The sheets were inserted in pocket folders, along with a *Daily News* press card (example 5B-C) and a reporter's notebook (reporters were given the first notebook; additional ones could be purchased from the bookkeeper for 40 cents apiece). We told reporters to keep the manual, and as we issued handouts through the year, they were to place them in the pockets of the folders.

Because the manual is a tremendous amount of work, I recommend you split the tasks among the top editors. You'll have one advantage over my staff in that you have an example to look at.

If I were to make improvements on our manual, most of them would be additional instructions. For instance, the managing editors and sports editor were given crash courses on layout in the week before our initial paper. At the time we did not have any written guidelines or examples of layouts, although we later issued some. It would have been nice to have those instructions (examples 5B-C) included in the manual. Incidentally, you'll note that we stressed modular layout and followed the layout philosophies of Syracuse University graphic expert Edmund Arnold.

Since the *Daily News* reporters now type stories directly into video display terminals, it would be advisable to include directions on VDT format and procedure (i.e., slug line, name, how to send story, etc.).

Several items were not mentioned in our manual which later became troublesome. One was instructions for keeping a file
bsu daily news

IDENTIFICATION

This is to certify that

is a staff member of The Daily News and is entitled to all courtesies normally accorded members of the working press.

Robert J. Thompson 11/16/79
Editor Expires

(Photograph on reverse)
Edmund Arnold's layout guidelines

3 factors in layout:
1. functionalism
2. fashionability
3. personality of paper.

Functionalism — usefulness to the reader; make the paper easy to read.

Fashionability — use of boxes, graphic effects. Should never take precedence over functionalism.

Personality of paper for the DN, this means modular layout, large photos, tightly cropped photos (3+4 col.) and large bold headlines. Campus news emphasized in most cases; although the top wire story of the day is displayed on the front whenever possible.
Arnold steps in front page layout.

1. Place nameplate
2. Place attention- compeller in top left corner.
3. Anchor upper right corner. This is history; the place for the less story.

4. Anchor terminal area for balance.
5. Fill lower right corner to balance.
6. Start at "X" and fill page counter-clockwise.
Testing for graphic impact - a dollar bill, placed in any direction, on any part of the page, should touch a display element (photo, headline or box).

Horizontal makeup - stories laid out in horizontal blocks look shorter than vertical blocks. Horizontal blocks are therefore more functional for the reader.
DAILY NEWS DUMMY SHEET
PAGE 1

nameplate

6-48\#B-1

3-60\#B-2

lead story

3-308-1

inside

outside

4-48\#B-1

cutline
2\#4-kicker
<table>
<thead>
<tr>
<th>Page</th>
<th>Nameplate</th>
<th>Lead Story</th>
<th>Cutline</th>
<th>Cutline</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>1-48x8-2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>2-30B-2</td>
<td>2-24x8-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
system. We had none. Should you establish a staff of six to eight reporters, as I suggested, each should be expected to keep a file. The file should include all story clips, data and notes from his particular beats. However, extremely controversial or investigative story information should be kept elsewhere. Remember, the Supreme Court said it is okay for the police to search newsrooms.

As for a photograph file system, the photo editor should retrieve all photos used in the paper from production once a week. He then should file them in an appropriately headed folder in a filing cabinet next to his desk. The back of the photos should be marked with the date and a description of the photos' contents, including i.d.s.

Our staff manual also briefly mentions a procedure for assigning photos. It was mediocre at best. We were forever sending photographers out with verbal instructions only, which is no way to run a newspaper. I have since worked under several other photo assignment systems, and I recommend you consider the following:

1) First, you must produce your tools. On a mimeograph sheet, type a time schedule as shown in example 58-C. It should include a space for the date, two headings (photographer A, photographer B) and the time every half hour from 9 a.m. to 10 p.m. These sheets will be put on a clip board with the dates in ascending order (March 10, 11, 12, etc.). You will also need to photocopy photo assignment cards like the ones in example 58-E.
<table>
<thead>
<tr>
<th>Time</th>
<th>Photographer A</th>
<th>Photographer B</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 a.m.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noon</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12:30 p.m.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9:30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CAMPUS VERBATIM PHOTO ASSIGNMENT SHEET

Date and Time of Photo Event or Session: ________________________________

Place: ______________________________________________________________

Number of Photos Needed: _______ DEADLINE: __________________________

Description of Photo(s): ______________________________________________________________________________________

if more space needed, cont. on back

Contact: _____________________________________________________________ Phone #: __________________________

