Nobody said the job was easy when you took it

Daily News Guidelines and Recommendations
From a Former DH Editor

An Honors Thesis (ID 409)

By

Robert J. Jonson

Thesis Director

[Signature]

(adviser's signature)

Ball State University

Muncie, Indiana

May, 1989
INTRODUCTION

As editor in chief of the Ball State University Daily News during the 1978-79 academic year, I learned more than any journalism class could offer, any "Principles of Management" book could teach. However, my method of learning was mostly by trial and error. Despite much research into the organization of a daily newspaper and several talks with a former editor, I still found myself yearning for a manual specially designed for Daily News editors--a manual which said, "This is a way to run an efficient college newspaper."

After some thought, I decided to provide prospective Daily News editors with such a manual. Let me begin by saying the manual is basically derived from my experiences as a DN editor and, in some parts, as Campus Verbatim editor. There are no footnotes. It contains opinion, dozens of recommendations, examples, and a little humor (very little, as my friends would say). You may view this manual as your Bible, or you may end up using it as a seat cushion when you're typing. I won't mind either way, as long as you don't blame me for your problems or your hemorrhoids.

Seriously, though, I think after reading the paper you'll gain a better perspective of the job and have a greater opportunity for success. Some of those errors you were destined to commit just might be eliminated. Read on.
PART ONE:
ARE YOU SURE YOU WANT TO DO THIS?

The editor in chief of the Daily News has the most demanding student job on campus. No one, I believe, can claim otherwise. The editor works roughly 50 hours a week, supervises a staff of 40-80 people, closely follows and editorializes on campus, national and world issues, takes flak about the paper's inevitable mistakes, listens to staff members' excuses and attends classes--sometimes. For nine months, the job is his life. Partying, the opposite sex and other things he may have taken for granted must be shoved into the background.

The Daily News editor also possesses the most powerful student position on campus. The editor can direct student opinion to any issue he pleases and in any tone he pleases. Few people will question the resignation of Ball State President John Pruis in 1978 was fueled by a very vocal press, as well as a disgruntled faculty.

The power of the position, along with the experience, entices many people to apply for editor. The power, however, is earned through hard work, and it also brings many enemies through either jealousy, irresponsibility, comment, criticism or a combination of all four aspects.

Thus, before any person can begin to tackle the enormous task, he must "know" himself--his capabilities, endurance, goals and sanity. A variety of personality types have been editor of the Daily News, but in my opinion, the
most successful have done three things especially well: preparation, motivation and evaluation.

Preparation comes in two stages. The prospective editor must first prepare for the Student Publications Subcommittee of the University Senate, which annually selects the Daily News editor. The committee will have you fill out an application that requests an organizational flow chart, an autobiography, an explanation of prior management experience, a one-paragraph analysis of your personal leadership style, a sample of your editing and layout ability, a sample of written, published material and two editorial you have written. In addition, the application asks the questions "What do you think should be the primary function of the Daily News?" and "What specific changes would you make in the Daily News?" and others.

The application takes a lot of time and thought. One former editor told me he did all the work in a night. I said, "You must have been on drugs." It turns out that he was. I suggest the prospective editor work on the application for at least a week, weighing each of his answers against the toughest of follow-up questions. He then should have little trouble facing the subcommittee in the selection interview.

The second stage of preparation comes during the summer, when the editor attempts to physically enact his application promises. This is another reason why much time and thought should be put into the application. It's
tough making reality out of wild, contrived dreams.

Motivation is important on the Daily News for one basic reason. Unless the newspaper receives an anonymous donation of several thousand dollars, there probably will be little money to divide between staff members. The editor must turn to other means to motivate his staff. Some examples would be photo and news stories "of the week," staff bonuses, important titles, and creating an aura of competitiveness and professionalism. All of these influences help, but they are still not enough to motivate people during nitty gritty time (finals and midterm weeks). That's why it is best to spread the money throughout the staff as thin as possible.

The final important method for success, evaluation, can be achieved through a weekly or daily critique, a constant flow of critical and complimentary memos (these can be directed to individuals or the staff), and state and national contests. Only through persistent and consistent evaluation will the Daily News improve, and one certainly does not want to see the newspaper become stagnant.

If you think you can successfully meet this criteria, then you have the potential to be editor in chief of the Daily News. All that lies ahead of you is the work.
PART TWO:
THE APPLICATION

The key to your platform as a Daily News editor candidate lies in the heart of two application requirements: the question "What changes do you plan to make in the Daily News?" and the organizational flow chart. I will deal with each requirement separately, and then look at aspects which affect both.

