the Civil Rights Commission, all city planning commissions, city departments, Model Cities, Human Relations Commission, Community Action Committee, and urban renewal projects. She came to the News in June, 1970, and has been on the city hall beat since January, 1971. Her previous experience includes three months during the summer at the Flint Journal as a trainee, where she covered news for the Family Living section.

Gary L. Schroder: Covers news from the metropolitan townships of Saginaw, Buena Vista, Thomas, and

Carrollton as well as the cities of Bridgeport and Zilwaukee. He has worked in his current assignment since January, 1971. He worked for the News during the summer, 1970, as a trainee and covered city hall and townships. He also worked three months at the Grand Rapids Press as a trainee covering city hall. He worked three summers at the Elgin (Illinois) Daily Courier News as a reporter and copy editor.

Steven K. Schroeder: Covers the education beat. This includes forty-one city schools and five suburban school districts. He is also responsible for covering news from Saginaw Valley and Delta colleges. Before he began work on this beat in January, 1971, Schroeder covered city hall for several months. He occasionally substitutes for the city editor or her assistant, mostly as a vacation replacement. His other media experience includes three months as a trainee on the Flint Journal where he was a general assignment reporter and copy editor.

Andrew E. Tessler: Police, fire, and courts reporter. He works with Chege Mbituru on this beat and also handles police contacts. He is also responsible for District Court and Circuit Court news, mostly that relating to criminal rather than civil matters. To facilitate his work, Tessler carries a radio pager with him at all times so city desk personnel or police agencies

can contact him during an emergency. He has covered the beat since November, 1970, but had five months experience before that working with another News police reporter. Other assignments include military news and general assignment reporting. He worked three months for the Flint Journal as a trainee, also on general assignment, before coming to the News.

John D. Tucker: Covers business news, including coverage of General Motors operations, Dow Corning and Dow Chemical, and many other similar industrial and business operations within the Saginaw area. Tucker also writes for the Sunday business section, but is not responsible for writing all the copy in that section or the editing of it. Most of the news he gathers is published daily on a business page. He has worked thirty-three years for the News. His previous assignments include area desk, photography and city hall. He has no other media experience.

It is beyond the scope of this study to present thoroughly detailed explanations of how individual reporters do their jobs. But with the thumbnail sketches just presented and data to follow, the reader should be able to form a reasonably clear picture of the newsroom operation and management of the Saginaw News.

To determine methods used in carrying out their responsibilities as just outlined, each News reporter was asked to explain how many hours he spent in the office

daily, the number of people he would speak with in a day's time in gathering news, the frequency and nature of work taken home, and work for the newspaper in areas other than beat coverage.

Considered as a group, News reporters spend much of their seven and one-half hour working day at the News office. Among the twelve reporters, an average of slightly more than five hours was spent in the office, with a low of four hours and a high of seven hours reported. Within the time spent in the office, reporters estimated, again on the average, that they accomplished 77 percent of their work load, which was defined to include planning and writing stories, telephoning news sources, and research. Response to quantity of work accomplished in the office, as Table 6 shows, ranged from a low of 40 percent to a high of 100 percent.

A relationship was found between a reporter's assignment and time spent in the News office. For example, beats which require a great deal of personal contact with sources necessitated the reporter being out of the office with greater frequency than a general assignment reporter or a columnist. For example, Tessler and Mbituru, the police reporters, gather much of their news within one and one-half hours each morning before reporting to the office and again in the afternoon. Boike, the county government reporter, said he spent almost half his time

TABLE 6

Hours Worked at the News Office Daily and
Percentages of Work Accomplished
There by City Desk Reporters

Name	Assignment	Hours spent at office daily	Percentage of total work accomplished at office
Creighton A. Boike	County gov't.	4 hours	70%
Dennis F. Castele	Automotive, labor	5	75
James W. Henderson	Art, music	7	95
William F. Laegler	Social ser- vices, churches	-	--
Barbara A. Lenoir	General assignment	7	80
Chege Mbituru	Police, fire	5	80
Edward Miller	Columnist, general assignment	7	80
Susan K. Myles	City hall	5	60
Steven K. Schroeder	Education	4	100
Gary L. Schroder	Townships	6	80
Andrew E. Tessler	Police, fire, courts	5	40
Jack Tucker	Business	6	100
Averages:		5	80

working outside the office, most of which is spent talking with people on his beat. Time spent in the office also seems to be related to time spent on the beat. For example, Tucker, Henderson and Miller, the three "old timers" in the newsroom spend virtually all their working time in the office. Presumably they have their beats so well established that they can accomplish as much over the telephone as a younger reporter can on foot.

Only four reporters indicated they did any writing at home. On those occasions, the writing consisted largely of feature stories. Reporters said they would write at home only because it would be more convenient to do it there than at the office. These are generally stories written after an evening meeting. Four reporters said they took work home no oftener than twice a month or less frequently.

As might be expected, a relationship was found between an individual reporter's beat and the number of people contacted daily, either in person or by telephone. The county government reporter, Boike, claimed the highest number of daily contacts--twenty to thirty people daily. The two police reporters, Tessler and Mbituru, claimed twenty-six and sixteen daily contacts, respectively, and the business reporter, Tucker, said he would speak with fifteen sources daily. As shown in Table 7, response to the question ranged from a low of three to a high of thirty, with an average of eleven sources contacted in a day's time.

TABLE 7
Number of News Sources Contacted
Daily By City Desk Reporters

Name	Assignment	Sources contacted daily
Creighton A. Boike	County government	25
Dennis F. Castele	Automotive, labor	6
James W. Henderson	Art, music	6
William F. Laegler	Social services, churches	-
Barbara A. Lenoir	General assignment	4
Chege Mbituru	Police, fire	16
Edward Miller	Columnist, general assignment	5
Susan K. Myles	City hall	5
Steven K. Schroeder	Education	5
Gary L. Schroder	Townships	3
Andrew E. Tessler	Police, fire, courts	25
Jack Tucker	Business	15
Averages:		10

Reporters at the News are expected to write all their own copy. No one is assigned to rewrite. Emergencies such as a fire or other irregularities would constitute about the only occasions when reporters outside the office telephone in stories.

As a general rule, all reporters work five days weekly, Monday through Friday. The work day begins at 8 a.m. and officially is over at 4:30 p.m. A few exceptions to this include the police reporters who work somewhat different days to accommodate weekend coverage.

Paid overtime at the News is a rare occurrence. Only three reporters said they received overtime pay during the first three months of 1971. Overtime was paid then to cover racial conflicts at Saginaw High School and other emergencies where normal working days and hours could not accommodate coverage. Several reporters said they often worked longer than the specified daily time, but would compensate for this by leaving earlier on another day. Reporters seemed aware that their jobs are not turned on at 8 a.m. and off seven and one-half hours later. They expressed no concern that they occasionally had to work hours for which they were not paid.

Supervision within the newsroom is usually indirect and informal, especially among editors. Each of the editors questioned said they would receive suggestions or instructions from their superior only when they asked for

advice. Mrs. MacLeese, the city editor, is supervised by the news editor, Michael Middlesworth, on routine news matters and by the managing editor, Harold V. Lappin, on questions of News policy. Mrs. MacLeese said that directions from Lappin or the editor, Gover, come only when she requests advice. She said she consults daily on news matters with Middlesworth since they are largely responsible for the bulk of the news copy appearing in the newspaper.

Reporters assigned to the city desk, while not given daily supervision through conferences, receive supervision via assignments. Reporters said the supervision received consisted only of story assignments, with little or no daily feedback from the city desk. However, since the primary research for this study was conducted, Mrs. MacLeese said she expects to change her assignment procedures by July 1, 1971. By that time, she said each reporter will be given a written report of what is expected during the course of a week from the individual's beat. The report will specify who and with what frequency the reporter must see on his beat. The minimum copy expectation is to be thorough beat coverage, as defined by Mrs. MacLeese, as well as at least one feature story weekly. In beginning a system of written minimum expectations, Mrs. MacLeese says she is telling the reporter: "Not until you have done this much will I consider you have done an adequate job. These are the things you must do . . . now show me what you can do."

Mrs. MacLeese said her rationale, in part, for a minimum expectation system is she does not consider it fair for her to criticize a reporter's work if he has not been explicitly instructed in what is expected. She also expects the procedure to determine if the person has been assigned to the right beat or if another might better suit his talents.

A daily assignment sheet was posted until May, 1971, but was discontinued in favor of a daily beat report sheet (see Appendix) that each reporter submits to the city desk each morning. A weekly assignment sheet listing various meetings the city desk wants covered is posted, but reporters are given the option of covering the meetings in any way they see fit, either by telephone, in person or other sources. Mrs. MacLeese said she considers giving reporters direct responsibility in determining how they cover a story to be a natural evolution in the newsroom.

Because of such limited supervision, it would appear that News reporters have great freedom in performing their jobs as they see fit. To determine if this was, in fact, true, each reporter was asked to explain the freedom he had--was he instructed in what to cover and how to cover it? In most cases, reporters said they had almost complete freedom in covering their assignments. The police reporter, Tessler, explained his freedom this way:

I have complete freedom in how the beat is covered.
I can set my own schedules, who I'm going to see and

when its done. The desk is only concerned that the work is done on time. I have considerable freedom in what is picked up, but complete freedom in developing feature work.

Tessler's remark that he has only considerable, rather than complete, freedom in what is "picked up" refers to the News' policy of not printing certain types of crime news, largely because of its trivial or routine nature.

The arts reporter, James Henderson, explained his freedom:

I form my own judgment on the basis of readership interest. I'm reluctant to establish precedents in coverage that might create more pressure for coverage. But I have complete freedom in covering what needs to be covered.

Related to the question of freedom in coverage is that of so-called "sacred cows."⁴⁰ Each reporter and editor was asked if the News had any such topics and, if so, who ordered or suggested restrictions on coverage. All were assured anonymity in their answers.

Several reporters said the previous editor influenced the newspaper's coverage in certain areas. Such

⁴⁰The term "sacred cow" will be used extensively through this study. It is defined here as a person, an institution or a topic that is accorded preferential news treatment, either through no coverage or only favorable coverage. In answering questions related to "sacred cows," reporters and other personnel were asked the origin of the preferential treatment. That is, did an editor order only "good" news be printed, or was this treatment more of a tradition?

restrictions, however, were through long standing, gentlemanly agreements; more implied than specified. Areas that some reporters claimed received only favorable coverage were the Catholic Church, the United Fund, and education, particularly the new four-year program of state-supported Saginaw Valley College. Saginaw is a heavily industrialized city with many General Motors factories and foundries, and industry and industrial pollution were seen by reporters as given favorable treatment in the News. Several comments are worth repeating here:

"We won't crucify the general public. We don't touch readers. The News will nail an agency but not Steering Gear⁴¹ if it pollutes." The same reporter, however, felt that the News was on the "right track" in its careful handling of news of blacks. He commented that the News avoided using racial identification in news stories.

Another reporter, who considered the question unfair because of the recent personnel changes in the newsroom, responded: "I've never written stories that were rejected because they reflected on a "sacred cow."

And, another response: "Industry has received preferential treatment, largely through advertising pressure."

⁴¹ Saginaw Steering Gear is a division of General Motors Corporation. With its six manufacturing plants scattered around Saginaw, most on the outskirts of the city, it is Saginaw's major employer.

The same reporter said the Catholic Church and its internal problems were given unfavorable and, until recently, disproportionate coverage.

For the most part, those who criticized News coverage or lack of coverage were not responsible for reporting the area of which they were critical. For example, those who criticized lack of coverage of industrial pollution were in no way associated with the business beat that would presumably report on the problems facing industry wishing to curb pollution. Reporters' criticism of News coverage could be interpreted in either of two ways. Their remarks could be interpreted as valid because they took a distant look at the faulty coverage: They have little to fear in reprisals from sources if they criticized the method used by the News in covering a beat other than their own. Conversely, their remarks could be disregarded because of a lack of awareness of the problems encountered by another reporter covering what is considered a "sacred cow."

Fewer than 50 percent of those interviewed could identify any "sacred cow" enjoying a special consideration under present News management. Other than the influence of the previous editor, most reporters felt tradition, rather than an editor's order, accounted for whatever "sacred cows" existed. The entire question was a difficult one for many to answer. It is not the type of question that brings a quick or often candid response.

News reporters' contention that business is considered somewhat of a "sacred cow" was described by Swanson in his 1946 study of the Midcity Daily. From a questionnaire circulated by Swanson among 25 staff members of the very real, but disguised, Daily, it was found that the business group, defined as businessmen, the Chamber of Commerce, and advertisers, was the only group of significance outside the newspaper staff in deciding what was to be reported in the newspaper.⁴²

From News reporters' remarks, it is fair to say that they are content in that they are not told what to report or how to report it and, with a few subtle reservations about "sacred cows," report the news as they see it.

The News has made a recent effort to involve reporters and other newsroom employees in policy making. Beginning in mid-May, 1971, all employees of the newsroom were divided into small discussion groups, including an editor with each group, and were scheduled to meet several times. The purpose of the groups was to solicit reactions and suggestions that would aid editors in establishing News policy. Reporters have also been invited to meet with the various editors at their Monday meeting when "Valley" magazine and other weekend coverage is planned.

The city desk does not maintain a rigid staff meeting schedule. Generally, reporters meet individually with

⁴²Swanson, "Midcity Daily . . .," p. 20.

Mrs. MacLeese once each two weeks for a discussion and evaluation of their work. Staff meetings are usually held once monthly, but even this frequency has often not been maintained.

An area that prompted interesting response from city desk personnel involved the source of a story--do reporters consider much of their work as originating through merely routine coverage or are they actively seeking out stories? Are some beats more inclined than others to require that the reporter use his initiative in searching out news or is all the information needed easily found in a press release? In attempting to answer these questions, reporters were asked to estimate, by percentage, the copy that originated through four different methods of news reporting. These methods, or categories, were:

(1) Stories written that were assigned by the city desk; stories the reporter would not have written without the advice or order of the city editor or other supervisor.

(2) Stories that originated through routine beat coverage. This was meant to include regular meeting coverage, or columns or features that are expected on a regular basis.

(3) Stories that originated through initiative reporting. These were defined as stories that probably would not have been written at the time had the reporter not taken the initiative to further expand on a story idea, regardless of the origin of the idea.

(4) Stories written from handouts and rewrites. This category includes rewrites from the preceding day's newspaper, from wire service stories, or press releases.

Averaging all responses, reporters said 16 percent of their copy came through city desk assignments; 35 percent was through routine beat coverage; 41 percent originated through their own initiative, and 10 percent was the result of handouts or rewrites.

In responding to similar questions, the city editor, Mrs. MacLeese, agreed with the reporters as to the quantity of copy that she or her assistant assigned and with that written through handouts or rewrites. However, she estimated that 50 percent of their work came through routine coverage while only 20 percent originated through the reporters' initiative. A complete listing of the results may be found in Table 8.

The disparity between perception of the reporter's origins of copy and the perceptions of the city editor may be considered in two different ways. The difference in opinion of the two may stem from the seemingly universal management consideration that employees are not working to their full potential. Mrs. MacLeese said she expects copy that comes through the initiative of a reporter--which would indicate the reporter knows his job well and is enthused about the assignment--will increase as reporters learn more about their beats and the potential for

TABLE 8

Experience, Assignment and Data on Origin of Copy Written by Reporters
Assigned to the City Desk of the Saginaw News

Name	Assignment	Length of Time		Percentage of total copy through:				Total
		On Assignment	In News Industry	Supervisor	Routine Coverage	Initiative Reporting	Handouts, Rewrites	
Creighton A. Boike	County gov't.	3 months	2½ yrs.	10%	55%	25%	10%	100%
Dennis F. Casteelle	Automotive, labor	1½ yrs.		10	30	50	10	100
James W. Henderson	Arts, drama, music	5 yrs.	27 yrs.	0	40	50	10	100
William F. Laegler	Religion, social service agencies	2 yrs.	7 yrs.	--	--	--	--	--
Barbara A. Lenoir	General assignment	1 yr.	2 yrs.	40	20	40	0	100
Chege Mbituru	Police, fire	2 months	1 yr.	0	80	20	0	100
Edward Miller	Columnist, general assignment	5 yrs.	35 yrs.	20	0	80	0	100
Susan K. Myles	City hall	3 months	1 yr.	10	20	65	5	100

TABLE 8--Continued

Name	Assignment	Length of Time		Percentage of total copy through:				Total
		On Assignment	In News Industry	Supervisor	Routine Coverage	Initiative Reporting	Handouts, Rewrites	
Gary L. Schroder	Townships	3 months	1½ yrs.	15%	40%	40%	5%	100%
Steven K. Schroeder	Education	3 months	2½ yrs.	20	25	45	10	100
Andrew E. Tessler	Police, fire, courts	1 year	2 yrs.	30	50	10	10	100
Jack Tucker	Business news	9 years	33 yrs.	10	20	20	50	100
Averages:		2.25 yrs.	9.5 yrs.	16%	35%	30%	19%	

stories. It must be remembered that most News reporters had been on their assignments about three months when research for this study was conducted.