ASSIGNED BY

DATE

CAMPUS VERBATIM PHOTO ASSIGNMENT SHEET

Date and Time of Photo Event or Session: ________________________________

Place: ______________________________________________________________

Number of Photos Needed: _______ DEADLINE: __________________________

Description of Photo(s): ______________________________________________________________________________________

if more space needed, cont. on back

Contact: _____________________________________________________________ Phone #: __________________________

ASSIGNED BY

DATE

CAMPUS VERBATIM PHOTO ASSIGNMENT SHEET

Date and Time of Photo Event or Session: ________________________________

Place: ______________________________________________________________

Number of Photos Needed: _______ DEADLINE: __________________________

Description of Photo(s): ______________________________________________________________________________________

if more space needed, cont. on back

Contact: _____________________________________________________________ Phone #: __________________________

ASSIGNED BY

DATE
2) The procedure goes like this-- Let's say a reporter has a story assignment on March 24 which lends itself to photo coverage: 
a) he gets approval for the photo idea from the supervising editor; 
b) he takes the photo assignment clip board and checks to see what times are available (not scheduled) on March 24; 
c) after finding an open time, he writes down in the space the site where the photo is to be taken, the phone number of a contact person and the reporter's initials; 
d) now he takes a photo assignment card, fills in spots while making two copies with 2 half sheets of carbon paper and 2 half sheets of paper; 
e) after completing the card, he gives it to the photo editor. On the photo editor's desk is an accordion file, which may be purchased at any office supply store. Each slot on the file is marked 1 through 31. Since the reporter wants the picture taken March 24, the photo editor takes a copy of the assignment and places it in the "24" slot. The original copy is given to the photographer who is assigned the event, and the other copy is the property of the news editor (or whichever editor approved the assignment).

Once the photographer has completed the assignment, the photo is paper clipped to the assignment card and given to the managing editor or sports editor. On the back of the assignment card should be names of people in the photo and any other information of interest.

The advantages of this system are 1) the photo editor can check his assignments for that day by looking in the corresponding
slot of the file; and 2) the managing editors can easily
plan for photos by checking the clip board, which is placed
on the managing editors' desk.

A disadvantage to this system is that no photos may be
made more than a month in advance. Also, it would probably
be best under this system to schedule just two photographers
to work each day, although you may have a staff which includes
many more. The 60,000 circulation paper for which I worked
scheduled only two photographers each eight hour shift and
had no problems keeping the paper filled with photos.
PART FIVE-C
DESIGN

Many newspapers today are putting great emphasis on design and for good reason. Television news has accustomed the modern consumer to visual impact. With the emergence of cable television news networks and the home computer, sociologists claim we are in a video explosion.

In order to compete, newspapers must improve on all aspects of its operation, and that includes an appealing design. Much of modern newspaper design is borrowed from magazines--fancy logos, the mixture of rules (borders) and artwork photos. But more and more newspapers like the Boston Globe and Allentown (Pa.) Morning Call are creating designs which are distinct to newspapers. It is an exciting time.

Little wonder, then, that prospective editors of the Daily News are usually interested in carving their own mark with a new design. Personally, I think the annual changes are too "wholesale" but I shouldn't be one to talk; I, too, completely redesigned the paper. So, if you're thinking about making the ON look different, here are some tips.

The elements of design include 1) headline and type faces; 2) art (including photos, cartoons, rules, screens, etc.); and 3) white space. It is how you combine these elements which creates the newspaper's image. For instance, a horizontal line conveys calmness, a vertical line, dignity, and a diagonal line vitality. Serif typefaces usually convey a traditional, formidable appearance; sans serif is splashier and more modern.
While on the subject of images, here are some examples of concepts and means to achieve them:

**Powerful**—Use bold sans serif type. Start paragraphs with large letters. Use large photographs, and a variety of rules, both wide and thin.

**Graceful**—Use italics, serif type and carefully composed photographs. Thin rules, if any, are recommended.

**Exciting**—Use a mixture of typefaces, although they should complement each other, not clash. Use color, screens, closely cropped photos and experiment with crowded and unbalanced layouts occasionally.

**Precision**—Never sans serif type is recommended. "Short-focus" type photos are best. Use strongly horizontal and vertical photos.