One of the reasons I ran for editor of the Daily News was the lack of consistency in the previous year's paper. It was the paper's greatest weakness, in my opinion. I assume you know quite a bit about the present situation at the Daily News and are bothered by some weakness. This is the place to start when you're thinking about changes. Think also about these questions:

--What do the students complain most about? If you don't know, ask them.
--What do staff members complain most about? Ditto.
--Does the newspaper have strong campus coverage? Campus news is of the utmost importance, because students can get city, state, national and world news from other sources, but they are dependent on the Daily News for campus coverage.
--Is there a proper balance in news, sports and features?
--Does the newspaper show good editorial judgment?
--Is the newspaper weak photographically? Graphically?
--Does the newswriting stink?
--Is the newspaper consistent?
Before you rip apart the present Daily News, look up bound issues in the DN storage room or in the journalism library. Get out the issues of the past seven years or more. By studying these editions, you'll get an idea of how the paper evolved into its present state. Some editions may have a particular feature or style that impresses you. You'll also gain a perspective on the events at Ball State, which comes in handy when you begin writing editorials.

The first major decision facing you is the size of the newspaper. From 1975 to 1980, the year this manual was written, the Daily News had been a broad sheet newspaper, or roughly the size of the Chicago Tribune. Before 1975, the DN was a tabloid, or roughly the size of the Chicago Sun-Times. Advantages and disadvantages are present in both.

A broadsheet newspaper allows for more layout creativity, gives the appearance of a "real" newspaper, has less pages than a tabloid and is therefore easier to organize, and usually scores better in national competition. Most of us will probably work on a broadsheet newspaper after we graduate, so experience on a broadsheet college newspaper is more practical.

A tabloid newspaper has one distinct advantage-- it is handier to read, especially at the breakfast table and in classrooms, where the majority of Daily News readers read the paper. It also allows for "double truck" spreads across the middle two pages and can give the appearance
of a newsmagazine, if you can discipline your newswriting and layout, and if you can persuade advertising to sell magazine-type ads.

Persuasion of the advertising department may be a major obstacle in converting the Daily News into a tabloid. The advertising manager during my term, Joanne Winter, argued her department could make more money with a broadsheet newspaper than with a tabloid. Winter said an advertiser buys approximately half the column inches in a tabloid than he does in a broadsheet. For example, a full-page advertisement in a tabloid costs approximately half the price of a full-page advertisement in a broadsheet, according to the ad rate system. Yet Winter said it is difficult to persuade advertisers to buy more space, even though you would think they have the same type of budget either way. In proportion to the size of the newspaper, it seems the advertiser is getting the same size ad, and that's what they're looking at.

In support of the theory, Winter and Dave Knott, coordinator of Daily News operations, pointed to the doubling of advertising revenue from the year 1975 to 1980. This argument, however, did not take into account the entrance of Ms. Winter into the DN advertising picture in the midst of those years. She did a terrific job organizing the staff and pushing for aggressive salesmanship. It also did not take into account the emergence of many new facilities, including a new building.

Nonetheless, the argument was enough to prevent Tracy
Warner, who was editor in chief in the summer of 1979, from having a tabloid. Although Warner ran on a platform of reverting the newspaper back into a tabloid for the summer, he was overruled by Knott after he became editor. In retrospect, it is questionable whether Knott had the authority to stop the conversion. Warner had certainly made it no secret he wanted a tabloid. I suspect if he had appealed to a higher authority—such as a district court judge—he would have had his way.

The real debate in this situation is over the power of the editor. In the system under which the Daily News operates, it seems the editor has final authority over production, advertising and editorial. He takes blame for the mistakes of all three departments. For instance, if a lawsuit were filed because of a mistake in an advertisement, the editor would be named in the suit. Of course, we know the editor doesn't have any money (which blows the law of the "deep pocket" all to hell). Nonetheless, the threat is waged against the editor's name.

I do not want to advocate a war between departments, which may occur if you start telling the advertising department how to do its job from the first day. I suggest if you want a tabloid, you work with the ad manager on a new ad rate system before you run for editor. Surely this should be a requirement of the selection process, but it isn't, so it is up to you. The next candidate who advocates a tabloid and doesn't take into mind advertising I suspect
will probably be defeated.

Because I do not know the state of the *Daily News* as this manual is being read, it is difficult to suggest specific changes. Instead, I will evaluate changes I suggested as a candidate for editor, which are detailed on the last page of my application (example 2-A):

1) I intended to utilize rim editors on the copy desk for paste-up, with each of them getting paid by-the-hour, as production workers do. The idea, quite frankly, bombed. My first wrong assumption was that "paste-up is not difficult." I remember watching in dismay as fumbling copy editors took hours putting type-set copy on the page, and then, when it was done, trying to straighten out the cockeyed collage. Another assumption, that the copy desk personnel who pasted up the paper would get paid by the hour, was also wrong. I was given a budget which could not handle two people on a copy desk shift, or roughly six people in one night, getting paid by the hour.