Although Mrs. MacLeese said her reporters are writing more copy resulting from routine beat coverage than initiative reporting, she does not consider such a pattern disturbing. She said she considers record reporting necessary and that the exclusion of news, such as city council meetings or short police items, would be dangerous to the overall news content of the Saginaw News.

One objective of the minimum expectations as discussed earlier in this chapter, is that Mrs. MacLeese expects to clarify to reporters that they should be doing more reporting for the record on a regular basis. She said the News has been criticized for omitting news that reporters may consider as merely routine or trivial and not worthy of their reportorial expertise.

Closely associated with the question of reporting for the record is the consideration that some beats require such reporting more than others. This point is apparent in Table 8. For example, the two police reporters, Tessler and Mbituru, said 50 percent and 80 percent, respectively, of their copy comes through routine beat coverage. Much of their work is reported in the "Day by Day" column, which lists brief police-related items and numerous, small stories that are a result of reading daily police

records. Although both Tessler and Mbituru write feature stories, their beat is one that requires much reporting of a routine nature. Conversely, Castele, the automotive and labor reporter, said only 30 percent of his work originates through routine coverage. He developed his beat during the last several years and it has not required daily routine coverage as have some of the more traditional beats, such as police, city hall, and townships.

In carrying out their duties, News reporters work mostly on their own, with little direct or apparent interchange of news information among each other. Each reporter was asked how many times within a week he would give another reporter information that would be directly useful to that reporter's assignment and, conversely, how many such tips he would receive from his fellow reporters. A news tip was defined as any information, regardless if it directly resulted in a published story, that could prove useful to the reporter.

Ranging from a weekly high of five to a low of zero, reporters said they relayed an average of less than two news tips to each other within a week's time. The receiving end of the interchange was somewhat less: Reporters responded, again, on the average, that they received slightly more than one news tip per week from other reporters. No apparent relationship could be found between relaying and receiving news tips. The reporter who relayed five tips

received only one in return. Without exception, reporters said the majority of news tips they received came from sources related to their beats or assignment but those with no employment connections with the News.

A point made earlier might easily account for the seemingly low level of interchange by reporters. Virtually all city desk reporters are new to their jobs and are likely so thoroughly engrossed in learning the nuances of their assignments that they are not as perceptive to other possible news stories as may be desired. Questions asked in this area could in no way explore the less formal contacts between reporters and the flow, or trickle, of news-related information that would ensue from such contacts.

Also, reporters will often relay a news tip to a city desk editor rather than going directly to the reporter specifically assigned to the related area. If a tip was of a minor nature and the circumstances made it convenient to tell the reporter directly, then the interchange was handled accordingly. However, if the story was major or the reporter was not available at the time, the tip usually went directly to the city desk.

Other than writing which is required for thorough beat coverage--a point that is to be further clarified to reporters by Mrs. MacLeese through her minimum expectation listing--reporters occasionally write for other news departments of the newspaper. All but one reporter said he writes

for "Valley" magazine, a tabloid-sized insert in Sunday editions. Contributions to the magazine most often are stories closely associated with the reporter's beat. The frequency of "Valley" contributions ranged from once every two weeks to about once each two months. Stories written for "Valley" are usually complex and required some research, so even one story every two months, the low figure reported, represented a significant amount of extra, non-required effort.

As discussed earlier, the News is attempting to incorporate a team concept of reporting. (See Table 9). Mrs. MacLeese expects that by July 1, 1971, when each of the four teams can be fully utilized, greater flexibility in news coverage will be available to the city desk. Each team member is eventually expected to be able to cover the other member's beat or assignment.

When research for this study was conducted, the team approach had not been fully utilized, primarily because reporters had been on their assignments only a short time. One occasion when the teams were used was in racial conflicts at Saginaw High School in February, 1971. At that time, three members of the urban affairs team, a woman's department feature writer, the "Valley" magazine editor and a general assignment reporter were dispatched to investigate the problem. The effort resulted in eight stories which considered the situation from as many

TABLE 9

Team Composition of Reporters Assigned
to the Saginaw News City Desk

Team	Regular Assignment of Reporters	Number of Reporters
Urban Affairs	County, townships, city hall, education	4
Social Affairs	Arts, drama, and music reporter and churches and social service agencies reporter	2
Economics	Business reporter and automotive and labor reporter	2
General	Two police, fire, and courts reporters; two general assignment reporters, one of whom writes a column regularly.	4

different angles. Mrs. MacLeese said that reporter participation in the project is typical of how she would like the teams to work in the future.

One reporter who was not impressed with the team approach said his team does little as a team. Team members merely filled in for one another when the occasion demanded.

What has been presented here is a fairly detailed outline of the city desk of a medium-size American newspaper. The discussion is not meant to be a detailed examination of each person assigned to the city desk; but rather a profile of city desk operations, who works for it, the jobs involved, who carries out these duties, and the supervision received. It must be remembered that this is a study of a news department in transition--virtually all those assigned to the city desk are relatively unfamiliar with their jobs. Quite likely, if the same questions were asked a year hence of the same individuals, their response would be significantly different. But from January to May, 1971, this was how the city desk of the Saginaw News operated.

CHAPTER V

AREA, WOMEN'S AND SPORTS DESKS

While news of the city in which it is published may be considered the backbone of the American newspapers, there remain other categories of news that must be reported if the newspaper is to appeal to all its readers and provide them with a well-rounded news package. These categories include news of surrounding areas, news of special interest to women and news of the multitude of sporting events occurring daily. It is to the readers of specialized interests as well as those who insist on a complete newspaper that a newspaper must commit considerable manpower and news space. This chapter will consider the work of three reporters providing news of outlying areas, four writers in the News' "Paging Women" department and the five reporters covering sports news.

Area Desk

While city desk personnel cover news of Saginaw County, it is not possible for them to delve into news of each community or village within the county. Thus, where the city desk leaves off in its geographic coverage, the area desk picks up. As might be expected, virtually all

the efforts of the personnel assigned to the area desk are devoted to areas when circulation of the News is highest. Specific effort is directed at the cities of Chesaning, Frankenmuth and St. Charles within Saginaw County and the counties of Tuscola and Gratiot. In these areas alone, almost 9,000 copies of the News are delivered daily, or about 15 percent of the News' 60,767 evening circulation.

The News has recently made an effort to secure more subscribers in Midland County. The Audit Bureau of Circulations reported that as of September 30, 1970, the News sold 676 daily and 1,147 Sunday papers in Midland County. During an eight-week period, beginning in March, 1971, personnel in the News circulation department telephoned each of the 11,000 homes in Midland to ask if the home owner would accept a free four-week trial Sunday subscription to the News. About 1,800 accepted the offer and at the conclusion of the program the News obtained approximately 1,500 new Sunday subscribers in Midland. For that eight-week period, page A-3 on Sundays contained news, mostly feature oriented, of Midland. After the necessary quantity of papers were printed, page A-3 was replated for the remainder of the press run and carried news mostly of interest to Saginaw area residents.

A profile of those that report and edit news of interest to Saginaw area readers is found in Table 10. These individuals are:

TABLE 10
Assignment, Experience and Educational Background of Personnel
Assigned to the Area Desk of the Saginaw News

Name	Age	Length of Time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
Stanley S. Schnitzer	23	3 months	6 months	9 months	Reporter	B.A., Journalism Ohio University
Fred Garrett	40	7 years	15 months	24 years	Reporter	B.A., Journalism Michigan State University
Leslie A. Wahl	57	12 years	38 years	38 years	Editor	High school diploma
Averages:	40	6½ years	18 years	21 years		

Leslie A. Wahl: Wahl has been editor of the area desk at various times for a total of twelve years. During the thirty-seven years he has worked for the News, Wahl has worked as a copy editor and has been sports and telegraph editor at different times. He is responsible for writing "Bygone Days," a daily column found on the first page of the editorial section that lists local and some national and state events that occurred on that date each decade since 1921. Wahl also substitutes for the News' regular columnist, Ed Miller, about six times a year. He describes his job as area desk editor as "seeing that the two reporters are actively and regularly covering their beats." He is responsible for editing and layout of all copy that is printed on the area page. He had no previous media experience before coming to the News in 1933.

Fred Garrett: An employee of the News for 15 years, Garrett is responsible for covering news from Huron, Tuscola, and Saginaw counties. He has reported for the area desk for seven years and worked in the sports department for eight years before that. Prior to coming to the News, Garrett worked for the Elkhart (Indiana) Truth.

Stanley S. Schnitzer: Covers news of Midland, Clare, Gladwin, Isabella, and Gratiot counties. He has been an area desk reporter for three months. Before that he worked as a police and general assignment reporter for three months. He

came to the News from the Bay City Times, another Booth paper, where he was a trainee working as a general assignment reporter.

Both Garrett and Schnitzer begin their day by checking by telephone with Michigan State Police posts in their respective counties. If little is obtained from these sources, they contact either city police or county sheriff's departments. Both reporters also maintain a list of various meetings occurring within their areas and contact news sources the morning after these meetings. The meetings include, for example, those of village councils, boards of education, and other similar governmental bodies.

The "Valley Report" is a column that parallels the city desk's "Day by Day" column. "Valley Report" is a series of one or two paragraph news stories datelined, in a typical day, Mount Pleasant, Midland, Reese, Clare, and other area cities. The column's pattern of coverage of cities in nearby counties is in ratio to the News' circulation in those counties. Particular attention is devoted to news from Mount Pleasant, Midland, Ithaca, Caro, Vassar, St. Louis, and Alma. These, too, are the cities about which most feature stories are written.

Area news is always found in the first section of the News. The daily news budget for area news varies only slightly with the number of papers published. Usually,

six columns are allocated every day but Saturday. No area news is printed in Saturday editions.

As might be expected, much of the area reporters' time is spent in the office covering their beats by telephone. Garrett says he is in the office eight hours daily and does almost 80 percent of his work there. Schnitzer said he is in the office about four hours daily, and does about 60 percent of his work there. His is the beat that involves counties furthest from the News and much of his time is devoted to travel.

Schnitzer and Garrett said that most of the copy they write is obtained through routine beat coverage, rather than through initiative or editor-originated assignments. The high percentage of copy originated through routine beat coverage can be attributed to the necessity of the reporters covering a large geographic area. With many cities and counties to be covered regularly, it would be difficult for the reporter to engage in much strictly initiative or investigative reporting.

In discussing the freedom each had in his job, Garrett and Schnitzer said they were given almost complete freedom; the only restriction was that they are expected to include coverage of each community within the News' circulation area at least once a week. The only other mandatory assignment is at least one feature story weekly. Both reporters submit to Wahl a list of stories they intend to

TABLE 11

Experience, Assignment and Data on Origin of Copy Written By Reporters
Assigned to the Area Desk of the Saginaw News

Name	Assignment	Length of Time		Percentage of total copy through:				Total
		On Assignment	In News Industry	Super- visor	Routine Coverage	Initiative Reporting	Handouts, Rewrites	
Stanley S. Schnitzer	Reporter	3 months	9 months	10%	60%	15%	15%	100%
Fred Garrett	Reporter	7 years	24 years	0	50	30	20	100
Averages:		3½ years	12½ years	5%	55%	23%	17%	100%

write the following week. This report includes proposed meeting coverage as well as feature ideas. Wahl said he seldom rejects any copy that results from reporters' suggestions.

Describing his freedom in covering area news, Wahl said: "I know the territories and the towns. I've been given complete responsibility in production and content of the area news." His immediate supervisor is the news editor, Michael Middlesworth. The extent of supervision from Middlesworth, according to Wahl, is an occasional suggestion for a story. Wahl described his system of ensuring adequate area coverage:

I see that the two reporters are actively and regularly covering their beats. We aim towards covering cities that already have a daily newspaper so we can break stories, but we can only hit the high spots. We want to let the people know we're there.

Related to freedom on the job was the question of "sacred cows," topics that received special consideration from area desk personnel. Like those assigned to the city desk, the area desk staff felt the newspaper had a few such creatures:

"We don't take potshots at people in power. We don't knock the cities in the area too much, otherwise we could close up our sources." From another reporter:

The only 'sacred cows' we have are much like those of the regular news columns, such as divorce cases, suicides, family squabbles. On the whole, we do an

adequate job of coverage. I have no bones to pick; the columns are thoroughly open.

Despite these few reservations, those assigned to the area desk said they felt completely free to report news from their beats as they felt it should be reported.

Although virtually all copy printed on the area page is written by either Schnitzer or Garrett, many of the tips for those stories are provided by correspondents. Wahl said three or four individuals report virtually all the news tips received by area desk personnel. Collectively, the News pays these individuals approximately \$450 monthly for news tips or stories. The News often pays about 50 cents an inch for copy submitted or for copy that results from a tip from one of these individuals. Wahl said he maintains a great deal of flexibility in determining how much is paid for a story or tip; the 50 cents per inch figure is used only as a guide. Of the four regular "tipsters," only one submits written copy; the other three telephone details of a story or meeting to area desk personnel, who then write the story.

Those assigned to the area desk are not part of any team assigned to the city desk. Schnitzer and Garrett, however, often assist each other in daily coverage. Because of the large geographic area they cover, such a mutual aid approach becomes necessary.

Of the two reporters, Garrett is the only one active in passing news tips on to other reporters. He reported

that he relayed an average of ten to fifteen news tips weekly to the city desk staff while Schnitzer said he seldom relays any news tips to other reporters. Within a week's time Garrett said he would receive an average of three to five news tips from other reporters, while Schnitzer said he seldom received any such information. As was the case with city desk personnel, both reporters said individuals on their beats were the most valuable of any source in providing them with useful information.

Neither Garrett nor Schnitzer work for other sections of the newspaper. Wahl is the only one assigned to the desk with other responsibilities; the "Bygone Days" and Ed Miller columns. A feature somewhat unique to the area desk is that of photographic coverage. Both Schnitzer and Garrett have cameras assigned to them by the News, which alleviates the necessity of the News photographic staff having to travel long distances on assignments for the area desk. The photography department does get involved, however, in a twice-weekly area page feature called "Photographer at Large." The feature is a photo essay pertaining to an event or point of interest for those in outlying Saginaw areas. The photography department has complete responsibility for these features. The director of photography is responsible for assigning the pictures, selecting those to be used, and for laying out the feature. Either Schnitzer or Garrett writes the copy that accompanies the photo essay.

There is seldom any overtime paid to those assigned to the area desk, and, when there is, it is usually necessitated by travel required to cover a speech or a story. Garrett said he often works one or two hours weekly on an unpaid overtime basis, but does so on a self-improvement basis. And, as with city desk personnel, none of those assigned to the area desk voiced opposition to occasional overtime work without pay.

The area desk, then, is the News' effort to provide news to those in communities within the retail trading zone as well as to keep a watchful eye on news from those communities that will be of interest to readers within the News' prime circulation area. Usually at least once a week, a story written by area desk personnel is important enough to warrant play on page one. It is apparent that the News, because of its manpower and space commitment to area news, does not consider such news as the bastard child of the newspaper. With that discussion in mind, the women's desk will now be examined in the same pattern as that just utilized for the area desk.

Women's Desk

What may be typical of women's pages in newspapers of many of the nation's cities--page after page of recipes and short society items--is not the case in the "Paging Women" section of the Saginaw News. To be sure, the News

prints news of weddings, engagements, and the like, but the majority of news aimed at women consists of well-written local feature stories as well as attractive photographic displays on front section pages that appear three times weekly.

The department is staffed by four women: an editor, associate editor, and two feature writers. In addition to the four is a college-aged man who handles clerical details and is largely responsible for writing news of weddings and engagements. A profile of the backgrounds and experience of the women's desk personnel is found in Table 12.

Esther M. Way has been editor of the women's desk for about twenty years of the twenty-five years she has worked for the News. She described her duties as largely advisory. Much of her responsibility involves writing columns that she describes as covering "events of the community, hundreds of women's organizations plus scores of area women in the limelight." In writing her columns, she said she keeps in contact "via publicity brochures, letters, and telephone interviews with scores of community leaders." She seldom edits copy or lays out pages, leaving that responsibility to the associate editor, Sally K. Gross.

As associate editor, Mrs. Gross is responsible for editing copy, laying out pages, writing headlines, and assigning coverage as well as writing a weekly feature column. She is the immediate supervisor for the two reporters.

TABLE 12

Assignment, Experience and Educational Background of Personnel
Assigned to the Women's Desk of the Saginaw News

Name	Age	Length of Time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
Sally K. Gross	29	3½ years	6 years	6 years	Associate editor	B.A., Commercial Art, Purdue University
Nancy A. Konesko	40	2 years	2 years	2 years	Staff writer	High school diploma
Elizabeth M. Hansen	47	2 years	2 years	6 years	Staff writer and columnist	High school diploma
Esther M. Way	--	20 years	31 years	31 years	Editor	Three years college, Marygrove College
Averages:	37	7 years	10 years	11 years		

Mrs. Gross has been associate women's editor for three and one-half years. Prior to that, she was a women's reporter for two and one-half years. She has no other media experience.

Elizabeth M. Hansen has worked for the News for two years. She is responsible for writing three columns weekly as well as some meeting coverage. These columns are usually of a human interest nature, meant to appeal to a broad segment of News readership. Her specialty area is mental health, an expertise evident as of this writing when she and the county government reporter, Creighton A. Boike, broke news of a misuse of state mental health funds. Prior to beginning her full-time job, she free-lanced for the News four years. She has published articles in several magazines, including Parents, Catholic Digest, Family Digest, and Extension. She also has written pamphlets for several associations dealing with the mentally retarded.