If all of this "image" business throws you, I suggest you go to a public library and check out some books on design. The journalism library also subscribes to an excellent publication entitled "Newspaper Designers' Notebook," which is specially aimed at this area.

In doing your research, consider redesigning these elements of the newspaper:

**Editorial page**—Think of new ways of setting off the editorial, designing column logos, the staff box and policy statements.

**Capsule page**—If you run a page of briefs, there are numerous ways to handle it. You can divide each section into a box, as the 1979-80 edition of the *Daily News* did (example
Or you can divide only part of the sections into boxes, as we did (example 5C-8). Or you can run thin lines up and down the page, and run your news like this:

<table>
<thead>
<tr>
<th>WORLD NEWS</th>
<th>xxxxxxxxxxxxxx</th>
<th>STATE NEWS</th>
<th>xxxxxxxxxxxxxx</th>
</tr>
</thead>
<tbody>
<tr>
<td>headline</td>
<td>xxxxxxxxxxxxxx</td>
<td>headline</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>headline</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
</tbody>
</table>

The Christian Science Monitor handles its briefs on this order.

No matter which way you do it, you should liven the briefs with art and photos whenever possible.

Skyline-- How do you plan to open each section of the newspaper, such as the opinion page and sports? Here are two ways I know of; the first is a skyline, which basically runs atop the page like so:

**SPORTS**

Or, in the top right hand corner of the section's first page, you can run a brief column or box the editorial (on the opinion page), with the subsequent result:

<table>
<thead>
<tr>
<th>SPORTS</th>
<th>OPINION</th>
</tr>
</thead>
<tbody>
<tr>
<td>headline</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>editorial headline</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
<tr>
<td>xxxxxxxxxxxxxx</td>
<td>xxxxxxxxxxxxxx</td>
</tr>
</tbody>
</table>
Kemper award to Fisher

Karen Fisher, Hagerstown freshman, won the James S. Kemper Foundation Scholarship in insurance.

Fisher is in the honors program majoring in actuarial science and accounting.

The award for $16,000 was presented at the opening session of the National Explorers President’s Congress Monday in Phoenix, Arizona.

Fisher is a member of Explorer Post 94 chartered to the Faith United Lutheran Church in Richman.

The award is made available by the Kemper Foundation to help with tuition and provide summer on-the-job training at one of Kemper’s offices.

The scholarship is awarded annually to an Explorer planning a career in insurance.

“I was worried about a summer job, but now because of the award I’m granted the chance to travel and the chance to work in insurance and see if I like it,” said Fisher.

Chamber operas at theater

Two 20th-century chamber operas, the four-note opera by Tom Johnson and The Human Voice by Francis Poulenc, will be presented Tuesday, May 13 at Ball State Theatre at 8 p.m.

Sponsored by the Delaware County Opera Association, the works will offer a contrast of light comedy and high drama.

Tickets are $3.50 adults, $1.50 students and senior citizens.

Bus seats for ERA march

Two buses of Muncie area Equal Rights Amendment proponents will leave from the YWCA early Saturday morning to take part in a processional-style march in Chicago later that day.

The march is intended to focus national attention on the ratification vote pending in the Illinois House of Representatives and to continue the momentum created last week when the amendment received a higher than expected margin of approval in committee.

According to Charlotte Creech, coordinator of the local march delegation, a few spaces are still available on the Muncie buses which will depart at 5 a.m. and return around 11 p.m.

“The men, women and children in the Muncie delegation are indicative of the wide range of community support for the Equal Rights Amendment. And thanks to the generosity of numerous local organizations and individuals who cannot attend the march themselves, financial assistance is available for persons who cannot afford the full $15 fare,” said Creech.

Bus reservations and further information may be obtained by calling Ms. Creech at 289-2749.
Liberals vow to fight for 'tax justice'

WASHINGTON (AP) — Liberal tax activists, facing a heavy schedule of Proposition 13-style initiatives and referenda on Election Day next month, are vowing to wrestle the tax issue from conservatives.

Their battle cry is a call for "tax justice," essentially an increase in corporate tax collections and a redistribution of the tax burden from lower-and middle-income families, where property taxes hit hardest, to wealthier taxpayers.

A weekend tax conference convened by the National Conference on Alternative State and Local Public Policies revealed frustration among tax officials faced with across-the-board tax cuts along the lines of California's Proposition 13.

That proposal was approved by California voters on June 6 in what many saw as the beginning of a taxpayers' revolt. Conservatives around the country have attempted since then to adopt the issue as their own.