After two weeks, I gave up on the idea. I hired two "specialized" paste-up workers who were paid 20 hours a week each. It was a tremendous strain on my budget, but at least they could do the job. I know now that editorial should be separated from production in every way possible. I will deal with that subject more in other sections.

2) I wanted to invite magazine sequence majors to work on "Weekend." Well, I invited them, but only a few took me up on the invitation. I am convinced Weekend will always
APPLICATION FOR THE POSITION OF EDITOR-IN-CHIEF OF THE DAILY NEWS

The Student Publications Subcommittee has instructed the Director of Student Publications to solicit applications from qualified, interested students to serve as Editor-in-Chief of the Daily News. This form and all accompanying data must be submitted to the Director of Student Publications. The Subcommittee will meet to select the editor. Each applicant must attend this meeting and present an oral explanation of plans for the Daily News and be prepared to answer questions by members of the Subcommittee.

Please submit the following:

A. An autobiography of no more than 300 words
B. An organizational flow chart indicating how you would structure your editorial staff
C. An explanation of any prior management experience you might have had
D. A one-paragraph analysis of your personal leadership style
E. A sample of your original writing, not necessarily journalistic writing (300 words)
F. A sample of your editing and lay-out ability, in which you had primary responsibility (Not to exceed one page)
G. A sample of any written material you have had published (300 words)
H. Two editorials which you have written (These need not necessarily have been published)

YOUR NAME: Robert James Jonason

DATE OF APPLICATION: April 28, 1978

HOME ADDRESS: 11218 W. 131st Place, Cedar Lake, In. 46303

CAMPUS OR LOCAL ADDRESS: Box 56, Swinford Hall, Muncie, In. 47306


QUARTER YOU FIRST ATTENDED BALL STATE: Fall, 1975

Describe briefly your experience on newspapers or other publications: While attending Hanover Central High School, I served two years as editor-in-chief of the school's bi-weekly newspaper and worked weekends as a sports reporter for the Cedar Lake Journal, my hometown newspaper. Since coming to Ball State, I have held the following positions on publications: Daily News staff reporter, three quarters; assistant sports editor, one quarter; campus editor, one quarter; Weekend managing editor, one quarter; and sports editor of the Orient, two quarters. I served as Swinford Hall's reporter for RHA Input last year and have contributed stories to Verbatim and the J-Journal. During the previous two summers I have been a feature writer for the Hammond Times South Lake County edition.

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What do you think should be the primary function of the Daily News?

I believe the Daily News' primary function is to report news about the Ball State campus, but the news should be of sufficient interest to Ball State readers.

Why do you want to be editor? First, I see a number of changes which, if implemented, could make a visible improvement in the Daily News. Second, I think my experience as editor-in-chief of the Daily News will better qualify me for a job in journalism or business after
What other courses have you taken which you consider helpful in being an editor? My minor in business administration has enabled me to take a number of courses that have been particularly helpful in staff organization, including Mgt-360 (Principles of Management) and Mgt-481 (Personnel Administration). I believe that the electives I have taken in political science, natural resources and history, as well as the humanities sequence in the honors program have all given me a well-rounded education. I also attended the Ball State journalism workshop for two summers in high school and took two-week courses in editorial management and graphics.

What experiences do you feel have qualified you to be editor? (see explanation of prior management experience) As campus editor of the Daily News during winter quarter, I became acquainted with many potential sources for stories. As sports editor of the Orient, I met all of the team coaches, and I know I am on good relations with them. Since I have worked consistently on campus publications since my freshman year, I can recognize the most competent journalism students in the department. Therefore, if the old adage, "It's not what you know, it's who you know," is indeed true, I think my experience has helped me.

What do you think the Daily News is doing especially well? The Daily News has pursued administrative issues more aggressively this year than it has in any other recent year. Improvements were made in photography and staff organization, but in most other areas the paper had problems with consistency.