Nancy A. Konesko is the other feature writer assigned to the women's department. She has worked for the News for two years and, like Mrs. Hansen, has done extensive free lance writing. She has had articles published in Good Housekeeping and Ave Maria magazines as well as the Detroit News and Grit. Mrs. Konesko substitutes for Mrs. Gross when she is absent. Her specialty areas include news of food, medicine, and the cosmetics industry.

The women's desk has a daily commitment to two features, the Ann Landers column and "Hints from Heloise." The Landers column is a personal advice column; the Heloise column contains hints for housewives. The department is allotted three front section pages weekly. Wednesday's page is about food, Thursday's covers fashion and Sunday's is devoted to feature items, most of which are written by either Mrs. Hansen or Mrs. Konesko. These pages are free of advertisements, allowing for creative copy and photo layouts. A budget for women's department news and its comparison with the total news hole is found in Table 13.

TABLE 13

Saginaw News Women's Desk Budget: Comparison
With Total News Hole

Day	Women's Desk Budget	Total News Hole	Percentage of News Hole
Sunday	32 columns	205 columns	16%
Monday	8 columns	101 columns	8
Tuesday	10 columns	109 columns	9
Wednesday	10 columns	115 columns	9
Thursday	14 columns	119 columns	12
Friday	8 columns	111 columns	7
Saturday	----	101 columns	0

Note: The women's department does not provide copy for Saturday editions.

Much of the work involved in writing and editing news for the "Paging Women" section is accomplished in the News office. Each of the four women said they accomplished at least 80 percent of their total work load while in the office in the course of a seven and one-half hour day. Each works a thirty-seven and one-half hour work week, Monday through Friday, from 8:30 a.m. to 4:30 p.m. Each said they take work home, the frequency of which varied from less than once a week to three times weekly. As with personnel assigned to other departments, the work performed at home consisted largely of reading and research with writing only if it was more convenient to write at home than in the office.

Compared with other news departments, women's desk personnel reported an unusually high number of contacts with news sources. Mrs. Hansen and Mrs. Konesko each said they speak with ten or fifteen people daily in gathering news while Miss Way reported "several dozen" such contacts. Mrs. Gross said she talks with only a few people--many fewer than the two reporters, largely because her job is one of editing rather than reporting.

Editors and reporters said they receive very little direct formal supervision from superiors. Miss Way reports to Harold V. Lappin, the managing editor, and said she has complete freedom with "no limit" in carrying out her job. Mrs. Gross said she reports directly to Lappin rather than

to Miss Way, although the News organization chart shows differently. Assignment procedures are very informal, largely because of the few individuals that are assigned to the desk. Assignments to the two reporters are given verbally. No daily assignment sheet is posted by either Mrs. Gross or Miss Way and reporters are not required to submit a daily report, like that required of reporters assigned to the city desk. As Mrs. Konesko said: "We have close communications on this desk. There is no special procedure for supervision."

Mrs. Hansen said she has complete freedom in performing her job as she sees fit and that "all goes in the paper within reason, good taste, and applicability." Mrs. Konesko agreed that the only boundary to absolute freedom on the job was the question of "good taste." Mrs. Gross and Miss Way expressed similar evaluation of their freedom.

Women's desk personnel saw few "sacred cows" standing between what they wanted to report and what can be printed in the paper. One of the reporters said that, under the previous editor, topics such as astrology and sex were forbidden, but under the present editor such subjects are allowed, as long as good taste prevailed. They found fewer "sacred cows" to contend with than persons assigned to the city desk.

Because of their release from writing time consuming wedding and society items (handled by the part-time

student and Miss Way), the reporters are able to explore news areas that particularly interest them. This freedom is reflected in the copy produced as Table 14 shows. Mrs. Hansen said 85 percent of the copy she writes originates through initiative reporting while Mrs. Konesko reported that 50 percent of her total copy comes through such reporting. Their immediate supervisor, Mrs. Gross, generally agreed with these figures, noting that 60 percent of the copy she edits has been written through the initiative of the two reporters. Miss Way, however, estimated that only 20 percent was the result of reporter initiative.

Aside from the three columns written weekly by Mrs. Hansen, neither she nor Mrs. Konesko have a minimum number of stories that must be written. Each said they normally write at least one feature story weekly but were not required to do so.

Like those assigned to the city and area desks, women's desk personnel work largely on their own with little interchange of news tips with other reporters. Both Mrs. Hansen and Mrs. Konesko said they relayed at least two news tips to other reporters within a week's time and usually received fewer than two tips in return. And, like virtually all other reporters, Mrs. Konesko and Mrs. Hansen said they consider persons outside the newspaper, rather than those on the staff, as their major source of news tips.

TABLE 14
Experience, Assignment and Data on Origin of Copy Written by Reporters
Assigned to the Women's Desk of the Saginaw News

Name	Assignment	Length of Time		Percentage of total copy through:				Total
		On Assignment	In News Industry	Super-visor	Routine Coverage	Initiative Reporting	Handouts, Rewrites	
Nancy A. Konesko	Staff writer	2 years	2 years	10%	30%	50%	10%	100%
Elizabeth M. Hansen	Staff writer, columnist	2 years	6 years	10	5	85	0	100
Averages:		2 years	4 years	10%	17.5%	67.5%	5%	100%

A detail peculiar to the women's department is the frequency of picture assignments originated by those assigned to the desk. Each of the four said she assigns pictures on a regular basis, sometimes as often as five times a week. One explanation for this frequency can be attributed to the section page, which allows for extensive use of photographs of varying sizes. Few reporters assigned to the city desk reported that they assign pictures oftener than once or twice a week.

Sports Desk

There remains another important department within the newsroom, the sports desk. The remainder of this chapter will discuss that desk in much the same manner as the above discussion.

After completing his questionnaire, one sports reporter remarked:

If there is one point I tried to get across, it is that on a given day we in the sports department may be editing, may be writing, or a combination of both. I think you won't find this true, to the degree at least, in any other department of this or most any paper of this size.

His analysis is accurate, for after interviewing all those assigned to the sports desk it became apparent that the desk is probably the most flexible of any at the News in that both reporters and editors write as well as edit copy. There is not the division of labor found in other departments,

particularly the city desk. A profile of those assigned to the sports desk is found in Table 15. These individuals include:

William A. Ayvazian: He has written sports news for two and one-half years, spending the other six months of his three years with the News as an area desk reporter. Ayvazian had no prior media experience before coming to the News. Like most of the sports writers, he covers all sports on a local and state level and is sometimes responsible for copy editing and page layout. His specialty is coverage of collegiate and Class A (high school) football and basketball and, in the summer, news of golf.

James T. Buckley: He has been sports editor for one year. Prior to his promotion to that position, Buckley worked nine years at the News as a sports reporter. He has no prior media experience. He came to the News in 1961 from Saginaw High School where he was a teacher. He described his job as "organizing and operating the sports department. Besides making assignments, editing, making out budgets, payroll and attending meetings, I write a column and do some desk work."

Joseph H. Hart: He is executive sports editor, a position he has held for about two years. Prior to that he was the News sports editor for about eight years. He has worked twenty-one years for the News, most of the time

TABLE 15

**Assignment, Experience and Educational Background of Reporters
and Editors Assigned to the Sports Desk of the Saginaw News**

Name	Age	Length of Time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
William A. Ayvazian	25	2 years	3 years	3 years	Sports writer	B.A., Television and Radio, Michigan State University
John J. Pozenel	29	9 months	9 months	9 months	Sports writer	B.A., Sociology, Central Michigan Univ.
James T. Buckley	36	1 year	10 years	10 years	Sports editor	B.S., Sociology and secondary education certificate, Central Michigan University
Richard Wood	39	4 years	4 years	10 years	Sports writer	3 years college, South Dakota State College
Joseph E. Hart	52	2 years	21 years	26 years	Executive sports editor	A.B., Journalism, Univ. of Notre Dame
Averages:	36	2 years	8 years	10 years		

assigned to the sports desk. His previous experience includes reporting for the Middletown (New York) Times Herald. Hart said that about 70 percent of his job consists of editing and layout and 30 percent is devoted to writing.

John J. Pozenel: The newest man on the sports staff, Pozenel has worked nine months for the News. His specialty is bowling coverage, although he covers sports news from Delta and Saginaw Valley colleges, Central Michigan University, and city parochial schools during football and basketball seasons. Before coming to the News, he was an administrative assistant at the Dow Chemical Company. Due to his relative newness to the News staff, Pozenel does little copy editing.

Richard Wood: A sports writer at the News for four years, Wood was previously sports editor for a daily newspaper in Huron, South Dakota. He said his job consists of editing, writing headlines for wire service copy, layout for some of the sports pages, picture selection, and writing cutlines. His specialty is coverage of the Detroit Lions professional football team. He describes the jobs of the sports staff: "There's a lot of variation. It's hard to say what I might be doing on a given day."

Much of the coverage provided by sports desk personnel is seasonal and, because of this, each member's

assignment varies somewhat during the seasons. Beats are not firmly established, and, as Wood said, "it's hard to say what a sports reporter might be doing on a given day."

Three times weekly, the sports department is allotted the first page of a section, as well as inside pages. These section pages contain advertising and thus do not provide the layout flexibility that the women's department and the city desk enjoys with a page free of advertisements. Table 16 shows the desk's daily news budget and its comparison to the total news hole for that day.

TABLE 16

Saginaw News Sports Desk Budget: Comparison
With Total News Hole

Day	Sports Desk Budget	Total News Hole	Percentage of News Hole
Sunday	30 columns	205 columns	15%
Monday	16 columns	101 columns	16
Tuesday	14 columns	109 columns	13
Wednesday	22 columns	115 columns	19
Thursday	16 columns	119 columns	13
Friday	14 columns	111 columns	13
Saturday	24 columns	101 columns	24

Buckley is the immediate supervisor of the three reporters. He and Hart are supervised by the managing

editor. Buckley said the only supervision he receives is that which he generates through questions asked of the editor or the managing editor. Hart described his supervision as "cooperation between Buckley and myself."

The reporters receive little direct supervision from either Buckley or Hart. Buckley occasionally has staff meetings, especially at the beginning of a new season, at which beat coverage is discussed and general guidelines explained. But reporters said the only supervision Buckley exercises is when he reads their copy. In explaining supervision, Wood said there is "little supervision in methods as long as the results show up." Presumably, then, reporters are left to cope with their beat or assignment and receive little direction from their supervisors, providing that they perform their jobs to their editors' satisfaction.

Each reporter said he was given virtually complete freedom in covering his various assignments. One reporter said: "It is only designated what teams will be covered by whom. The only requirement is that the teams then be covered. Other than that, I can cover the beat as I see fit."

Unlike reporters assigned to the city desk, sports writers said they did not know of any "sacred cows" standing between them and the sports coverage they wished to provide. Only one reporter voiced opposition regarding a topic which may have been given special consideration:

Under other editors, certain teams and towns were favored. The townships were favored, particularly Saginaw Township. There also was a time when we couldn't make derogatory comments about the teams, but this is allowed, providing it is done in good taste.

And, another remarked:

We are expected to take most [emphasis his] profanity out of stories and use good judgment in what stories we run, but this does not affect sports as much as other departments.

Related to this apparent complete freedom is a comment by Hart who said that sports writing allows the reporter greater latitude in covering institutions and personalities than that allowed in other news area, such as that of reporters assigned to the city desk.

What is perhaps most interesting about the sports staff's perception of a lack of "sacred cows" is that the nature of the reporting could generate many such topics with the potential of becoming "sacred cows." For example, sports writers can easily make a hero of a second string football or basketball player through manipulation of copy, interviews, pictures, and other specialty coverage of the player. Although personalities are a great part of any news story, whether from the city, women's, or sports desk, the latter especially depends on personalities to give life to what could be a dull and monotonous listing of nothing more than game statistics. The chances of the birth of such a protected subject, for example, in the

coverage of a second string player, appears to be much greater on the sports desk where readers expect to find more colorful and relatively "loose" writing than perhaps in copy produced by the city desk staff.

It also is possible that the great number of sports events occurring almost continuously precludes any special coverage, thus eliminating a "sacred cow." Every high school has many different types of sports teams, and readers expect news coverage of their children's high school sports. Obviously, the News staff has to establish some limits in the type of sports covered, but even with sports such as baseball, football, and basketball, there remains much to report without devoting extra time and effort to establishing special coverage.

The point of this discussion is simply that the News' sports staff could, almost overnight, create a "sacred cow" and destroy the creature just as easily. It is interesting that none of the reporters felt the sports department had used its influence in that manner.

Research showed that members of the sports staff spend much of their seven and one-half hour working day at the News office. Although seasonal variations do bring changes in hours spent there, a daily average of seven hours working at the office was reported by the five men assigned to the desk. Within this time, they said, they accomplished, again an average, of 86 percent of their

total work load. When research for this study was conducted, Saginaw high schools had just completed basketball tournaments and had not yet started the baseball season. Quite likely, this gap between the two major seasons accounted for what may be a higher-than-expected amount of time spent in the office. Presumably, sports writers cover many events in person, and this would tend to minimize time spent in the office for work other than writing.

Overtime paid to sports writers existed at a somewhat greater frequency than that paid reporters in other departments. Two sports reporters said they received overtime pay several times during the first three months of 1971, in sharp contrast to city desk reporters. Again, this can partially be attributed to the nature of sports reporting. Since many events occur simultaneously, especially on Fridays and Saturdays, it is often necessary that sports reporters work overtime when normal work schedules cannot accommodate coverage.

Another statistic reflected in coverage of the multitude of sports events involves the question of initiative versus routine beat reporting. As Table 17 shows, reporters said an average of about 40 percent of their copy originated through routine beat coverage while 30 percent was estimated as originating through initiative reporting. Buckley and Hart agreed with the reporters' calculations

TABLE 17
Experience, Assignment and Data on Origin of Copy Written by Reporters
Assigned to the Sports Desk of the Saginaw News

Name	Assignment	Length of Time		Percentage of total copy through:				Total
		On Assignment	In News Industry	Super-visor	Routine Coverage	Initiative Reporting	Handouts, Rewrites	
William A. Ayvazian	Reporter	2 years	3 years	15%	50%	25%	10%	100%
John J. Pozenel	Reporter	9 months	9 months	5	45	45	5	100
Richard Wood	Reporter	4 years	4 years	60	20	20	0	100
Averages:		21/3 yrs.	22/3 yrs.	27%	42%	30%	5%	

of copy origins. Hart said about 80 percent will come through routine reporting and 20 percent through reporter initiative. Buckley also placed the initiative figure at 20 percent, but the routine at 60 percent.

The percentage of copy resulting from routine reporting is far greater than that reported by city desk personnel. The discrepancy between these two figures is understandable since much of sports copy comes through events that can be foreseen, such as football games and tournaments. Conversely, much of the news covered by city desk personnel cannot always be anticipated.

Those assigned to the sports desk are not required to produce a minimum number of stories daily. However, with the exception of Buckley and Hart, each writer said that in a normal day he writes about three stories, but that even this average varied greatly depending on the season. In gathering news, the reporters said they each found it necessary to talk with an average of four news sources daily. This figure, also, is lower than that reported by city, women's, or area desk personnel, but again it is understandable because of the nature of sports writing. Coverage of athletic contests can be planned well in advance, and writers are usually supplied with a wealth of statistics on which they can draw. Since much sports copy tends to be dominated by statistics with enough commentary

to add color, it seems the sports writer is relieved of the necessity of talking with many news sources in writing a story.

As already mentioned, the sports desk is somewhat unusual in that personnel regularly edit each other's copy and layout pages. Buckley has responsibility for the content of all sports pages, but he seldom makes all layout decisions. Buckley said he gives the individual assisting him full responsibility for layout of the pages, his only requirement being that the assistant use "his own judgment unless I specify otherwise."

Ayvazian said he edits copy and lays out some pages about four times weekly, spending the remainder of his time writing. Wood said much of his editing responsibilities is devoted to wire copy. Hart spends the most time of any of the five in an editing capacity; he estimated that 70 percent of his time is spent editing copy and laying out pages. His regular assistant is Wood. Decisions related to wire copy are usually made by either of the two men working on the desk. Syndicated material is used according to its timeliness and interest as well as space considerations. Buckley said the News prints no regular syndicated sports features.

A feature shared in common only with the women's department is the frequency of reporter-ordered photographic assignments. All those assigned to the desk said

they assign pictures regularly, sometimes as often as five times a week. This frequency can also be attributed to the nature of sports events: events are planned far in advance, allowing news and photographic plans to be made, whereas the city and area desks often are operating on a spot news basis. Whoever works as the desk man is responsible for selecting photographs and writing cutlines.

Although operations of the sports desk seem to be dissimilar from that of other desks at the News, likenesses are apparent. For example, nearly all reporters questioned said they work largely on their own with little exchange of news tips or information among themselves. Of the five men assigned to the sports desk, only Wood said he relays news tips to other reporters oftener than once weekly. And, like all other reporters, those assigned to the sports desk said persons on their beats and outside the newspaper are their most important sources of information. Sports writers and editors devote the greatest bulk of their attention to work for the sports desk; seldom are contributions made to "Valley" magazine or any other section or department of the newspaper.