Youths in courts

NEW YORK (AP) — Sen. Edward M. Kennedy on Sunday urged that juveniles who commit violent crimes should be treated as adults and sentenced to "significant punishment.

In a speech to 2,000 law enforcement

Guerrillas accept majority rule plan

NEW YORK (AP) — Black guerrillas will accept the plan to turn Rhodesia over to majority rule after elections despite their leaders' rejection of the internal settlement that has set up a black-shared transition rule, a black member of the transition government said Sunday.

The Rev. Ndabaningi Sithole, one of three black Rhodesians sharing power with white Prime Minister Ian Smith pending elections said the guerrilla leaders know they cannot be elected and therefore "wish to be imposed as the next government.

Sithole and Smith, who are traveling in this country with the permission, but not the welcome, of the U.S. government, appeared on NBC-TV's "Meet The Press."

Israel to give aid

WASHINGTON (AP) — Israeli Foreign Minister Moshe Dayan said Sunday that Israel will continue to provide arms and "indirect help" to Christian forces in Lebanon, but he ruled out direct Israeli involvement in the fighting there.

Dayan said he hoped the cease-fire in the

Bill may be blocked

WASHINGTON (AP) — A Senate to cut federal taxes could face roadblocks, including a possible filibuster if Senate Majority Leader Bob Byrd is successful Monday in limiting debate on the tax-cutting bill.

The tax proposal, a version of which already has passed the House, bogged down in the Senate over various amendments not directly related to the reduction of 1979 income taxes.

With adjournment scheduled for July 4, the Senate also faces action this week on President Carter's long-delayed package and possible consideration of a proposal to contain hospital costs.

During the weekend, Sen. Gaylord D. Nelson of Wisconsin, opened the way for new debate on the tax bill when he said he will support the Humphrey-Hawkins full employment measure to the bill. Opponent employment proposal said they won't use a filibuster if Nelson carries out his promise.

Frenchmen tote guns

PARIS (AP) — Once again the call is going out to France to take up arms, but this time authorities wish it would be ignored. A rising crime rate is pushing many Frenchmen toward gun-toting vigilantism.

Three hundred concerned citizens gathered at a rally over the weekend and cheered as the speaker demanded "the death penalty for the hoodlums instead of the victims."

Crime in France went up 15 percent in 1977, and although the rate of violent crime is lower than that of the United States, Britain and West Germany, the cry for "law and order" is getting louder.

Fighting off burglars can be risky. French law strictly limits the defender to using a

Tube birth again

CALCUTTA, India (AP) — The second known "test-tube baby" healthy and normal, a reporter who viewed the child said Sunday.

The father, Pravat Kumar Agarwal of the United News of India, said he and his wife have tried since 1963 to have a child.

They told them that they'll money they're due to their home ad said. "It can be where they don't have money to get home, the Army E Relief and the Red Cross has bee out."
Nameplate— I mention the nameplate reluctantly, because I personally think the Daily News should keep the same nameplate each year. If you do decide to change the nameplate, I suggest to run it in the same typeface that the standing heads are done. The typeface of our nameplate was ronda bold, as were the column logos and skylines. The size of the nameplate should be anywhere between one-sixth to one-eighth of the page.

Other design considerations— Think about designing outlines, bylines, promo boxes, even the weather box.

If there are two basic rules to design, it is emulate and be consistent. Don’t be afraid to copy the design of a paper you like; our paper’s design was based on the St. Petersburg Times. Remember, no idea is original. Secondly, once you’ve decided on a design, stick with it, or make amendments slowly. Don’t run a four-point rule across the top of the page one day and a two-point rule the next day.

In redesigning the newspaper, you’ll probably have to wait until your at the OH office and have access to production facilities before you can make much progress. If you use rub-on lettering for a typeface, make sure enough copies are made to last a long period of time.

Like in every other aspect of the newspaper, you must write the rules down for those under you when you redesign. This means rules for paste-up people. An example of the rules we used is seen on SC-C.
SOME GENERAL PASTE-UP RULES:

Borders

1) All boxes in the Daily News are done with a 1 point border rule, except for "inside/outside," which is done with 2 point rule. A one point line does, however, separate the inside and outside sections.

2) 2 point rule is used:
   - underlining "days ahead," "police beat," "arts calendar," "sports summary," and any standing head which is used to describe the copy without utilization of a headline.
   - on "readouts," i.e., quotes taken out of the text. A 2 point line goes one pica above and below the readout.