What specific changes would you make on the Daily News? I am proposing quite a few changes in the Daily News, but I think each is logical and needed:

1) My first proposal was suggested to me by the present editor, Tracy Warner. The more I think about the idea, the more I like it. The copy desk is presently split, with one desk stationed upstairs in the newsroom and the other one downstairs in production. I would like to have all of the copy desk staff downstairs in production where the majority of the work is done. Next, I would like to assign part of the copy desk staff to do all of the paste-up of the paper. The paste-up people we have now are, for the most part, not journalism majors and fail to recognize many of the mistakes that are put in the paper. Paste-up is not difficult, and with part of the copy desk staff editing the paper and the other part pasting it up, I think everyone can be kept busy (it is not uncommon to find both the copy desk staff and paste-up personnel playing cards now). There is another advantage to this system. Because the copy desk will now theoretically be a part of production, the staff can be paid under production's payroll. This leaves more money in the editorial budget for new editors and equipment.
3) I want my feature and news editors to be in close contact with instructors in the journalism department, and hopefully they can establish a program in which they can assign stories to classes that can be used in the Daily News.

4) I would like to run a "diversion page." The page would include daily television listings, two comic strips, "Days Ahead" and a review or entertainment column. I would run this material on the same page as the Market Square classified section. I would also like to see Market Square changed into a six-column format instead of four, and reduced to six-point type, which is the size that most newspapers run their classified sections.

5) I have asked a journalism student named Kevin Byrd to re-design the newspaper for a bolder, cleaner look. Kevin has won awards in graphics and his work has been highly-praised by instructors who have had him as a student. An example of his proposed design changes will be presented to the committee on May 2.

6) I am contemplating a number of brief columns to balance the world, national and campus news in the paper. I would also like to see a regular feature called "Shoppers Comparison," which would compare area store prices of goods commonly bought by Ball State students.

7) Finally, I am going to strive for more consistency in the Daily News. I am going to establish set flat schedules, set working hours, set payroll, a better organized newsroom and darkroom, a smoother system of copy flow, and an editorial board which will meet regularly to initiate ideas and decide the paper's stance on issues.
look like a newspaper supplement unless advertising starts selling ads which are especially designed for the publication. During my term, Daily News ads were plugged into Weekend.

3) I wanted to establish a program where feature and newswriting classes were given assignments which could be used in the Daily News. After I became editor, I did talk with two instructors about implementing such a program, but it never really did get underway as I had hoped. I do, however, think such a program would be worthwhile. I suggest you write a memo to the department chairman the day after you are named editor. Ask that it be forwarded to whoever is instructing news and feature writing classes in the fall (these decisions are not usually made until summer). In the memo, ask that all class assignments be current and locally oriented; in other words, potential Daily News material. The story ideas should be initiated by the students in the classes, but the teacher should meet with the news and/or feature editor at a specific time each week, preferably the day the assignments are made. The purpose of the meeting is to make sure the same idea hasn't been assigned to a DN staff reporter and to get some understanding of the material you may get in a week. In regards to the first purpose, nothing tends to upset sources more than when two people bother them about the same subject, especially when those two people say they are doing it for the DN.

At this point, I would like to discuss two other programs we initiated at the Daily News during my term, one which was
a success and another which did not go over as well.

The first program was on the order of the program I just mentioned, only it was established with a copy editing class. It worked with the help of the class being scheduled on a Friday afternoon. The instructor gave the students the option of skipping the class if they attended a Daily News copy shift. They went for it. The shifts were set up as in example 2-B. Copy desk chiefs kept attendance at each shift and reported it to the instructor.

I believe a program such as this is essential if you establish a copy desk (and you don't have to, as I'll explain later). If nothing else, it gives the copy desk chief some company on those cold winter nights. I'll warn you, however, that the students are as slow as a campus bus for the first few weeks. It's best to have a set of rules waiting for them. For example, you should establish a deadline, such as one-half hour, to complete all material for a flat. You should also make available headline writing and editing rules (see examples 2-C, 2-D and 2-E).

The other program, which met with lukewarm success, was the idea of Donna Bays, news editor under my administration. She established a news beat system. Once every other week, Donna would mail a "news beat" form to each campus organization. This was no small task, since there were approximately 272 organizations. The form asked for a feature and/or newswriting idea (see example 2-F).

At first, the response was overwhelming. We received many
One copy desk chief will work three 3-6 p.m. shifts and one 6-11 p.m. shift. The other two chiefs will work one 3-6 p.m. shift each and two 6-11 p.m. shifts.
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These are the rules for headline writing.