What differences exist in the operations of the other desks are apparent in the extent of each person's duties. All of those assigned to the sports desk (with the exception of Pozenel) are involved in editing copy, page layout, and photograph selection--responsibilities that are

retained by the editors of the city, area, and women's desks. This sharing of duties is attributable to the diversity of sports writing, the many schools, and numerous events, as well as the seasonal nature of sports.

This chapter has discussed the sports, women's, and area desks, and the chapter before, the city desk. The desks described are responsible for the bulk of the news copy printed daily in the Saginaw News. Other individuals, not discussed here, are responsible for editing and writing the two weekly News magazines, "Valley," and "Woods and Waters." The magazines will be discussed soon, but not before an examination of the department responsible for the final editing of much of the News' copy--the copy desk.

CHAPTER VI

THE COPY DESK AND "VALLEY" AND
"WOODS AND WATERS" MAGAZINES

Before stories written by the twelve city desk and hundreds of wire service reporters appear in the Saginaw News, their work is examined at the last check point maintained by the editorial department--the copy desk.

Copy desk operations are overseen by an editor called a slot man who supervises the work of four copy editors assigned to the desk. It is their responsibility to edit all wire service copy and copy from syndicates, as well as much of the copy written by reporters assigned to the city desk. Copy written by personnel assigned to the sports, area, and women's desks is edited and headlines written for it by editors assigned to those desks. The term "editing," as used here, involves making corrections in stories to eliminate wordiness and factual and style errors. In most instances, copy editors write headlines for stories and often make a decision as to the page position of the story.

A profile of the experience and education of those assigned to the desk is found in Table 18. These individuals are:

Christopher T. Thompson: An employee of the News for five and one-half years, Thompson is in charge of copy desk operations. In addition to supervising the work of the four copy editors, his responsibility as slot man includes the selection and display of stories for the paper's inside pages.⁴³ He also is the telegraph editor and is in charge of compiling and sorting stories from the various wire services subscribed to by the News. Thompson has been in his present job for two years. His previous three and one-half years at the News was spent reporting education and police news. He had previous experience as a reporter, photographer and assistant wire editor and sports editor for the Tiffin (Ohio) Advertiser-Tribune.

Daniel E. Anderson: He has worked for the News as a copy editor for two years since coming from the Lansing State Journal. There, as business editor, he was responsible for writing, editing, and planning the layout of business news. He now edits the daily and Sunday business pages and the farm section appearing in Saturday editions.

⁴³These pages include all those not assigned to the editors of the city, sports, and women's desk. The editors of these desks have responsibility for layout of all pages assigned to them. Most of the inside pages referred to here are Thompson's responsibility and will carry either wire service or syndicate material.

TABLE 18

Assignment, Experience and Educational Background of Personnel
Assigned to the Copy Desk of the Saginaw News

Name	Age	Length of Time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
Janet L. Martineau	25	4 years	4 years	4 years	Copy editor	B.A., Journalism Michigan State University
Frank J. Koontz	26	1 year	5 years	5 years	Copy editor	B.A., Journalism Wayne State University
John A. Puravs	26	3 months	2½ years	2½ years	Copy editor	B.A., Journalism University of Michigan
Christopher T. Thompson	30	2 years	5½ years	7 years	Copy desk chief, Telegraph editor	B.A., Journalism Michigan State University
Daniel E. Anderson	54	2 years	2 years	32 years	Copy editor	B.A., Journalism Drake University
Averages:	32	2 years	3 ¹ / ₃ yrs.	10 years		

Frank J. Koontz: A copy editor for one year, Koontz was before that the News' city hall reporter for two years. He has worked for the News for five years, covering different beats prior to the city hall assignment. He had no previous media experience before coming to the News. Koontz is responsible for editing and layout of the daily "Periscope" section in which News editorials are found. He also edits the "Young Living" pages, which consist of youth-oriented feature news in Sunday editions. He regularly edits copy written by the reporter assigned to city hall.

Janet I. Martineau: Miss Martineau edits copy for the daily amusement section, the home and garden pages for Friday editions, and the church section in Saturday editions. She also edits the "Dateline" column, a youth-directed advice column which appears in the News daily. She has worked at the News for four years, coming to the newspaper immediately after she was graduated from college.

John A. Puravs: He has worked for the News for two years, most of which was spent as the education writer. In addition to editing copy written by the city desk staff, he regularly edits copy about education. He had no previous media experience before joining the News.

Although Thompson is the immediate supervisor of the copy editors, the news editor, Michael Middlesworth, is often involved in the daily editing. Middlesworth does so

by virtue of his responsibility for selecting stories for page one. Individuals editing copy for that page then work under his supervision. A complete description of his duties may be found in Chapter 3, page 38.

Each of the copy editors, including Thompson, works a thirty-seven and one-half hour week. Their individual work day varies; one starts at 6:30 a.m., others begin at 7 and 7:30 a.m. Because the News publishes morning editions on Saturday and Sunday, it is necessary for the copy editors to work some overtime. Thompson, Koontz, and Miss Martineau each work Friday and Saturday evenings, alternating every week. One copy editor works during these evening shifts and handles mostly current, breaking news. Much of the copy for weekend editions is feature material and is edited and sent to the composing room earlier in the week. One reporter works with the copy editor working the weekend shift. On that shift, the copy editor has complete responsibility for layout and selection of page one stories as well as stories for inside pages reserved for breaking news.

Copy editors say they each edit an average of five stories written by city desk reporters and fifteen wire service stories each day. Much of the wire service material is included in the six summary "Today" columns. These include short news items arranged under standing heads, such as "Michigan Today" or the "War Today." Others include news from Lansing; Washington, D.C., and one titled

simply the "Nation Today." Each of the copy editors regularly edits items that are used in these columns. The copy chief, Thompson, selects stories to be used in the columns. Rather than giving copy editors responsibility for selecting these stories, he said he chooses them himself to maintain continuity. Many of the items were preceded by or will likely be followed by another story, and Thompson contends that it is important for one person to have an overview of the columns and the entire news content of the newspaper. This person, he said, should be responsible for the selection of items for the summary columns, as well as other wire service copy. After Thompson allocates space and specifies content, copy editors are responsible for writing the headlines and editing copy to fit within the allotted space.

One copy editor described the copy desk procedure as a team effort with the work load distributed evenly and fairly. Other than specialty copy handled by the various copy editors, no particular system is used in distributing copy to be edited. Each copy editor is simply given another story to edit when he finishes the previous one.

The deadline for copy, with the exception of copy for page A-1 and A-3, the local page, is 10 a.m. At that time, all inside page copy for that day's edition is to be in the composing room. After that time, work for that day's edition is devoted to copy for page A-1 and the continuation,

or "jump," and A-3 pages.⁴⁴ The deadline for these pages is 11:30 a.m. Afternoons are spent editing copy for the next day's editions or for editions several days in the future. Whenever spot color is run, copy for that page is due at noon one day before the date of publication. Copy for the "Periscope" section is due in the composing room at 2 p.m. the day before it is to appear in the paper. Copy editors check most page proofs only for the accuracy of headlines. Accuracy of both copy and headlines is checked on page proofs for the "Periscope" section page on which the local editorial and columns appear and on pages with color.

Thompson explained that deadlines other than these are self-imposed by the copy desk and can be adjusted to accommodate vacations and other irregularities when all copy editors are not present.

Apparently, because of the nature of their jobs, few of the copy editors take work home, completing virtually all their work while at the News office. Miss Martineau said she takes work home about two or three times monthly while other copy editors said the extent of their work outside the News office consisted only of reading material related to their jobs.

⁴⁴The "jump" page is used to continue stories from other pages. Newspapers often continue a story from the front page into an inside page.

Each copy editor regularly edits stories written by city desk reporters. A general pattern exists here with Anderson handling business-related news, Puravs handling education-oriented news, Miss Martineau handling entertainment copy, and Koontz editing city hall stories.

Copy editors said they are supervised by Thompson, and this supervision is largely limited to Thompson reading the headlines they write. Because of the daily volume of copy edited, it is not likely that Thompson or Middlesworth would be able to re-read each story after a copy editor had completed editing and writing a headline for the story. If Thompson or Middlesworth finds the headline unsatisfactory, it is given back to the copy editor to be rewritten. Since the work of the copy editors is seldom re-checked, the copy editors have a great deal of power in determining what will finally go into the paper.

Copy desk personnel perform an important function in guarding against errors in style and in fact. But they also shoulder a greater responsibility. It was to this burden that the question "what freedom do you have in carrying out your responsibility" assumed great importance.

Each copy editor judged his freedom as ranging from considerable to complete. The only restrictions noted were those necessitated by space requirements. For example, if the copy desk chief designated a story to run three

columns wide with thirty lines to be eliminated from the original copy, the copy editor was obliged to follow these instructions, even if he felt the story should be printed in its entirety and merited a five-column wide headline. Such instructions from the copy desk chief were noted as virtually the only restriction imposed prior to publication.

There is, of course, also the subtle restriction that copy is given to a particular editor to edit. In the case of the News, Thompson makes the decision as to which wire stories will be used on all but the front page. The copy editors do not, quite simply, have the freedom to go to the wire, select and edit a story, and then send it to the composing room to be set in type. This cannot be considered a true restriction on the freedom of the copy editor. Responsibility for content rests with the editors, not with those who edit the copy.

Copy editors said they were never asked or told to change the meaning of a story or to "play down" its significance by rearranging paragraphs. One copy editor said, however, that such words as "hell" or "damn" may be struck from copy, depending on which individual was acting as copy chief on a given day.

Related to this question was that of "sacred cows." Copy editors were asked if they were instructed to edit copy to provide special coverage of a certain topic or person. Topics which copy editors believe received special

consideration were much the same as those noted by reporters assigned to the city desk--advertisers, General Motors, and the business community in general.

One problem unique to the copy desk is the question of preferential treatment for certain reporters. Copy editors were asked if they are hesitant to edit the work of certain reporters. Simply, did a copy editor avoid making what he considered necessary changes in a story because the reporter was a "sacred cow" himself? Or was this hesitancy because the copy editor saw the reporter as more knowledgeable about the subject than the copy editor?

Responding to this question, one copy editor said that editing the work of Henderson and Tucker, two of the "old timers" assigned to the city desk, called for extra caution: "I feel they know more about the subject than I do. I rarely will do much with their copy." Another comment: "I don't mess with Henderson's copy." Aside from copy written by Henderson and Tucker, copy editors said they do not hesitate to make changes in copy written by other reporters.

The frequency and extent of revision actually undertaken varied. One copy editor said he rewrites the lead paragraphs of about six stories in one week. Another said he rewrites several paragraphs of at least six different stories written by the city desk staff each week. And, another copy editor said that he did little rewriting.

He said it is necessary for reporters to develop an individual style, rather than be regimented through copy desk editing.

Despite possibilities for "sacred cows" and other nuances, such as pressure from the copy desk chief, editors, and ordinary deadline pressures, all of which often inhibit the quality of copy editing, those assigned to the copy desk appear to have as much freedom in performing their jobs as those assigned elsewhere. That these individuals felt they had virtually complete freedom in editing no doubt greatly aids in the performance of their duties. As discussed earlier, the only restriction expressed by a few was in editing copy written by the older reporters. But this appears more as a self-imposed restriction and deference to the fact that these reporters are more experienced and possibly more familiar with the subject than the copy editors.

The remainder of this chapter will discuss two news operations that differ markedly from those examined in preceding chapters. These are the two weekly magazines, "Valley" and "Woods and Waters."

"Valley" Magazine

Readers find this magazine with Sunday editions of the News. It is a twelve-page, tabloid-size insert that uses a six-column wide, fourteen-inch deep format. The magazine carries few advertisements, which leaves it open

for extensive use of photographs and layout possibilities not available in daily editions of the newspaper. It is allocated forty-four columns weekly for news content of the total seventy-two columns, but often more news space is available since all twenty-eight columns of advertising are not sold.

The news content of the magazine is geared to the reader familiar with Saginaw. A typical issue contains three or four stories, most of which are written by News reporters. Very little syndicated or wire service copy is used. A typical issue contained, among others, a story about Mexican-Americans, a personality sketch of a well-known Saginaw resident, and a feature about a Saginaw landmark.

The editor and only News staff member assigned to "Valley" is Daniel I. Brandon. Brandon joined the News staff in 1968 and joined the magazine at its inception. He remained a reporter for the magazine until September, 1969, when its focus was changed considerably and he assumed the editorship. He had no previous media experience before joining the News staff after his graduation from college.

When "Valley" was born in March, 1969, it was staffed by three reporters and one editor. It then provided coverage of the geographic area from which it derived its name--the Saginaw Valley, which includes communities within a triangle bordered by the cities of Saginaw,

Midland, and Bay City. At that time, the staff covered much of the news now covered by area desk personnel. Important meetings, such as those of city councils, boards of education, and the like were covered in Bay City and Midland by "Valley" reporters. The magazine staff did not concentrate on news of those communities in the detail as the city desk reporters now cover the news of Saginaw. Instead, writers concentrated on major news events and would often featurize stories so they would be adaptable to the weekly publication of the magazine.

Since September, 1969, the magazine's focus has changed. Where it was once oriented to news from the Saginaw Valley, emphasis is now placed on news primarily of interest to Saginaw area residents. It is these people who know of the institutions and problems discussed in its columns. But, the stories are still written so anyone outside Saginaw would likely find them interesting and informative without having specific knowledge of persons or subjects covered.

Brandon is supervised by the news editor, Michael Middlesworth. This supervision, according to Brandon, is limited to discussions among the various editors who meet weekly to plan weekend coverage and the main story for "Valley." The involvement of other editors in the content planning is important since much of the work appearing in the magazine is written by News staff writers. Brandon

said he has complete responsibility in organizing and editing the magazine once a decision is reached about the main story.

Brandon estimated that he writes about 25 percent of the copy and that city desk staff contributions comprise 50 percent. The remaining 25 percent is drawn from wire service copy and that submitted by free lance writers. Participation of the staff comes when Brandon asks a reporter to write a story or the city editor volunteers a story that needs the layout possibilities of the magazine.

Copy that is written by city desk reporters but is to appear in "Valley" is first read by the city editor or assistant city editor and then given to Brandon who edits the story for the content and tone he hopes to achieve. Wire service or syndicate-provided copy that may be appropriate for the magazine is given to Brandon by Middlesworth or a copy editor. Brandon then has the responsibility of choosing photographs and laying out the magazine once he has made content and editing decisions.

"Valley" provides a convenient outlet for stories written by the city desk staff and others that can simply not be given adequate space in the daily newspaper. As noted in Chapter IV and V, reporters consider "Valley" their only regular writing activity outside assignments for their respective editors.

Brandon considers that he has virtually complete freedom in choosing stories and planning layout. At no time has another editor insisted he include a story in the magazine, although an editor, such as the city editor, could order the inclusion of a story. Brandon said the major limitation he faces in editing the magazine is the size of the staff. Because he is the only News employee assigned to the magazine, Brandon said he finds it difficult to report on major news topics of importance to Saginaw readers.

Mechanical problems also cause some difficulty in planning news coverage. A color photograph is often run on the cover and, because of production details involved, the magazine's main story must be planned three weeks in advance. Copy deadlines preclude any immediate comment on breaking news. For example, all copy and photographs, with the exception of the color cover, must be in the composing room nine days before the publication date. This is the final deadline; in reality, copy must be written almost two weeks before publication to allow time for editing and layout. Because of these limitations, it is almost a necessity that the magazine follow a feature format and one that is dominated by stories that have little immediate time value.

"Woods and Waters" Magazine

This other News weekly magazine differs markedly in content from "Valley," although editing and supervision procedures are similar. "Woods and Waters" is much more of a specialized magazine and appeals to those primarily interested in outdoor activities. It does not cover news only of traditional outdoor sports, such as hunting and fishing, but also includes news of widely diversified sports, such as snowmobiling in the winter and sailing in the summer. An issue typical of the weekly offering contained the following: A story about reclamation of lakes, a story about fishing, and another about a Saginaw man who raises buffalo. Although it is not the general interest magazine like "Valley," it prints stories that would interest anyone even mildly concerned with the outdoors.

"Woods and Waters" is a tabloid-size insert in Sunday editions. Like "Valley," it is twelve pages in all and uses a six-column, fourteen-inch deep format. It, too, is allocated forty-four columns for news, but seldom are the twenty-eight available columns of advertising sold, so usually there is more room for news.

The editor of the magazine is Frank Szarenski, the former city editor of the News. The magazine was started in January, 1971, and is the only magazine of its type published by any of the Booth newspapers. Szarenski is the only staff member assigned to the magazine and in this capacity he also serves as the News outdoors editor.

He has worked for the News eleven years. Prior to his assignment as outdoors editor, he was city editor for one and one-half years and, before that, assistant city editor for four years. Other assignments at the News included coverage of city hall and police news. Prior to joining the News staff, he worked as a reporter for the Marquette (Michigan) Mining Journal.