3) Across the top of the page, approximately one and a half picas from the top blue line on the paste-up sheet, is a horizontal 4 point line.

4) Standing heads which are inset into a copy block $\text{\#X\#} \text{\#X\#} \text{\#X\#} \text{\#X\#} \text{\#X\#}$ such as "review," "viewpoint," "nation," "state," "campus," etc. have a 2 point line \( \frac{1}{2} \) pica above the type and 1 point line \( \frac{1}{2} \) pica below the type.

Column heads

1) Columnists in the pictures should be facing into their name. The picture should be approx. one inch in height.

2) The columnist's name is typed in 18 point ronda bold, kerned one unit. The name of the column is in 10 point universe, all capital letters.

3) The line \( \frac{1}{2} \) pica below the columnist's picture is one point. Above this line, approximately one and a half picas, is a 2 point line. It should bleed into the picture.

4) The columnist's name should be flush right on the 2 point line. The name of the column should be in between the 1 and 2 point lines and flush left with the picture.

(More)
PART FIVE-D
MISCELLANEOUS SUMMER DUTIES

Should you complete all of these summer duties and find yourself bored, you might consider:

--Writing the first few issues' editorials
--Writing and sending a form letter to staff members, instructing them to attend the first staff meeting (when and where) and just giving a friendly hello.
--Typing story assignment sheets for the news editor
--Assigning to at least one photographer a photo feature of summer activities
--Assigning a summer reporter to compile a "Summer-in-Review" feature for the first issue
--Helping with Roll Call
PART SIX
ROLL CALL & WEEKEND

Personally, I had little to do with Roll Call, the first official publication of the academic year, or Weekend, the weekly entertainment insert to the DN. In both cases, I delegated authority, or, in other words, found a responsible person to take charge.

For Roll Call, I would suggest you also select an editor, someone who will be in Muncie for the summer. You have just too much to do to be trying to handle this huge issue.

For Weekend, draw up some groundrules for the publication, such as what it should include, its purpose, etc., give them to person you select as editor, and let him loose.

For both publications, select the editor who meets the qualifications I expounded in the "Choosing a Staff" section. It is also advisable that you make a final proof of pages in both publications before they are sent to the printer.
As editor, you should be in Muncie at least two weeks before the first day of fall quarter. In those two weeks, you can work on the paper's design, finish undone tasks, and meet and prep staffers. The top editors (managing, news, sports, photo and diversions) and the paid staff reporters should be in town at least one week in advance. They should be given staff manuals, briefed on any changes, and sent out to do material for the first week of publication.

Ah, that first week. Worse yet, that first day. It is inevitable, no matter how well you prepare, that the paper will be late in those early days. The Daily News has its largest papers of the year in early fall quarter, and big papers, plus inexperienced staff members equals missed deadlines. And if it isn't the size of the newspaper, or the inexperienced editors, it will be production.

The problem is universal. I was talking with a former editor of the Indiana (University) Daily Student about his first week, and he just shook his head. "We never got out on time," he said. "We were there until 1, 2 a.m. every night." I mention this conversation only because misery loves company, and with the hours you and your editors keep in that initial week, you'll probably need some solace.

One final note: be sure to call a staff meeting the first day of fall quarter classes. Despite all the other
hassles, it is still necessary. At the staff meeting, introduce all editors and paid reporters, explain to people about the intern program (if you have one), pass out staff manuals and get people excited about working on the Daily News. You must also distribute 3x5 cards and get interested persons' names, addresses and phone numbers.

Don't worry. If you've hired strong, qualified personnel, trained them properly and followed the Boy Scout motto (be prepared— for anything), things will turn out all right.
PART EIGHT
ONCE YOU'RE STARTED
(It's a long time before you stop)

Once you've survived the first two or three weeks of fall quarter, things should settle down to clockwork. Believe it or not, the days will become routine, or, near routine.

In my opinion, you should set the hours for staff members as follows:

**Editor-in-Chief:** 7-9:30 p.m., Dinner, 6:30 p.m.-midnight

**Managing editors and copy chiefs:** alternate 4-8 p.m., 9 p.m.-midnight shifts.

**Sports and photo editors:** 2-6 p.m., Dinner, 7 p.m. to when finished

**Opinion page editor:** 6-9 p.m. or three hours in the evening

**News and diversions editors:** 2-6 p.m., late night whenever needed

A typical day should run like this:

The editor-in-chief comes into the office at 2 p.m.