1) Make a headline TELL something; don't write nonheads.
2) Be accurate, specific and concrete. If necessary, sacrifice color and drama to avoid leaving an erroneous impression.
3) Conjunctions, prepositions and modifiers in headlines may not be placed at the end of a line.
4) No headline may start with a verb.
5) Commas or semi-colons may be used only at the end of a line.
6) Do not pile modifiers one after another in front of a modifier.
7) Do not split the parts of verbs from one line to another.
8) Do not use pronouns alone and unidentified.
9) It is NOT always necessary to use a verb in a headline. But when you do not, the omission must help to make a better headline.
10) Do not use HIT or FLAY or RAP or SCORE or BLAST or anything in that category of verbs, unless the word means precisely what it says. Do not use CITE as you would use deuces wild in a poker game. Use HIKE only to describe a long journey by foot. Do not use the word SET in the sense of JOURNALISTS SET FOR BIG ICPA CONVENTION -- or BOWEN SET TO SIGN TAX BILL. Do not use SLATE except when referring to the rocky substance. In summary, do not use HEADLINESE!
11) It is OK to use OK in a headline-- but capitalize both letters.
12) Do not use US as an abbreviation for United States Senate. US is commonly confused with the United States (U.S.), which may be used.
13) Never use BALL STATE or BSU in a headline. However, you may use UNIVERSITY, as in UNIVERSITY HOSTS STATE TRACK MEET.

14) Preferably, spell out numerals in headlines, but the numeral itself may be used in short-count situations. Never start a headline with a numeral.

15) Avoid abbreviations. The abbreviations of PROF., DEPT. and YR. are definitely not allowed.

16) PUNCTUATE CORRECTLY! Use colons to set off indirect quotes—U.S. WILL NOT GET INVOLVED IN CONFLICT: SARGENT.

17) Direct quotes should be set off with single quotation marks.

18) Do not repeat words, such as FAIR MANAGER TELLS PLANS FOR FAIR. The same word should not be seen twice on a page. (and to this newspaper, CARDINALS and CARDS are the same word).

19) Get the name of the sport in sports headlines. The gender in men's sports may be assumed, but do your utmost to fit the word WOMEN in women's sports headlines (this is an exception to the same-word-on-the-page rule in number 18). Do not use INDIAN LADIES or GIRLS as synonyms for women.

20) Fill out the lines of your heads. No headline should be more than two counts short. If a count is 12 on one line, then do not submit a 5-count or a 7-count second or third line.

THE CARDINAL RULE OF HEADLINE WRITING:

State (or imply) a complete sentence in the present tense.
### LETTER COUNTS

#### LOWER CASE LETTERS

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#### UPPER CASE LETTERS

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#### MISCELLANEOUS

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The *Daily News* sans serif type style has a narrow j and r, so headlines which count a shade over the maximum count will sometimes fit if many of these letters are used.
COPY DESK

As you copy edit a story, follow this routine procedure:

1) Check the headline count for the story and keep it in mind as you read.

2) Edit the story, taking notes of the key points which you want in the headline.

3) Put the edited story in the tray.

4) Take 10 minutes or less to write the headline.

5) If you are unable to write an appropriate headline in this time period, exchange headlines with someone else at the copy desk.

NO HEADLINE SHOULD TAKE MORE THAN 15 MINUTES TO WRITE!

SUGGESTIONS FOR PROOFING VDT SCREENS

While proofing a screen, use the cursor as a placemark for each line. Read the story carefully, and watch particularly for incoherent paragraphs (i.e., missing words), missing quotation marks and switched letters. Double check names and numbers with copy.

Most screens can be proofed in five minutes or less.
STYLE GUIDELINES

COMMAS: Proper usage of commas is reviewed on pages 49-50 in the AP stylebook. Here are excerpts from this section which should be particularly noted:

WITH INTRODUCTORY CLAUSES AND PHRASES: The comma may be omitted after short introductory phrases if no ambiguity would result: "During the night he heard many noises."

But use the comma if its omission would slow comprehension: "On the street below, the curious gathered."

WITH CONJUNCTIONS: As a rule of thumb, use a comma if the subject of each clause is expressly stated: "We are visiting Washington, and we also plan a side trip to Williamsburg. We visited Washington, and our senator greeted us personally." But no comma when the subject of the two clauses is the same and is not repeated in the second: "We are visiting Washington and plan to see the White House."

INTRODUCING DIRECT QUOTES: Do not use a comma at the start of an indirecte or partial quotation: He said his victory put him "firmly on the road to a first-ballot nomination."
MEMO

TO: Student Organization Presidents
FROM: Donna Banks, Daily News News Editor
RE: Campus Coverage

As you can probably imagine, covering a campus the size of Ball State's is not an easy job. This fall, a new system of covering the campus will be implemented.

In order to cover student activities, I am installing a "news beat" system. This will require cooperation from every student organization if it is to work.