Although the organization chart shows that Szarenski is supervised by the managing editor, Harold Lappin, he said he receives no direct supervision from Lappin. Like Brandon, Szarenski said he has complete freedom in editing and layout of the magazine. Decisions on content are made entirely by Szarenski, and, although editors meet weekly to discuss weekend news coverage, "Woods and Waters" is not a part of that conference.

Much of the copy appearing in "Woods and Waters" is written by Szarenski. He estimated he writes 60 percent while 20 percent is written by the outdoors writer assigned to the Grand Rapids Press, another Booth newspaper. The remainder originated through wire service copy and free lance contributions. One or two reporters assigned to the city desk said that they contribute to the magazine occasionally.

Although "Woods and Waters" has early deadlines, this is seldom a problem since the content of the magazine is seasonal. Copy must be in the composing room nine days before the date of publication, which is not a hindrance

to a season that lasts three months, although the deadline does preclude immediate comment on breaking news related to outdoor activities.

Other than his magazine duties, Szarenski is responsible for writing a weekly column that appears on the outdoor page in Thursday editions of the News. Copy for this page is edited by the city editor and is included in the sports section of Thursday editions. Szarenski also compiles weekly reports of various hunting and fishing conditions and other related outdoor activities. These, too, are included in the four columns allocated in Thursday editions.

That Szarenski has complete freedom is illustrated somewhat in the hours he works. Although he is paid on the basis of a thirty-seven and one-half hour week, he said he often works overtime as much as fifteen hours within a week. Because of the nature of the magazine, Szarenski often schedules appointments during other than routine working hours. He estimated that only one-third of his work week, or twelve hours, is spent in the News office.

Of all those employed by the News in a writing and editing capacity and questioned in this study, Szarenski probably has the most freedom in carrying out his job. He said he originated the idea for the magazine late in 1970 and the concept was approved by the editor and managing

editor. Because he is so thoroughly acquainted with outdoor activities, and it is his job to report this news, Szarenski enjoys freedom away from the newsroom that is unknown to other reporters and editors.

The two magazines, although an important part of the Saginaw News weekend editions, cannot truly be considered as a part of the daily news operations. Since each is written and edited largely by one individual, they are removed from the news gathering routine of the News. Editors find their stories, write them, or have them written, edit the copy, layout pages, write headlines, and select pictures--a process that several individuals are involved with in copy written for other desks.

It is difficult to describe the job of a man who has such complete responsibility. While the work of reporters may be collectively discussed, as has been done in the preceding chapters, it is not possible to examine the work of the two magazine editors in the same way. This is not meant as a criticism of their work or of the value of their magazines, but simply an explanation that they do not fit into the daily routine and procedures of the Saginaw News.

The following chapter will discuss others with a part in those proceedings--the photographers and others, such as librarians and telephone operators. Their jobs will not be examined in the detail found here and in

Chapters IV, and V, but instead will be presented to form a well-rounded picture of those involved in newsroom operation and management.

CHAPTER VII

MISCELLANEOUS DEPARTMENTS

OF THE SAGINAW NEWS

The preceding chapters have delved into the jobs of those responsible for reporting, writing, and editing news appearing in the Saginaw News. This chapter will examine three other operations integral to the smooth functioning of the newsroom. These are the photography department, the library, and telephone operations. Most readers take for granted that there will be pictures in the paper and that, for some reason, the newspaper has all knowledge known to mankind at its fingertips. It is important to understand the functions of these operations.

Photography Department

This department has one director, four photographers, and one technician who occasionally fills photographic assignments. All are issued cameras by the News. The equipment varies considerably. One photographer is issued three cameras and seven lenses provided by the News, while others have one or two cameras and about the same number of lenses. Each photographer, with the

exception of the director, has a small darkroom in the News building in which he develops negatives and prints pictures. In addition to the five small darkrooms, there is one large facility set up for color processing. It is seldom used for that purpose and, instead, the darkroom is used by the director and any of the other photographers wishing to make use of the special equipment not found in their own darkrooms.

Each photographer is responsible for printing virtually all photographs he takes. The technician is kept busy taking studio photographs and processing film exposed by reporters assigned cameras by the News and occasionally by area correspondents. The technician also is responsible for printing photographs ordered and paid for by News readers.

The News studio is used primarily for taking portraits. The news department, rather than the advertising department, makes the greatest use of this facility. Generally, whenever the News library begins a file on a Saginaw area resident who has made news, through a promotion, for example, that person will be asked to come to the studio so a portrait may be taken. The negatives are then retained by the library. Zinc plates are made when the person's photograph is used in the newspaper.

The director of photography is Wilbur E. Gustafson. He has been an employee of the News for twenty-five years,

coming to the newspaper from a studio he owned that specialized in portrait and industrial work. He has been in the supervisory position in the department, although the title has changed, for the last five years. Prior to that, he was a photographer. His duties now include assigning and scheduling photographers, determining if the photographer got the most from his assignment, and coordinating photographic coverage for "Valley" magazine and other special projects. He also is responsible for assigning equipment to the various photographers.

The technician of the department is Cliff James, an employee of the News for one year. Prior to that assignment he was advertising manager and photographer for sixteen years at the Frankenmuth (Michigan) News. His duties, other than those already discussed, are maintenance of the Associated Press and United Press International wire photo machines, clerical duties, such as filing of negatives, and radio operator of the citizens band radio linkage between the News building and photographers' cars.

The four photographers are:

Curtis T. Leece. An employee of the News for fourteen years, Leece worked for the newspaper seven years before that in a part-time capacity. He is a general assignment photographer but specializes in color separation. He also repairs cameras and electronic equipment owned by

TABLE 19

Assignment, Experience and Educational Background of Personnel
Assigned to the Photography Department of the Saginaw News

Name	Age	Length of time			Assignment	Education
		On Assignment	With <u>Saginaw News</u>	In News Industry		
Donald J. Demers	43	18 years	18 years	18 years	Photographer	High school diploma
Wilbur E. Gustafson	52	5 years	23 years	23 years	Director	Two years college, Linfield College
Cliff James	51	1 year	1 year	17 year	Technician	High school diploma
Curtis T. Leece	38	14 years	21 years	21 years	Photographer	A.A.S., Photography Rochester Institute of Technology
William O. Mitchell	24	1½ years	2 years	2 years	Photographer	B.S., Business Admin- istration, Central Michigan University
Leland R. Watrous	44	13 years	17 years	17 years	Photographer	Two years college, Bay City Junior College
Averages:	42	10 years	14 years	16 years		

the News, as well as constructing special equipment for the department. He is a graduate of the Rochester (New York) Institute of Technology, with an A.A.S. degree in photography.

William O. Mitchell has worked for the News for one and one-half years. He came to the newspaper directly upon his graduation from Central Michigan University where he majored in business administration. Like other photographers, he is a general assignment photographer. He also specializes in the production of color photographs and separations.

Leland R. Watrous has worked for the News for seventeen years, almost all of which has been spent as a general assignment photographer. His first four years with the News were spent as a darkroom technician.

Donald J. Demers has been an employee of the News for eighteen years. He worked his first year at the News as a darkroom technician. His previous photographic experience includes five years as a portrait photographer. He is now a general assignment photographer.

Supervision within the department, like all other departments at the News, is indirect and informal. Gustafson said he is nominally supervised by the editor, Gover, and the managing editor, Lappin. The only actual supervision he receives is through comments from one of these two editors. He said he has complete freedom in carrying out the duties

described earlier. The four photographers are supervised by Gustafson. And, like the supervision he receives, they too receive little direct supervision. Watrous described the situation this way:

We're loosely supervised. Gustafson looks at pictures and sometimes gives us ideas. Pictures are occasionally critiqued, possibly every four to six months and usually when he is jumped on. He seldom complains.

Other photographers described their relations to their superiors in much the same way. Each said there is seldom any compliment or criticism of their work from any superior or from reporters. Despite this lack of feedback, each said they had complete freedom in taking pictures and processing as they saw fit. The only restriction noted by one photographer is that a reporter will occasionally request a specific camera angle or setup for a photograph.

Since photographers do virtually all their own processing, from negative to finished prints, they exercise a great deal of editorial judgment. Photographers do not print contact sheets of each roll of film they expose.⁴⁵ Instead, the photographer processes the negatives and chooses several that he feels are best suited to the assignment. These frames are then printed and the photographs

⁴⁵A contact sheet is a sheet of photographic paper on which negative-size prints of all exposures are printed. With the sheet, the editor can examine all exposures made by the photographer and take his choice of which he wants printed.

delivered to whichever desk originated the assignment. The assigning desk editor has final authority to decide if any of the pictures will be used or if the photographer must re-take the assignment or make prints from other negatives.

In making decisions on prints, Leece said he usually considers three requirements that a negative must satisfy before he will print a picture. He said he chooses the frame that best tells the story, is aesthetically pleasing, and will reproduce well. Other photographers expressed similar views.

It is not common that a photographer is assigned to take the picture again should the editor not be satisfied with what has been printed. In an effort to keep re-takes at a minimum, a detailed photograph assignment sheet was recently developed by Gustafson that enables the reporter or editor to explain fully what he is looking for in the assignment. A copy of this assignment sheet is included in the appendix.

Considering the volume of work handled in the photography department and the relatively few instances where photographers are instructed to re-take an assignment, it can safely be said the photographers have great freedom in carrying out their assignment. The photographer exercises a great deal of editing freedom in that he chooses which of possibly twenty exposures made of an assignment

will be offered to the desk which assigned the photographs. This freedom is reflected in pictures used in the newspaper. Photographers estimated that almost 70 percent of their work is used in the newspaper and that, of the pictures used, almost 85 percent originated through a specific assignment. Photographers estimated, again on the average, that of their photographs printed, only about 21 percent came through those taken on a speculative basis or on their own initiative. These were pictures not assigned, but those the photographer took because the subject was of interest to him.

Photographers saw only a few sacred cows that stood between themselves and the photographic news potential they would like achieved in the Saginaw News. One photographer held sentiments similar to those expressed by reporters assigned to the city desk. He saw the United Fund and Board of Education programs, or news considering controversy with-in local religious groups, such as the Catholic Church, as, enjoying special privileged status in the News. The photographer listing these topics, however, considered them a traditional problem, "the idea that the paper must service the public interest and that these groups can do no wrong."

Photographers were not as vocal in their criticism as were some reporters of News coverage of sacred cows. Although they were asked about special coverage from a photographic standpoint, no serious reservations were raised, with the exception of those just mentioned. One explanation

seems to be apparent in their lack of concern about sacred cows. Reporters, for example, are called on to report news of controversial persons and topics and to report on trends and ideas not popular in the community. Although photographers supposedly reflect the purpose of a story in their photographs, they are not particularly concerned with the issue, but more with the photograph itself. This is best reflected in the criteria Leece uses in selecting photographs--aesthetically pleasing, story-telling, and reproduction quality. Two of these three concern technical quality while only one is concerned with an editorial judgment. Conversely, the reporter, while certainly concerned with page position of the story, is vastly more concerned that his story does, indeed, tell the story.

There are, of course, similarities with other news departments. Like virtually all those assigned to the newsroom, photographers work a thirty-seven and one-half hour week. Their schedules vary substantially to accommodate weekend edition coverage and night events and meetings where photographs are assigned. Overtime is not a rare occurrence for those assigned to that department. All said they work overtime either regularly or occasionally. Each photographer questioned said he worked overtime sometime within the two weeks previous to the interview. The reason for overtime usually involved staff shortages and assignments that could not be scheduled in regular working hours.

As might be expected, photographers spend much of their working day outside the News office. Photographers estimated they are in the office an average of about four hours daily; the remainder of their time is spent on assignments outside the office. Unlike virtually all reporters, photographers said they spend considerable time at home with job-related activities. Photographers said they either process film in home darkrooms or take photographs on their own initiative when they are not working on News time.

Photographers are not responsible for writing the cutlines, or captions, that accompany pictures printed in the newspaper. That task is assigned by the editor of the particular desk for which the pictures are taken. The photographer is responsible for correct identification of all those in the photograph. They generally write a brief note of explanation describing the event and persons involved, rather than only supply the names of individuals in the picture.

The photography department differs drastically from other news departments in at least two ways. Personnel assigned to the department are significantly older and more experienced in their craft than, for example, reporters assigned to the city desk. One explanation for this may be that, while reporters are generally considered qualified immediately upon graduation from college, the photographer needs experience rather than a formal education. This is

not meant as a degradation of the university degrees held by several of the photographers, but more a realization that photography calls for skills acquired through experience rather than university training. The same argument is often heard about reporter experience versus university training; but for a photographer the experience argument seems more viable. As Chapter IV explained, the longest any reporter assigned to the city desk had worked for the News, with the exception the three "old timers," was less than three years. Photographers had an average of twelve years experience with the News, as Table 19 shows.

Another difference between this and other news departments is that of total participation in the production of the daily news product. For the most part, photographers are involved after news decisions are made. For example, a meeting is scheduled and a photographer is assigned, or a story is planned by a reporter or editor and the photographer is then assigned to capture the visual aspect of the assignment. Instances do occur when photographers become a part of an ongoing assignment. These include photographs taken on a speculative basis in hopes the city editor or some other editor will find the picture appealing and include it in the newspaper. The department also shows initiative in the photographer-at-large series which runs twice weekly on the area page. This, however, is one of the few instances photographers have to be particularly creative outside the

normal assignments. The News is not filled with mundane check-presentation photographs but, because of space limitations, does not afford photographers many opportunities for large picture displays. This is not a fact peculiar to the Saginaw News. Most daily newspapers seem to use photographs only when necessary, either to fill space or break up large volumes of copy or when a picture is an absolute necessity in telling the story.

The News photography department, while separate from decision making in the daily news product, is very much an integral part of the newspaper. It is with photographs taken by staff photographers that the News complements the work of its reporters.

Other News Operations

Often the seemingly simple tools used by reporters are overlooked when the newsroom is discussed. Few reporters reflect much on two of their most valuable tools in the newsroom, the telephone and library. The remainder of this chapter will discuss library operations and telephone service purchased by the News.

The library, adjacent to the newsroom, is staffed by two full-time librarians who maintain an extensive clipping file of stories printed in the News. Neither of the librarians hold professional degrees in library science, but both have extensive experience at the News. Mrs.

TheIma McLaughlin has been chief librarian for two years, but worked as assistant librarian at the News for eighteen years previously. Her assistant, Mrs. Judith A. Ahearn, has worked in the library almost one and one-half years. She worked approximately four years before that in the dispatch department of the News retail advertising department.

Only stories written by the News staff, or special contributions, are retained in the clipping file. This file consists of almost 60,000 five-by-eight-inch envelopes housed in thirty-eight filing cabinets. Much of the decision in retaining a story for the library rests with the librarians. The general criterion is the probability of later use. If a story is likely to prove valuable at some future date, then it will be retained. In practice, virtually all copy locally written and published is retained in the library's clipping file. Wire service and syndicate provided material is seldom kept.

A story may be filed under any of several categories. For example, a story about a new city budget will be filed under city government, under finances, under the individuals named in the story, and under the reporter's byline, should a byline appear with the story.

Librarians also maintain a biographical profile of many Saginaw area residents. Generally, all people in some aspect of public life are requested to complete a biographical

form supplied by the News. Photographs of these individuals are also taken by a News photographer, usually in the News studio, and then retained in the individual's file.

Other files are maintained. A separate cabinet houses zinc plates made from photographs already used or expected to be used. Other files include those for large pamphlets and other published material, much of which pertains to Saginaw history, official reports from city governmental agencies, and work of a similar nature. Little of the material retained in this file has been written by News employees.

The clipping file is by far the most extensively used record in the library. Because of its easy access to the newsroom and a simple cross-filing system, reporters are able to quickly research stories, check facts and names, and write a more knowledgeable story than would have been otherwise possible.

Other than the clipping file, the News does not maintain an extensive library of reference works. The most significant collection in the library, other than the clipping file, is the microfilm file which contains copies of the News and its predecessors which date back to 1870. Books used most often in the library are old Saginaw city directories, which date to 1944. Other reference works include a partial set of compiled Michigan Public Acts, two sets of encyclopedias, several dictionaries, and related reference material. Specific newspaper reference works

include a set of "Editorials on File" and "Facts on File." Other reference works, purchased many years ago, are now outdated and of little current value to News reporters.

Each News reporter has on his desk a copy of Webster's Seventh New Collegiate Dictionary.⁴⁶ Other dictionaries in the newsroom include a copy of Webster's Third New International Dictionary of the English Language.⁴⁷

Mrs. Ahearn said reporters often use the 2,662-page unabridged dictionary rather than the shorter and much less comprehensive Collegiate dictionary. A current copy of the Webster dictionary is kept in the newsroom and, as it is replaced, old copies go to the library.

It is apparent that News management has concentrated manpower and money on building and maintaining an extensive file of clippings from the newspaper, rather than building a research library of works that may be found in a university or public library. The concern for accurate and comprehensive filing of information gathered by News personnel is vividly demonstrated in the consideration that two full-time librarians are employed to assure reporters, both those now at the News as well as those to come, that adequate and complete records from the newspaper will be available to them.

⁴⁶Second edition, 1967.