The news, diversions, sports and photo editors have already been in the office for at least an hour, preparing for the budget meeting. The editor-in-chief first checks the editorial page (which should be prepared by the opinion page editor the night before) and makes changes, if necessary (for instance, a major news event may have occurred overnight, and he may want to hold the page and substitute an editorial on it). If the page is okay, it is sent to production.

At approximately 3:30 p.m., the staff holds its
"budget meeting" in the conference room. Each editor (except the managing editor) presents a typed "budget" of stories or photos. The news editor also should take the A.P. budget from the A.P. machine (Associated Press sometimes forgets to send its budget, and the news editor may have to call to get it). All forthcoming stories and their "play" should be discussed. Editors should offer their best stories for page one, and they should also warn about late stories.

The editor-in-chief should then prepare the "flat schedule," have it photocopied and give copies to the managing editor, sports editor, diversions editor, news editor, photo editor and copy chiefs.

After the budget meeting, the editor's chief job is to see that the newspaper makes its deadlines. This means filling in for any editor who is sick, arranging art, initiating story ideas and handling all the little problems which crop up. In addition, the editor should meet with visitors, keep track of payroll, write editorials occasionally, attend important meetings (such as University Senate, etc.), write memos to university officials or readers who send letters to the DN, stop in and see the university president regularly and critique the newspaper.

Concerning the latter, critiques are important to the newspaper because they simply let the staff know you are aware. As I said earlier, the paper cannot improve if the staff does not get any feedback. This feedback can come
from the advisor (see example 9-A) or yourself (example
9-B). You should also call reporters and/or editors into
your office and command or condemn them personally whenever
possible.
This issue of the 215 Report covers DN issues 7 through 9.

WEEKEND

Weekend was not critiqued in the first issue of 215 because I wanted to give the staff time to really develop it before commenting. There have now been four issues of Weekend, and I believe it is accurate and fair to say that Weekend has improved, rather dramatically, each issue. The Pink Panther issue last Friday was excellent. The cover was beautiful, the writing adequate, and the selection of topics excellent. The two-page spread on partying was well designed and contained stories that were of strong, general interest to DN readers. Some of the bugs have been worked out in laying out the TV guide and the overall layout of the magazine is very good. Unfortunately for the DN and its readers, Rhonda Mitchell, weekend editor, will not be back next quarter. She has been selected to work at the Indiana State Legislature as a political science intern.

Response to Weekend from readers has been very good. Advertisers are delighted with it and have now begun requesting that their ads run in Weekend. This is something the DN has tried to establish for a long time: a weekly tab that could carry itself financially and that would have a good readership. Weekend has truly been one of the major pluses of the DN operation this year.

NEWS COVERAGE

The balance between campus and wire news has improved a great deal since the first report. This is true not only for straight news but also for sports. The primary problem now seems to be consistency. There is still an occasional day--like Monday, Oct. 3--on which too much wire copy and too little local copy is run. Mondays in general seem to be weak local news days. Weekend activities are given short shrift in the Monday editions.

The DN's recent reputation for hard-hitting investigative reporting has been enhanced by such excellent stories as these:

"Universities share difficulty in obtaining budget information from administrators"--P. 1, 9/15--by Jim Prase
"Gay Activist Union denied office space despite service organization status"--P. 1, 9/15--by Tammy Smith
"Budget delays director approval" (concerning women's sports information director)--P. 8, 9/19--by John Dietl (he should have had a by-line)
"Athletic programs try for equal treatment" (a comparison of men's and women's sports programs at BSU)--P. 1, 9/21--by Randy Draneier
"BSU budget, board records available to public: Bracken"--P. 1, 9/26--by Jim Prase
"Parks, Student Senate conflict brews"--P. 1, 9/26--by Charlene Ehres
"Few senators attend first two meetings"--P. 1, 9/27--by Charlene Ehres
"Hayes study on pay scale delayed for one month"--P. 1, 9/29--by Jim Prase
"Applying for food stamps tedious job for students"--P. 1, 9/30--by Kevin Larison
"Black fraternities want housing"--P. 1, 9/28--by Tamara Smith
"Custodians proposed schedules may chance to conserve energy" (a miserable headline)--P. 1, 9/28--by Larry Thomas
"Hayes study arrives late" (another miserable headline).—10/3—

by Jim Prase

One of the weaknesses of DN coverage has been a failure to follow up on certain stories. For example, in a story on Wednesday, 9/28 and another on Friday, 9/30, much was made of the plans to drum up spirit for the first home football game on Saturday. On Monday, 10/3 there is no mention of what actually happened Saturday.