I need the name of someone in your organization who can take on the responsibility of handling the "news beats" for your organization. Once every other week this person will receive a news beat form via campus mail. (A sample of the "news beat" is enclosed so you can see it.) On this form, the person will write down any story ideas related to your organization. He/she would also write down any feature story ideas. If he/she knows of no news at the time he receives the news beat, he/she should write "no news" on the form and sign it. The forms should be returned to the Daily News within two to three days from receipt. They may be hand carried or sent through campus mail.

Thank you so much for your help. Please let me know the name and address of the person to whom the news beat forms should be sent by Friday, September 8. If this is impossible, please send me a note explaining the circumstances. Once again, thank you. I am looking forward to a successful year.
good ideas. We also had our fair share of rejects, like beaucoup suggestions to cover "campus teas," ad nauseum. As you can imagine, some of our respondents didn't appreciate it when their ideas didn't make it into print. Of course, it was impossible to use all of the ideas because of space limitations and because some people just had poor suggestions. That didn't matter to them. The response became weaker and weaker each time we mailed the forms. By the end of the quarter, "news beat" simply wasn't worth the effort, and we dropped it.

4) I did run a diversions page, and it was fairly successful, although we did not have the money to buy daily television listings and two comic strips (we bought just one, Doonesbury). When we discovered we were coming up short with the moola, we converted our idea of the "diversions" page into something on the order of the Chicago Tribune's Tempo section—big graphics, in-depth features and arts reviews. However, the concept fell short due to space limitations (again) and some reporters' and editors' misunderstandings. In other words, we had no space for big graphics and/or our reporters and editors couldn't measure up to the Chicago Tribune's.

I can't really recommend a diversions page, although I'm not strongly against it. Again, because of the DN's size, it's tough to make it consistently good. It also tends to bunch your features on one page when some of them would serve the paper better on other pages.

5) I will deal with design in a later section of the manual.
6) With the shortage of space in a newspaper the size of the Daily News, brief columns are essential. During my term, we ran several. Among them:

Capsule: Capsule was a news digest that ran daily on page two, except days when the paper was six pages or less. If the newspaper was six pages or less that day, we ran the opinion page on page two.

Basically, short news items (2-3 inches on a wide column format) concerning world, national, state and campus news fell into this feature. You might also want to consider "brights" or "people" briefs. As in the rest of the newspaper, I recommend that you emphasize campus news, because, as mentioned once before, students can't get campus news from many other sources. Besides, this is a good place to dump those public information news releases that can be so bothersome.

The success of Capsule is dependent on two factors—organizing a consistently excellent news budget and editing copy to be tight yet informative.

One other note about this useful format: I suggest you schedule the deadline for the Capsule page fairly late in the day. A good time is around 8 p.m., after most of the news has rolled off the wire and sports dominates the A.P. machine.

Sports briefing: This daily feature was comparable to a sports Capsule, except the sports editor wrote or re-wrote all of the copy. The column was intended to brief readers about national sports occurrences (the firing of a coach,
a star is injured, hot rumors about a major trade) as well as campus happenings. The style of sports briefing was somewhat loose, with a dash of opinion, a dash of sarcasm, a pun or two. During my term, John Biel handled this feature better than anyone. An example of his work is shown on 2-G.

Sports summary: Most major newspapers have a daily column for agate sports summaries. We ran ours on Mondays, Wednesdays and Fridays, or, in other words, days we did not run sports columnists. Among items included in sports summary were standings from major league baseball, football, basketball, hockey and/or tennis, linescores and other statistics. Campus and intramural scores and standings were also included.

Shoppers Comparison: Although I had visions of a consumer column, and other college newspapers have done it successfully, it never materialized at the DN in my heyday. I could not find anyone who was sufficiently interested in handling the weekly item. You may. The column was to focus on the prices of food and other items often bought by students at major grocery stores in the campus area. It would also recommend sales and specials of the week. One might think such a column would irritate advertisers, but I've read research which indicates it stimulates interest from stores, and it may, in fact, draw advertising.

Other features: Aside from brief columns, I had other ideas which I did not put on my application for space reasons.
Hockey calls players

There will be a meeting for persons interested in playing for the Ball State Hockey Club this winter on Tuesday at 7 p.m. in SC B-13. Club President Steve Nolan can be contacted for further information at 285-7488.

Justice triumphs, 22-18

Holy Burt Reynolds! They really do have convict-policeman football games.

In a charity game for a children's medical center, Tulsa, Okla., city policemen faced a team of convicts from the McAlester State Prison Sunday.

"Where else can you legally assault police officers," Warden Norman Hess asked.

Tulsa's finest ended up 22-18 victors, giving a whole new meaning to the term "police brutality."

You're absolutely right
...and so are you

Sometimes two people on opposite sides of an issue can both be right. For example, take Buffalo Bills coach Chuck Knox and Cincinnati Bengal coach Homer Rice, whose football teams squared off Sunday in Buffalo, N.Y.