⁴⁷Third edition, 1966.

Telephone Equipment

The News is serviced by seventeen incoming and thirteen outgoing telephone lines. Four of the incoming lines bypass the switchboard and ring directly in the classified want ad department. All other incoming calls are answered by the News operator who then connects the caller with the proper extension.

Included among these lines are three incoming and outgoing special long distance lines that permit the News to be billed for long distance calls, both incoming and outgoing, within a certain area, on an hourly rather than on a per-call basis. This system was established after it became apparent that telephone calls made by area and sports desk personnel, particularly, could be handled cheaper and easier with the special lines.

The switchboard is manned daily from 8 a.m. to 5 p.m. and from 8 a.m. to 1 p.m. Saturday. No switchboard service is provided on Sunday. The News employs one full-time operator, Mrs. Pauline Newas, who is aided on weekends and other times by other News personnel. A recent month-long survey indicated that slightly more than 1,000 calls are answered by News operators each day.

Each News reporter, as well as most other employees, is assigned a separate extension number and telephone instrument. In the newsroom the instrument is wired for the reporter's particular extension, as well as one of the city

desk extensions. Each reporter has the capability of answering city desk calls without leaving his own desk. A small switchboard in the newsroom enables the receptionist there to answer any reporter's telephone.

Employees in the building can telephone outside without operator assistance. The system also allows intra- and inter-office communications by dialing the three digit extension desired. When the switchboard is closed, special numbers provide direct incoming service. A special number was recently installed in the newsroom that enables reporters outside the News building to call the city desk directly.

CHAPTER VIII

COMPARISON OF THE SAGINAW NEWS WITH THE DETROIT FREE PRESS AND LANSING STATE JOURNAL

This study has so far concentrated on the jobs involved in the daily news operation of the Saginaw News. Earlier chapters have looked at the development of the press in Saginaw and the literature of newsroom operation and management. What has been presented, then, is a fairly detailed study of the Saginaw News. To better understand those operations, it is important to examine other newspapers so that differences may be seen and possible explanations for these differences advanced. This chapter will sketch the newsroom operation and management of the Saginaw News compared with that of the Detroit Free Press and the Lansing State Journal. Organization charts and comment will explain basic differences and likenesses. For clarity, each newspaper will be examined individually with the News.

The Saginaw News and Detroit Free Press

The Free Press is published in Detroit, the largest city in terms of population in Michigan and the fifth largest

in that respect in the United States.⁴⁸ It is considered a morning newspaper even though all four press runs are started before midnight of the date of publication. Despite a large circulation outside the city of Detroit, the Free Press is a metropolitan newspaper serving a heavily industrialized city. As is readily apparent in Figure 2, the Free Press is staffed by many more editors and reporters than is the News. Much of this can be attributed to the circulation of the Free Press. The Audit Bureau of Circulations reported that as of March 31, 1970, the Free Press had a circulation of 575,446 morning and 632,267 Sunday editions.⁴⁹ A detailed explanation of the circulation pattern of the Free Press is well beyond the scope of this study, but its diversity must be considered when discussing newsroom operation and management.

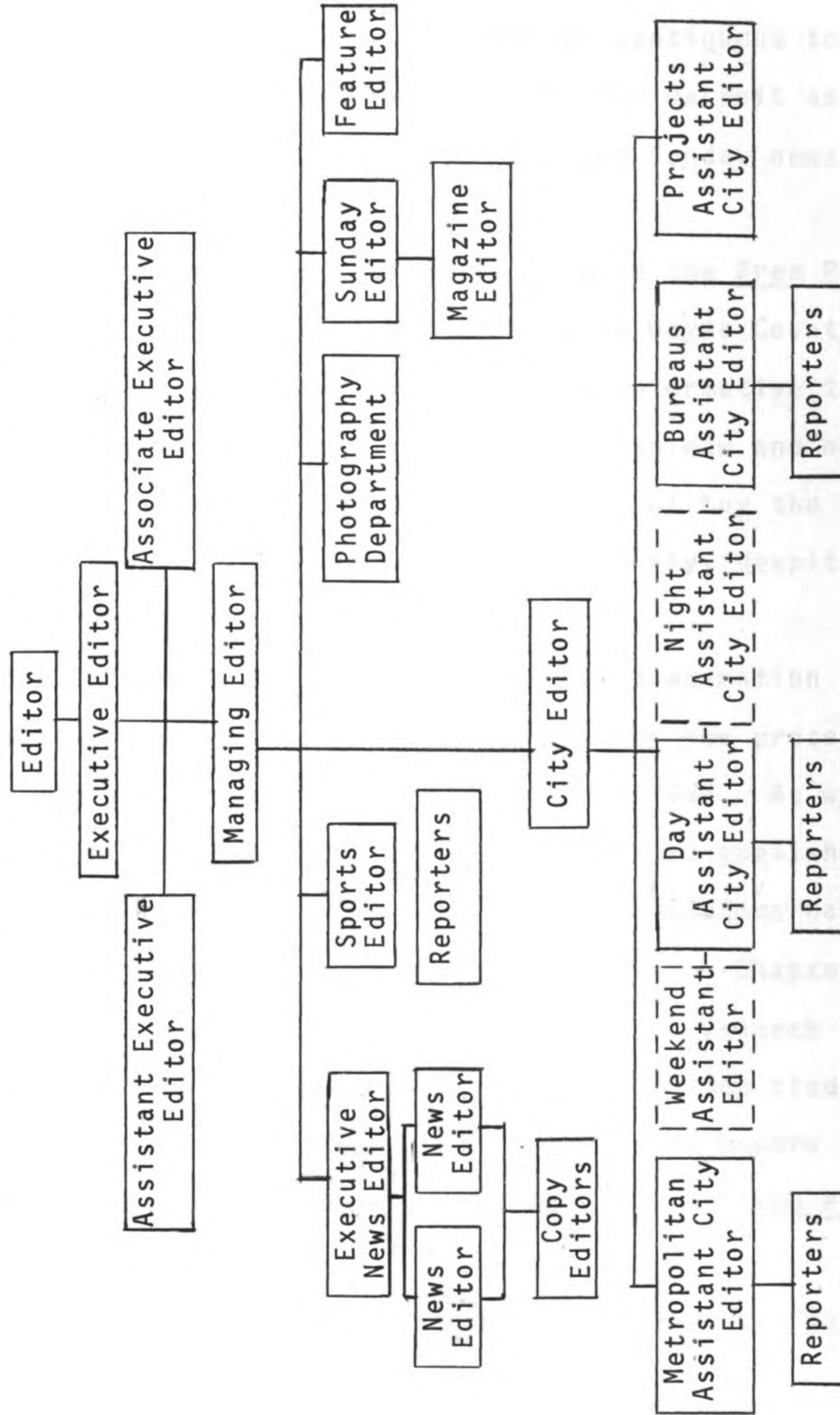
The Free Press is the only general circulation morning newspaper published in Michigan, and much of the newspaper's circulation may be attributed to its morning publication. This is particularly evident when circulation outside Wayne County, in which it is published, is studied. Within Wayne County, 277,027 papers are sold daily and 250,303 are sold on Sundays. This leaves almost 300,000

⁴⁸Dan Golenpaul, ed., Information Please Almanac (New York: Dan Golenpaul Associates, 1971), p. 111.

⁴⁹Audit Report: The Detroit Michigan Free Press, passim.

FIGURE 2

NEWSROOM ORGANIZATION OF THE DETROIT FREE PRESS



Source: Neal Shine, managing editor.

daily and almost 400,000 Sunday newspapers sold outside the county. Much of this is in counties contiguous to Wayne County, but even counties as far from Detroit as Saginaw receive several thousand daily and Sunday newspapers.⁵⁰

This circulation pattern will force the Free Press, if it is to circulate successfully outside Wayne County, to concentrate on a product interesting and informative to Detroit area readers as well as those in Saginaw and other counties. Readers in upper Michigan will not buy the newspaper if it only contains news of Wayne County, despite its morning circulation.

With that explanation in mind, an examination of the newsroom structure of the Free Press may now proceed.

The publisher is Knight Newspapers, Inc. As with the News, and its publisher, Booth Newspapers, publisher interference or participation in newsroom decisions has been excluded from this study. As discussed in Chapter I, such exclusion is permissible because of the research findings of Bowers⁵¹ and Swanson,⁵² who, in separate studies, found publisher interference negligible in newspapers comparable to the circulations of the News and the Free Press.

⁵⁰Audit Reports, The Detroit Michigan Free Press, passim.

⁵¹Bowers, "A Study of Publisher Interference," pp. 28-34.

⁵²Swanson, "Control of the Midcity Daily," pp. 438-52.

The editor of the Free Press is Mark Ethridge, Jr. He is responsible for the editorial page and all editorial writers. The executive editor, Derick Daniels, is the chief newsroom editor and as such is in a position comparable to the editor of the News. He is assisted by an assistant executive editor, Kurk Luedtke, who has no direct role in the daily news product other than serving as a liaison between department heads, such as the managing editor, city editor, sports editor, and others. Daniels is also the news director for all Knight newspapers and has some supervisory authority in this capacity, particularly as it pertains to special news projects initiated by one or more of the Knight newspapers.

The associate executive editor, Frank Angelo, is not directly involved in the daily news content of the Free Press. Instead, he writes three columns weekly and works on special news and public relations assignments for Daniels.

Actual involvement with the daily news product begins with the managing editor, Neal Shine. All department heads, as shown in Figure 2, report to Shine. Major responsibilities of his position are staffing for all editorial departments and overall news content of the newspaper. It is at this level that daily news conferences are held with other editors. Shine meets twice daily, at 8:45 a.m. and at 3 p.m., with various editors to discuss news content for the following day's editions. The morning conference is

primarily with city desk editors, while the afternoon is attended by most of the editorial department heads. A weekly conference each Monday at 10 a.m. is used to plan weekend coverage.

The executive news editor, Vincent Klock, and the two news editors, shown on Figure 2, work in alternating shifts and are responsible for all page makeup, with the exception of A-3,⁵³ photograph selection, and copy editing. The executive news editor is responsible for makeup of page one five days weekly, while the news editors each work as copy desk chief three days weekly while the other works as layout editor, for inside pages, also three days weekly. Each of these three editors alternate in their jobs to maintain the daily circulation frequency of the Free Press.

The arrangement just described is the first serious departure from the newsroom operation of the Saginaw News. At the Free Press, decisions on inside page layout are made by individuals with no direct connection with reporters. Conversely, the city editor of the News is responsible for layout of all pages allocated to that desk.

⁵³Page A-3 is considered the Free Press' "second-front page." Local news is usually found on this page, while national and important local news dominates page A-1. Editing and layout responsibilities for A-3 are shared by the city editor and his assistants.

Copy desk operations of the two newspapers are similar: One person is responsible for page one layout and content although any of three editors who work days may be responsible for that page.

Perhaps the greatest difference between the two newspapers rests in the structure of the city desk. The News has one editor and an assistant assigned to that desk while the Free Press has one editor and six assistants.

Responsibilities of the Free Press city editor, Walker Lundy, are largely administrative. He reads no copy, nor does he have any daily contact with the reporting staff. Much of his time is spent supervising his assistants and planning news coverage through assignments given to the assistants with ultimate distribution to the reporting staff. It is with the assistant city editor structure that the Free Press assures readers the newspaper will be of interest to them, whether they are Detroit or Saginaw residents.

Four of these assistant editors are responsible for coverage not always immediately related to the daily news product. These individuals are in charge of weekend coverage, coverage by the metropolitan bureau, the various bureaus maintained by the Free Press outside Detroit, and one assistant city editor who works on special projects. In addition, two assistant city editors serve as the day city editor and the night city editor.

Each assistant city editor closely edits the copy submitted by the reporter who is either temporarily or permanently assigned to his desk. Virtually all the forty-three reporters assigned to the city desk are general assignment reporters. Exceptions, other than those to be noted below, are eight specialty reporters. These are: entertainment, education, labor, politics, science, religion, behavioral science and automotive.

The day assistant city editor works Monday through Friday from 9 a.m. to 6 p.m., while his evening counterpart works the same days, but from 2 p.m. to 11 p.m. Reporting to the day man are three police and about thirty general assignment reporters, as well as the specialty reporters. Assigned to the night editor are one police and three general assignment reporters.

The metropolitan assistant city editor has five reporters assigned to the desk, which is responsible for coverage of news outside the city limits of Detroit. The area of coverage is not closely defined since most of the state is within the jurisdiction of the desk. For example, the metropolitan assistant city editor would be responsible for selecting someone from the desk should a story break anywhere outside the city of Detroit and editors order staff coverage.

The assistant city editor for weekends is responsible for coverage of feature material for weekend editions. He

does not generally work on weekends, but only gathers material for editions appearing on Saturday and Sunday. No reporters are specifically assigned to this desk.

The assistant city editor in charge of bureaus has the Lansing and City-County bureaus under his direction. He also is the liaison editor with the Washington bureau, which serves all Knight newspapers.

The projects assistant city editor has loosely defined responsibilities. He is in charge of special projects which often involve two or more reporters. This does not include occasions when two or three reporters work together on a breaking news story, but occasions in which the Free Press tries to achieve depth coverage of an incident or issue. One incident that might clarify this involved the newspaper's coverage of the shooting of four students at Kent State University, Kent, Ohio, in May, 1970. Several Free Press reporters, as well as Shine, who was then city editor, were dispatched to Kent for an analysis of the incident. The result was a special section included with Free Press Sunday editions. This is typical of the projects that would involve this assistant editor, although few projects would be of the magnitude of the Kent State coverage.

Only assistant city editors assigned to the metropolitan and bureau desk have reporters assigned directly to them. The day assistant city editor has a large staff, but

these individuals are seldom working on breaking stories for that or the next edition of the newspaper. Instead, the reporters may be assigned to work with any of the other assistant city editors, depending on the particular project.

The managing editor, Shine, explained that the present structure of one city editor and six assistants is one that has evolved following his promotion to city editor in 1965. The rationale for the division of labor is to allow the city editor more time to plan news coverage and to give reporters an editor with whom they could closely work. Obviously, it would be difficult for one city editor to discuss stories and assignments with the forty-three reporters assigned to the desk.

The newsroom organization, particularly as it applies to the city desk setup, also enables the Free Press to cover a much wider area than just Detroit and to circulate more than half its newspapers outside Wayne County. Few reporters are specifically assigned to a beat and are moved to different assignments as news conditions dictate.

Perhaps the closest comparison that may be drawn in the Free Press city desk coverage and that of the News involves the Free Press editor in charge of bureaus. Reporters assigned to that desk write news about the city council, county government, news from Lansing, and other

governmental units. The desk maintains the traditional system of beat reporting utilized by the Saginaw editors. From that similarity, the comparison of the two city desk operations breaks down. A Free Press general assignment reporter, not assigned to the bureaus or metropolitan desk, may be writing a story one week about racial conflicts in local high schools and the next week be in Traverse City to cover a story or report on the conditions of migrant workers harvesting the cherry crop.

Differences in the Free Press and News are also apparent in the size of the staff. Assigned to the city desk of the Free Press are forty-three reporters, while the News has a staff of twelve assigned to that desk. Much of this staff size difference may be attributed to differences in circulation of the two newspapers. Obviously, the Free Press, with a circulation of about eight times that of the News, will require a larger reporting and editing staff. But what makes the Free Press far different from the News in terms of reporter and editor composition are the responsibilities of these individuals. Virtually, all Free Press city desk reporters are general assignment, while the opposite is true at the News, where almost all are beat reporters. The Free Press assistant city editors are not merely high-paid copy editors, as might be suspected with forty-three reporters to supervise, but work directly and closely with reporters assigned to them, either on a permanent or temporary basis.

What has been presented is a rough sketch of the newsroom operation and management of the Detroit Free Press. Several departments, shown on the organization chart, have been excluded from this discussion. These departments, such as the sports, women's, and photographic departments, were excluded to avoid confusion in discussing basic management and operational differences in the heart of the two newspapers--the city desk. As stated in the introduction of this study, the city desk is responsible for covering what the newspaper can alone cover best, the news of the city and its many problems, and that is why emphasis has been placed here on discussing city desk operations.

The Saginaw News and
Lansing State Journal

The State Journal, published in the capital of Michigan, follows a newsroom operation organization pattern remarkably similar to that of the News. Much of this similarity may be attributed to the closeness in size of the two newspapers. The Audit Bureau of Circulation reported that as of March 31, 1970, the State Journal had an evening circulation of 78,089 copies and a Sunday circulation of 78,730,⁵⁴ compared with the News circulation of 60,767 evening and 60,593 Sunday copies.⁵⁵

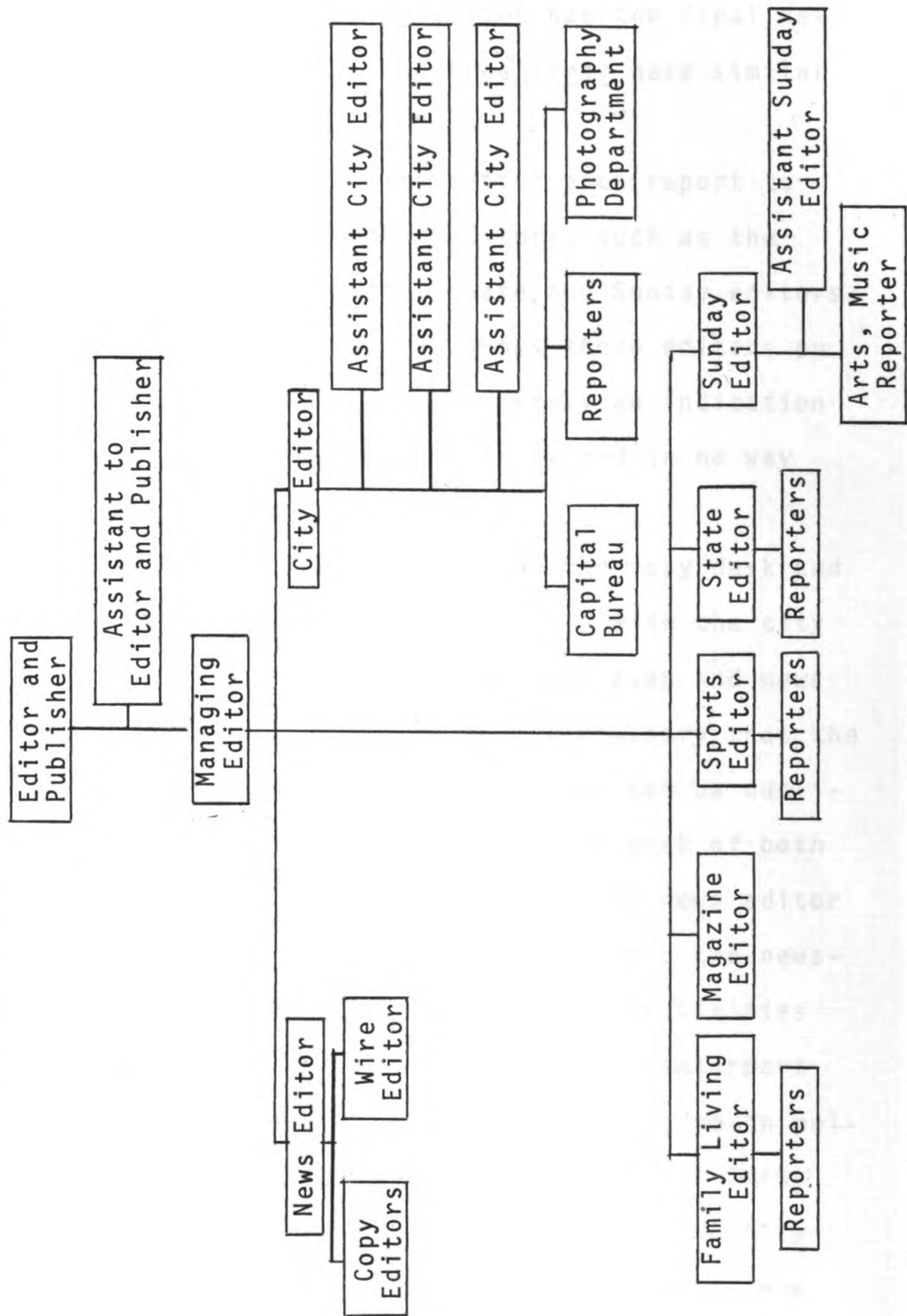
⁵⁴ Audit Bureau of Circulations, Audit Report Lansing Michigan State Journal, A Report Prepared by the Audit Bureau of Circulations (Chicago, March, 1970), p. 3.

⁵⁵ Audit Report: Saginaw Michigan News, p. 3.

Like the News and Free Press, the State Journal is also a member of a group of newspapers, Federated Publications, which is now owned by Gannett Newspapers. The organization of the State Journal on the higher newsroom levels is significantly different than the two newspapers already discussed. As shown in Figure 3, the editor and publisher of the State Journal is one person and is responsible to Federated Publications for both news and business operations. This is a detail not found in the study of the Free Press and News, both of which employ different individuals in the editor and publisher positions. The editor and publisher of the State Journal has an assistant who serves as a liaison between his superior and other editors, such as the managing, news, and city editors.

The managing editor, Kenneth L. Gunderman, is for all practical purposes, the chief of the newsroom. He is responsible for the entire news content including sports, state, and women's departments. Like other managing editors studied, he is responsible for staffing of the editorial departments of the newspaper. And, like the managing editors of the News and Free Press, Gunderman is directly involved with the daily news product. This involvement is chiefly through a daily 9 a.m. news conference with the news, city, and wire editors. At this conference, the news content of the entire paper is discussed, but the primary purpose is to discuss and decide page one content. Usually, this decision is reached through a consensus of the editors

FIGURE 3

NEWSROOM ORGANIZATION OF THE LANSING STATE JOURNAL

Source: Kenneth L. Gunderman, managing editor

involved, although the managing editor has the final decision. Editors of the News and Free Press have similar conferences.

The news editor and city editor each report to the managing editor, as do other editors, such as the Family Living, magazine, sports, state, and Sunday editors. The organization chart, Figure 3, shows these editors on different levels. These levels are merely an indication of responsibility and lines of authority and in no way indicates salary levels.

The news editor is in charge of the copy desk and wire service operations. He works closely with the city editor and other editors to keep copy flow even and news content consistent. For example, it is necessary that the efforts of the State Journal Lansing bureau not be duplicated by those of the wire services and the work of both inadvertently included in the newspaper. The news editor also is responsible for allocating space within the newspaper to the various departments. The responsibilities of his job are very similar to those of his counterpart at the Saginaw News. Both lay out page one, maintain policies, and supervise copy desk and wire service editors.

Similarities extend to the city desk. The city editor is assisted by three assistant city editors, who read copy written by reporters assigned to the desk. The assistants are also responsible for the layout of pages

assigned to the desk. Each of the three generally edits specific pages regularly. The city editor edits very little copy and instead concentrates on planning news coverage for the area for which he is responsible. This includes what State Journal editors call their metropolitan area--Lansing, East Lansing, Holt, DeWitt, and Okemos.

The State Journal differs from the News in supervision of the photography department. As Figure 3 shows, this department is supervised by the city editor. In practice, one of the assistant city editors is assigned responsibility of supervising photographers' work and selecting photographs to be used. Photographers, however, report directly to a chief photographer and receive much of their supervision from that individual. The chief of photography is supervised through the city desk, rather than the news editor, as is the case with the News.

The remaining organization of the State Journal is similar to that of the News. Each of the other editors, shown in Figure 3, reports to the managing editor and is supervised by him. One area of difference between the two newspapers involves the State Journal's Sunday editor. This editor is responsible for assigning and editing feature stories to appear in Sunday editions. Assigned to the editor is one assistant and an arts and music reporter. The Sunday editor draws on reporters assigned to the city

desk but must work with the city editor in clearing reporters' time for Sunday stories. No comparable position exists at the News.

What is perhaps most different in the News and State Journal comparison is the assistant city editor arrangement. Only one person is assigned to this position at the News, while three are at the State Journal. A partial explanation of this may be the greater number of reporters assigned to the city desk; nineteen at the State Journal to twelve at the News.

The State Journal's location in the capital of Michigan also plays a significant part in the newsroom operation. The newspaper must cover news from the capital because of its geographic location as well as its overall importance to Michigan residents. Federated Publications maintains a three-man bureau to cover news of Michigan government and supplies this news to its other Michigan newspaper, the Battle Creek Enquirer, as well as the State Journal. The capital bureau is supervised, however, by the State Journal city desk. The city editor has the additional burden of coverage shared by no other city editor in the state because of the presence of state government and its importance to the newspaper.

Although a more detailed study would likely uncover other differences between the State Journal and News, the two newspapers, at least as sketched here, are very similar.

Much of this may be attributed to similarity in size, rather than similarities or dissimilarities in higher levels of news management personnel.

Conclusion

Although this study provides a detailed examination of the newsroom operations of a medium-sized American newspaper, the Saginaw News, much remains to be done if newspaper men and women are to better understand their profession. Similar studies could delve into the newsroom jobs of the State Journal or the Free Press, or any newspaper. Much is yet to be learned about the intricacies of newsroom operations.

Newspaper people must better understand their jobs and their responsibilities if they are to continue service to a society that desperately needs a knowledgeable and articulate press. And the best way to achieve some of that understanding is by holding newsroom decision making up to close scrutiny. Although the newspaper is the result of the talents of many individuals, readers think of it only as a newspaper, not a series of collective skills. If readers do not understand the complexities of the news gathering process, then it becomes particularly crucial that those in the profession better understand their jobs and attendant responsibilities.

APPENDICES

APPENDIX I
QUESTIONNAIRE USED IN INTERVIEWING

Edward C. Hutchison
JRN 899
Michigan State Univ.

1. Name: _____ . Age: _____ . Male/Female
 2. Job title: _____ .
 3. Years with present employer: _____ .
 4. Where did you work previously: _____ .
 5. Nature of work then:
-
6. High School graduate: yes/no.
 7. Any college: yes/no. If so, where: _____ .
 8. Years of college: 1 2 3 4 5 6
 9. Major and degree: _____ .
-
10. Duties and responsibilities of present position:
-
-
-
-
-
-
-
-
-
-
11. How long have you worked in your present position: _____ .
 12. Previous position with present employer: _____ .
 13. For how long: _____ .
 14. Days worked: Sun Mon Tues Wed Thurs Fri Sat
 15. Hours worked last week: _____ to _____ .
 16. Total hours of regular shift: _____ .

1. The first part of the report
describes the general situation
of the country.

2. The second part of the report
describes the general situation
of the country.
3. The third part of the report
describes the general situation
of the country.
4. The fourth part of the report
describes the general situation
of the country.

5. The fifth part of the report
describes the general situation
of the country.
6. The sixth part of the report
describes the general situation
of the country.
7. The seventh part of the report
describes the general situation
of the country.

8. The eighth part of the report
describes the general situation
of the country.

9. The ninth part of the report
describes the general situation
of the country.
10. The tenth part of the report
describes the general situation
of the country.
11. The eleventh part of the report
describes the general situation
of the country.
12. The twelfth part of the report
describes the general situation
of the country.

17. Do you ever work overtime: yes/no. If so, do you work:

Regularly Occasionally Seldom Never

18. When did you last work overtime:_____.

19. Why did you work overtime then:

20. Hours overtime worked on that occasion:_____.

21. Hours overtime worked last week:_____.

22. Who supervises your work:

23. How are you supervised:

24. What freedom have you in carrying out your responsibilities:

25. Are you a general assignment or beat reporter:_____.

Other:_____.

26. Who gives you your assignments:

27. Are assignments given to you through a memo, assignment sheet or in a daily conference with your supervisor:

28. Are you a member of a team or bureau: yes/no. If so, which:_____.

29. How many reporters are on the team or bureau:_____.

1. The first step in the process of developing a business plan is to determine the purpose of the plan.

There are two main reasons for developing a business plan:

1. To provide a clear and concise statement of the business's goals and objectives.

2. To provide a detailed financial forecast of the business's performance.

2. The second step in the process of developing a business plan is to conduct a market analysis.

This involves researching the market and identifying the target audience.

3. The third step in the process of developing a business plan is to develop a marketing strategy.

This involves determining the best way to reach the target audience.

4. The fourth step in the process of developing a business plan is to develop a financial forecast.

5. The fifth step in the process of developing a business plan is to develop a management plan.

6. The sixth step in the process of developing a business plan is to develop a risk management plan.

7. The seventh step in the process of developing a business plan is to develop a contingency plan.

8. The eighth step in the process of developing a business plan is to develop a conclusion.

9. The ninth step in the process of developing a business plan is to develop a summary.

10. The tenth step in the process of developing a business plan is to develop a final report.

11. The eleventh step in the process of developing a business plan is to develop a final presentation.

30. What do the other reporters cover:
31. What was the last team or bureau effort story:
32. What was your involvement in the story:
33. Which team members or other reporters worked on the story:
34. How do you divide the work:
35. How is it decided who does the reporting/writing on
on a team or bureau project:
-
36. Do you do any work for other sections of the paper,
such as: Sunday Sports Magazine Other:_____.
- Regularly Occasionally Seldom Never
37. If so, what is the nature of the work:
38. What do you do when you come across a story or news
tip that is not on your beat:
39. Do you pass on news tips to other reporters:
- Regularly Occasionally Seldom Never
(Times last week:_____)

1. The first part of the report is a summary of the work done during the year.

2. The second part is a detailed account of the work done during the year.

3. The third part is a summary of the work done during the year.

4. The fourth part is a summary of the work done during the year.

5. The fifth part is a summary of the work done during the year.

6. The sixth part is a summary of the work done during the year.

7. The seventh part is a summary of the work done during the year.

8. The eighth part is a summary of the work done during the year.

9. The ninth part is a summary of the work done during the year.

10. The tenth part is a summary of the work done during the year.

11. The eleventh part is a summary of the work done during the year.

12. The twelfth part is a summary of the work done during the year.

13. The thirteenth part is a summary of the work done during the year.

14. The fourteenth part is a summary of the work done during the year.

15. The fifteenth part is a summary of the work done during the year.

16. The sixteenth part is a summary of the work done during the year.

17. The seventeenth part is a summary of the work done during the year.

40. Do other reporters on the staff ever suggest news stories to you: R

Regularly Occasionally Seldom Never

(Times last week: _____)

41. Are you expected to produce any minimum or set number of stories each day:

42. How many stories did you write yesterday: _____.

43. How many news sources did you talk with -- either in person or by telephone -- yesterday: _____.

44. Do you write your own copy or use a rewrite man: _____.

45. Do you telephone stories in:

Regularly Occasionally Seldom Never

46. Do you get approval for each story telephoned in: _____.

47. If so, from whom: _____.

48. Who takes your story over the telephone:
-

49. What percentage of the stories you write are assigned by the city desk or your supervisor:

20% 40% 60% 80% 100%

50. What percentage comes through routine beat coverage:

20% 40% 60% 80% 100%

51. What percentage comes through a story idea you initiated:

20% 40% 60% 80% 100%

52. What percentage comes through handouts or rewrites:

20% 40% 60% 80% 100%

[illegible]

1. The first step is to identify the problem or question that needs to be answered. This involves understanding the context and the specific requirements of the task.

53. Of the stories you write from "tips," where do the majority of the "tips" come from:

54. How much time do you usually spend in the office daily:___.

55. How much time did you spend in the office yesterday:_____.

56. What part of your work (writing, planning stories, telephoning, etc.) do you do in the office:

20% 40% 60% 80% 100%

57. Do you take work home with you:

Regularly Occasionally Seldom Never

58. What kind of work, related to your job, do you take home:

59. In addition to your regular duties, do you have any additional work assigned to you: yes/no. If so, what:

60. Do you do any additional jobs for the newspaper on a volunteer basis: yes/no. If so, what are they:

(Editors)

61. Do you attend a daily news conference: yes/no.

62. Who attends these conferences:

63. What is decided in these conferences:

64. Do you attend a weekly news conferences that discusses feature ideas and weekend story ideas: yes/no.

Figure 1. The effect of the number of trials on the number of correct responses. The number of correct responses was significantly higher than the number of incorrect responses in all cases. The number of correct responses was significantly higher than the number of incorrect responses in all cases. The number of correct responses was significantly higher than the number of incorrect responses in all cases.

65. Who attends these weekly conferences:
66. How often and when does this conference meet:_____.
67. What is decided in these conferences:
- _____
- (Editors)
68. Which desk or department do you supervise:_____.
69. How many reporters are assigned to your desk/dept.:_____.
70. Of the copy that comes to your desk, how much have your
previously assigned:
- 20% 40% 60% 80% 100%
71. How much comes from routine meeting or beat coverage:
- 20% 40% 60% 80% 100%
72. How much from reporter initiative:
- 20% 40% 60% 80% 100%
73. How much from rewrite of handouts, press releases:
- 20% 40% 60% 80% 100%
74. Do you use a futures book to keep track of story
ideas or assignments: yes/no.
75. Describe your system of keeping track of upcoming
stories and events:
76. Do you post a daily assignment sheet: yes/no.
77. If so, is the assignment sheet used mostly as a re-
minder to the reporter of a story previously assigned

the following conditions are satisfied:

1. The function f is continuous on $[a, b]$.

2. The function f is differentiable on (a, b) .

Then there exists a point c in (a, b) such that

$$f'(c) = \frac{f(b) - f(a)}{b - a}.$$

Proof: Let $F(x) = f(x) - \frac{f(b) - f(a)}{b - a}(x - a)$.

Then $F(a) = f(a) - \frac{f(b) - f(a)}{b - a}(a - a) = f(a)$.

Also $F(b) = f(b) - \frac{f(b) - f(a)}{b - a}(b - a) = f(a)$.

Since F is continuous on $[a, b]$ and differentiable on (a, b) ,

by Rolle's Theorem, there exists a point c in (a, b) such that

$$F'(c) = 0.$$

But $F'(x) = f'(x) - \frac{f(b) - f(a)}{b - a}$.

Therefore $f'(c) = \frac{f(b) - f(a)}{b - a}$.

Q.E.D.