"It wasn't a great offensive game," said Knox.

"I thought our defense played well enough to win," said Rice.

Buffalo eked out a 5-0 win over the winless Bengals with safety on a blocked punt and a 20-yard Tom Dempsey field goal.

Ball State expert to speak

A Ball State researcher will be among the speakers Thursday at a sports medicine conference at Purdue University in Lafayette, In.

William Fink will be one of six lecturers at the conference for high school coaches. About 2,000 such coaches are expected to attend.

Team trainers and physicians will also speak, along with former Purdue basketball great and successful ex-UCLA coach John Wooden.

Play it again, Dwight

When Ball State faced Louisiana Tech in football two games ago, Cardinal defensive back Al Rzepka got burned on a long Bulldog touchdown pass. When Illinois State tried the same play last Saturday, Rzepka pulled down an interception.

While showing films at Monday's Cardinal Football Huddle, Ball State coach Dwight Wallace explained that's how opponents try to take advantage of a supposed weakness.

"That's the great thing about this game. Whenever you make a mistake, you always get another chance," he said.
The majority of these ideas were intended for the editorial page, all were eventually used, and none were original. You may want to give each some thought. They are:

**Photo-opinion:** Very simply, this was a man-on-the-street poll. It's not too tough to do if you pick a consistent day each week—say, Tuesday—and send a reporter and photographer out to randomly ask four or five people a question concerning a current issue. Emphasize to the photographer to get the names and faces correct (have the photographer write the name of the person on the back of his pic before submitting it for layout). This column commands great reader interest, although you should note somewhere in the feature that it is not a scientific survey. An example of photo-opinion is seen on 2-H.

**Friday perspective:** The idea for this pro-con feature first intended for a question to be mailed to two authorities with opposite views, be they professors, business tycoons or part-time custodians. The key word is mail, for we found later that requests by mail can be easily rejected. Nobody wanted to do it, because of time or an aunt dying or lack of writing skills. So, we started sending a reporter out, tape recorder, pad and pencil in hand, to interview the authorities. Suddenly, everyone found time, aunts improved their life spans and writing skills didn't matter. The feature ran every Friday and was complemented with some very nice graphics. The result can be seen on 2-1.

**Viewpoint:** Letters to the editor, in my opinion, should
Question: What do you think about the United States recognition of Communist China?

"I don't think Carter has done enough in relations with China. I don't think Carter will get involved any further."

—Andrea Dickman, Batesville freshman

"I think it's a step forward for us to recognize them. We might as well recognize them as a leading power."

—John Hill, Mentore junior

"I think it has to do something with Russia. Russia has put a defensive line on the Chinese border. It's more than just strengthening a bond that has been weak for years."

—De Sanborn, Indianapolis senior
have a word limit. Any expression of opinion that extends beyond the word limit should either be edited, not run or maybe placed in a special column tagged "viewpoint." Now, before you start running every windy letter in this special column, I suggest you follow these ground rules: 1) make sure the writer is knowledgeable about his subject; 2) make sure his article is backed with facts; and 3) in your judgment, the article should offer an in-depth view of a topic that warrants the extra space.

Of course, if you have an important topic affecting students, you shouldn't just wait for an authority to scribble a letter to the newspaper. You might want to call him and prod his initiative.

Columns: Most everyone has his favorite columnist, and you'll want to have a wide enough variety of opinions on the editorial page so as to appease different tastes. Find one columnist to write world and/or national politics, one to write about campus controversies, one to write satire, one to write about ecology and one to write about feminism (just suggestions). The column should run on the same day each week. One final bit of advice: do not pick up any columns written by special interest groups on campus, such as Student Voluntary Services, Veterans Administration, Office of the Career Analyst, even placement report. These columns tend to become contagious; everybody wants one. For example, I allowed the Veterans Administration office to run, as it had in the previous several years, its V.A. Rap
column. The problem started when the writer devoted more attention to the frivolous items about veterans than to important issues. We cut the nonsense out of the column, and office representatives of the V.A. became irate. I, in turn, became tired of their complaints and terminated the column. Believe me, steam whistled out of the telephone for the next few days. The V.A. staff's arguments were typical—veterans' fees help pay for the Daily News, so the newspaper is obligated to cover them (student fees, in theory, do support the Daily News, but in a very indirect way. More than 70 percent of the DN's financial support at the time of this writing comes from advertising, while approximately 30 percent of it comes from the university's general fund, which is made up from a number of sources, including student fees). Indeed, the newspaper should cover war veterans and most every group on campus with an important message to convey, but the newspaper must control the coverage, not the special interest groups.