Corollary: If f is continuous on $[a, b]$ and differentiable on (a, b) ,

then there exists a point c in (a, b) such that

$$f'(c) = \frac{f(b) - f(a)}{b - a}.$$

Proof: This is a special case of the Mean Value Theorem.

Q.E.D.

Example: Let $f(x) = x^2$. Then $f'(x) = 2x$.

Let $a = 1$ and $b = 2$. Then $f(1) = 1$ and $f(2) = 4$.

By the Mean Value Theorem, there exists a point c in $(1, 2)$ such that

or for new story assignments:

78. Do you have a daily conference with each reporter:yes/no.

79. If so, what is the nature of this conference:

80. When and for how long do you usually confer with the reporter:

81. Do you have regular staff meetings: yes/no.

82. If so, how often:_____.

83. Who attends these meetings:

84. What is discussed in these meetings:

85. Is attendance optional: yes/no.

86. Are reporters required to check in with you before starting the day's work: yes/no.

87. Are they required to check you with you before leaving for the day: yes/no.

88. What pages are your responsible for editing and laying out:

89. Do you write headlines for these pages: yes/no.

90. Do you decide story placement on all these pages: yes/no.

1. The first group of people

• The first group of people who were not allowed to vote in the 1901 election were the Chinese and the Indians.

• The second group of people who were not allowed to vote in the 1901 election were the people of the Cape of Good Hope.

• The third group of people who were not allowed to vote in the 1901 election were the people of the Transvaal.

• The fourth group of people who were not allowed to vote in the 1901 election were the people of the Orange Free State.

• The fifth group of people who were not allowed to vote in the 1901 election were the people of the Natal.

• The sixth group of people who were not allowed to vote in the 1901 election were the people of the Cape of Good Hope.

• The seventh group of people who were not allowed to vote in the 1901 election were the people of the Transvaal.

• The eighth group of people who were not allowed to vote in the 1901 election were the people of the Orange Free State.

• The ninth group of people who were not allowed to vote in the 1901 election were the people of the Natal.

• The tenth group of people who were not allowed to vote in the 1901 election were the people of the Cape of Good Hope.

• The eleventh group of people who were not allowed to vote in the 1901 election were the people of the Transvaal.

• The twelfth group of people who were not allowed to vote in the 1901 election were the people of the Orange Free State.

• The thirteenth group of people who were not allowed to vote in the 1901 election were the people of the Natal.

• The fourteenth group of people who were not allowed to vote in the 1901 election were the people of the Cape of Good Hope.

91. If not, who makes the placement decisions:

92. Are you involved in the decision of what news goes
on page one: yes/no.

93. Do you designate or slug stories for page one: yes/no.

94. Do these stories then appear on page one:

Regularly Occasionally Seldom Never

95. Do you decide what headline sizes are used on page
one: yes/no.

96. Do you decide the position of stories on page one: yes/no.

97. Are you involved in picture selection for page one: yes/no.

98. Do you decide what wire copy will be used: yes/no.

99. If so, is this state, national, financial or other
copy: _____.

100. Is the wire budget discussed in a daily news conference: yes/no.

101. Do you edit and write headlines for wire copy: yes/no.

102. Do you decide where wire copy is to be placed on the
page: yes/no.

103. Do you decide what syndicated material will be used
on a daily basis: yes/no.

104. If yes, which:

105. What is the basis of your decision:

1871. 1872. 1873. 1874. 1875. 1876. 1877. 1878. 1879. 1880.

1881.

1882. 1883. 1884. 1885. 1886. 1887. 1888. 1889. 1890. 1891.

1892. 1893. 1894. 1895. 1896. 1897. 1898. 1899. 1900.

1901. 1902. 1903. 1904. 1905. 1906. 1907. 1908. 1909. 1910.

1911. 1912. 1913. 1914. 1915. 1916. 1917. 1918. 1919. 1920.

1921. 1922. 1923. 1924. 1925. 1926. 1927. 1928. 1929. 1930.

1931. 1932. 1933. 1934. 1935. 1936. 1937. 1938. 1939. 1940.

1941. 1942. 1943. 1944. 1945. 1946. 1947. 1948. 1949. 1950.

1951. 1952. 1953. 1954. 1955. 1956. 1957. 1958. 1959. 1960.

1961. 1962. 1963. 1964. 1965. 1966. 1967. 1968. 1969. 1970.

1971. 1972. 1973. 1974. 1975. 1976. 1977. 1978. 1979. 1980.

1981. 1982. 1983. 1984. 1985. 1986. 1987. 1988. 1989. 1990.

1991. 1992. 1993. 1994. 1995. 1996. 1997. 1998. 1999. 2000.

2001. 2002. 2003. 2004. 2005. 2006. 2007. 2008. 2009. 2010.

2011. 2012. 2013. 2014. 2015. 2016. 2017. 2018. 2019. 2020.

2021. 2022. 2023. 2024. 2025. 2026. 2027. 2028. 2029. 2030.

2031. 2032. 2033. 2034. 2035. 2036. 2037. 2038. 2039. 2040.

2041. 2042. 2043. 2044. 2045. 2046. 2047. 2048. 2049. 2050.

2051. 2052. 2053. 2054. 2055. 2056. 2057. 2058. 2059. 2060.

2061. 2062. 2063. 2064. 2065. 2066. 2067. 2068. 2069. 2070.

2071. 2072. 2073. 2074. 2075. 2076. 2077. 2078. 2079. 2080.

2081. 2082. 2083. 2084. 2085. 2086. 2087. 2088. 2089. 2090.

106. Do you make decisions involving the purchase of syndicated material: yes/no.

(Reporters, editors, photographers)

107. Do you originate picture assignments:

Regularly Occasionally Seldom Never

108. Do you decide what picture will be used: yes/no.
 109. Do you decide page placement of pictures: yes/no.
 110. Do you crop pictures: yes/no.
 111. Do you write cutlines for pictures: yes/no.
 112. Are you responsible for identification in pictures: yes/no.
 113. Do you lay out picture pages: yes/no.

(Photographers)

114. Of the pictures you take, (not negatives, but assignments) what percentage gets in the paper:

20% 40% 60% 80% 100%

115. What percentage of the pictures you take that appear in the paper originated as a specific assignment:

20% 40% 60% 80% 100%

116. What percentage of the pictures you take that appear in the paper were speculation or initiative shots:

20% 40% 60% 80% 100%

(Copy editors:)

117. Desk: _____. Supervisor and title: _____.

118. Nature of copy handled:

119. Of the copy you edit, do you write headlines: yes/no.
If not, who does:_____.
120. Of the copy you edit, do you decide page placement and size of headlines: yes/no.
If not, who does:_____.
121. Do you edit any particular copy on a daily basis: yes/no.
122. If yes, which copy:
123. Do you edit and write headlines for Sunday copy: yes/no.
124. Do you edit copy and write headlines for any special section: yes/no. Section:_____.
125. Do you make up pages:
Regularly Occasionally Seldom Never
126. If so, which pages:
127. Do you compile an index, summary, or other regular, routine feature: yes/no.
128. If yes, which:_____.
129. Do you have responsibility for the content: yes/no.
130. If no, who has content responsibility:_____.
131. Do you decide page and placement for these features: yes/no.
132. If no, who makes the decision of page and placement:
-
- (copy editors)
133. How many local stories did you edit yesterday:_____.

1. *Chlorophyll a* (Chl *a*) and *Chlorophyll b* (Chl *b*) were determined by the method of Lichtenthaler and Whistler (1987). The total chlorophyll content was determined by the method of Arar and Cook (1980). The carotenoid content was determined by the method of Lichtenthaler and Whistler (1987). The total carotenoid content was determined by the method of Lichtenthaler and Whistler (1987). The total carotenoid content was determined by the method of Lichtenthaler and Whistler (1987).

1. *Journal of the American Medical Association*, 2000; 283: 2686-2692.

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Arar and Collins (1971) using a Shimadzu 1010 spectrophotometer.

[illegible][illegible]

134: How many wire stories did you edit yesterday:_____.

135. Did you lay out any pages yesterday: yes/no.

136: If so, which pages:

137: Do you write headlines for all the stories you edit:
yes/no.

1. The first part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

2. The second part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

3. The third part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

4. The fourth part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

5. The fifth part of the document is a list of the names of the persons who have been appointed to the various positions of the Board of Directors of the Corporation.

APPENDIX II

DAILY BEAT REPORT AND PHOTOGRAPH ASSIGNMENT FORM

DAY OF THE WEEK _____

BEAT _____

Coming for today _____

Coming for tomorrow _____

Story ideas _____

Initial _____

Saginaw News Photo Assignment

Date and Time _____ Place _____

Contact at Scene _____

Assignment _____

No. of Pictures _____ Size _____ Deadline _____

Assigned by _____ Approved by _____ Photographer _____

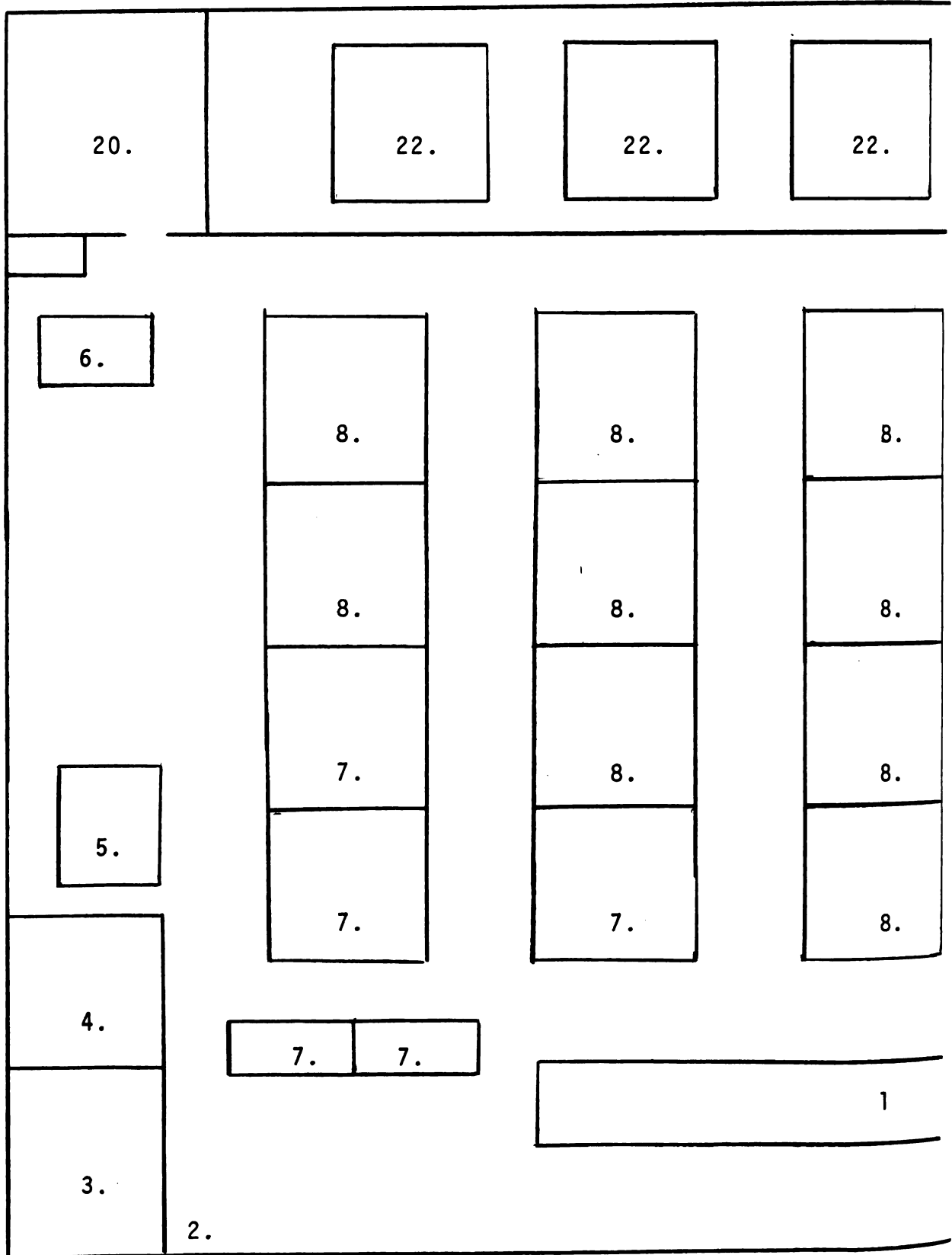
Prints delivered to _____ Date _____

Additional Information _____

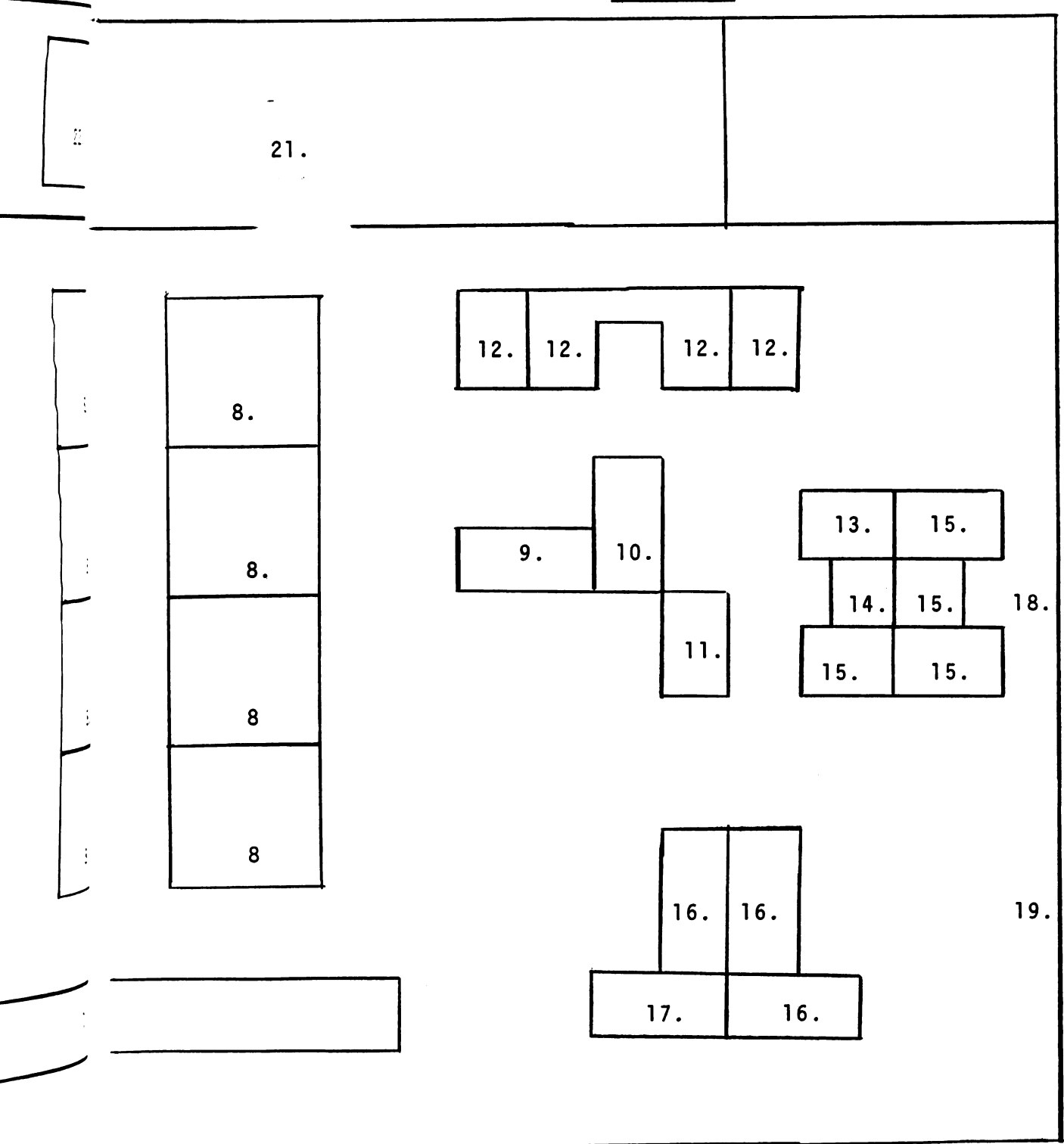
APPENDIX III

NEWSROOM LAYOUT OF THE SAGINAW NEWS

FIGURE 4

Newsroom Layout of the Saginaw News

See Legend, p. 178.

FIGURE 4.--Continued

NEWSROOM LAYOUT OF THE SAGINAW NEWS

LEGEND

- | | |
|--------------------------------|--|
| 1. Reception counter | 12. Sports desk personnel |
| 2. Entrance to editor's office | 13. News editor |
| 3. Managing editor's office | 14. Copy desk chief |
| 4. Conference room | 15. Copy editors |
| 5. "Valley" magazine | 16. Area desk personnel |
| 6. "Woods and Waters" magazine | 17. Farm reporter |
| 7. Women's desk personnel | 18. Entrance to wire room |
| 8. City desk reporters | 19. Entrance to photography department |
| 9. Assistant city editor | 20. Editorial writer's office |
| 10. City editor | 21. Library |
| 11. Managing editor | 22. Library clipping files |

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