In retrospect, I believe I did the Daily News and those groups whose columns were terminated a favor. Most of these groups went on to establish their own newsletters. They became self-reliant in informing their constituents, with the P.R. puff being put where it belonged.

Sidelines: This collection of brights in the news ran sporadically on the editorial page. It depended on the contributions of reporters, who were to keep their ears open for humorous quotes, off-the-cuff remarks, etc. We
discovered later that many reporters could use some Q-Tips. This feature can be a nice touch to the usually grim news and views of the editorial page, if done properly. An example is shown on 2-J.

7) I previously mentioned that one of the best ways to approach newspaper changes is to try to analyze and improve on weaknesses of the past editor. In essence, that was the message of my answer on number seven. It listed "turnarounds" for which I intended to strive.

A final note about "changes": if you've got an idea, think it through carefully and go for it. As is apparent throughout this thesis, many of my ideas did not turn out as I had hoped. Yet, we recognized the faults of these projects and rolled with the punches. Our amended changes produced a better situation all around. It's a learning experience.

Once you've decided upon the changes you want, you must have an organization which can carry them out effectively. An organization chart is the foundation of your administration. If the "hierarchy of order" and copy flow are not organized correctly, you're sunk. Here's some food for thought.

You have two basic types of management to choose from, centralized and decentralized.

In a centralized management, authority is concentrated at the top levels, perhaps even one or two persons. A good example of a centralized management is a mom and pop grocery store. There's little doubt about who's running the show.

The Daily News has been run under centralized managements
Sidelines

Sidelines is a regular Daily News column devoted to humorous campus quotes and occurrences. If you have an idea for a Sideline feature, please send it to the Daily News office, located in West Quadrangle.

Lost...

One of Ball State's Student Orientation Corps members may have been meaning well when she wrote personal letters to her group members, telling them where to meet Monday night. But the room she directed at least one of them to was WQ 307 — the Department of Journalism's duplicating machines room.

...And found

There's no longer an excuse for missing a week's worth of that dreaded — but needed to graduate — class because you can't find the proper classroom. The Space Office has squelched this definitive excuse with "Operation Lost Class," a handy-dandy phone number (6066) to call if your class has been lost, spindled or mutilated.
with limited success. In most instances, the editor was a superman who was paid well but earned every penny. His duties may have included writing editorials, covering a beat, and writing a weekly column; working regular shifts on the copy desk, if one existed; laying out the opinion page and evening pages, such as pages one and three; and doling out news assignments like a news editor.

In addition to the editor-in-chief, a centralized management usually includes a managing editor, who shares many of the duties of the editor; sports editor, ditto, only in the area of sports; photo editor, ditto, only in the area of photography; Weekend editor, ditto, only in the area of arts (is this becoming repetitious?); and maybe two or three chief reporters. A news editor and copy desk chiefs are optional and recommended, if you're thinking of going this route.

The advantages of a centralized management include better consistency and better pay than with a decentralized system. Because fewer people are dividing the cash pie, they'll be paid two or three times the money one would make in a decentralized staff (as much as $1.50 an hour! A little sarcasm there). A centralized management also firmly stresses the theme of upward mobility; in order to do anything important, you've got to be at the top. Of course, one of the chief disadvantages of such a system is that if one of the editors takes ill, chaos may result. It also allows for little staff input.

I prefer a decentralized management, in which decisions are made at all levels. Advantages of this system are: less
prominence is placed on each staff member, so if one does happen to get sick, all hell does not break loose; there is a great amount of input and participation into the management from staff members—because they help make the decisions, they are ostensibly concerned about them; and the *Daily News* gives more people the chance to take advantage of its *numero uno* purpose, that of a learning forum.

My staff was organized via decentralized management. A copy of the organization chart and job descriptions which I submitted to the subcommittee is shown as examples 2-K and 2-L. Later in the year I created the position of opinion page editor, who wrote editorials and did the layout of the opinion page. With this revision, I could virtually leave for a day, and the staff could work without me. Try that with a centralized management.

My organization was not perfect, though. I would now make several changes, some of which were done by 1979-80 Editor-in-chief Ed Lantis, for improved efficiency. These changes include:

1.) Instead of a managing editor and an associate managing editor, I would have two managing editors. They would be paid equally (their duties are essentially the same, anyway). The managing editors would alternate working the day shift (3-7 p.m.) and the night shift (7-11 p.m.), whichever best fit their class schedules. This was Ed Lantis's idea, and a good one at that.

2.) In another one of Ed's ideas, I would combine the duties of the arts and feature editors and call this person