Also, much was made of Henry Lancelli's concert in advance stories in the DN. The concert was Saturday night. There was no mention of the concert in Monday's paper.

The sports department is doing a much better now than earlier in the quarter. There has been a big improvement in coverage of all campus sports.

EDITORIALS

Editorials also continue to strike at significant campus issues. The editorials on Student Senate in particular—9/25 and 9/27—were excellent. They were particularly good in that earlier editorials and stories suggested a strong DN support of Student Senate. These editorials cited above indicate that despite the DN's desire to support the Senate, the newspaper will criticize—strongly—when it believes the Senate is not working in the best interests of students. This is a good, healthy approach and policy for the DN to take, it helps its credibility.

Jim Lemen, a graduate student, has just been hired as editorial page editor. His job will be to lay out all editorial pages and to write some of the editorials.

COPY DESK, HEADLINES, ETC.

Inconsistency is the only word that can describe this area. One day the editing is very good to excellent, and the very next day it looks as if no one read any copy at all. There is too much inconsistency in matters of style, also. For example, Some reporters and some copyreaders evidently know the correct style on abbreviation of months. Others do not. Months are not abbreviated unless the date follows. Thus, it is Oct. 4, but in October. Another inconsistancy: Is it faculty senate, faculty (university senate), Faculty Senate, or Faculty (University) Senate. Or is it university senate, faculty senate, University Senate, or Faculty Senate. Also is senate capitalized when not preceded by Student or Faculty or University? I could list many other style questions. The point is: read, study, and follow the stylebook.

Headlines have been fair, at best. Too many are being sent to the typesetter when a simple observation would tell you that they won't fit. Far too much time is being used rewriting headlines. Count carefully. Perhaps worse is headline content. Examples of say-nothing heads run in the DI's "Pledge to help steel companies by Noman," "'Requiem Mass' to open," "Enrollment down, age up, women still fight alcohol," "Honorary plans day," "Volleyball spikes to 8 - 3; field hockey lacks 'attack'," "East Side Story creates enthusiasm from choreography and lead," "'Right Bros. group performs at Emena," "Carter makes attempt to keep price on gas," "Student Senate holds brief weekly meeting," "Conference planned," and "Intramurals."

In partial defense of head writers, it should be pointed out that their job is made more difficult by poor instructions from editors. For example, it is nearly impossible to write a one-line head for a one or two-column
story and have it say anything meaningful. One guideline that could be used to improve head content as well as visual attractiveness of the page:

1- and 2-column stories require at least a 2-line head. 1-column stories look all right even if they have a 3-line head.

3-column story can use either a 1-line head or a 2-line head, but never 3 lines. The 1-line, 3-column story looks best if if has a kicker. The main head should then be indented slightly.

The 4-column story has much the same "rules" as the 3-column story.

The 5- and 6-column story should always use only a 1-line head. And because the head will be so long, a kicker usually does not look very good on these heads.

The size of type used should also take into consideration the size number of columns the head will run. Generally, the greater the number of columns, the larger the type size should be. There are absolute limits—both maximum and minimum—for the type size chosen for heads. This is determined in part by the number of columns the head will run. For example, a 30-point type size is too small for any head longer than 2 columns. I suggest that someone develop a chart on such things as this. It would improve page appearance and, hopefully, headline content.

ADVERTISING

Our faithful bookkeeper, Mrs. Piner, reports that the ad billing for the month of September totaled $18,662.42. This compares with a September, 1976, billing of $14,236.30. That is a 31% increase. FANTASTIC!! Mrs. P. has since requested approval for the purchase of a new calculator. Bert Benner and I have put her on hold, pending a study of Consumer Guide.

Ad Director Damon Smith has written a letter of resignation. The resignation is effective Friday, Oct. 14. The job opening has been posted by the Personnel Office. On-campus employees only may apply this week. Next week others may apply.

The ad staff currently consists of 5 in classified, 8 in display ad sales, 4 office secretaries—they are all trained to take ads; 4 ad designers and artists, one an unpaid volunteer; and Mrs. Piner and her bevy of office girls who do the billing. It's a big operation. We still are looking for more ad salesmen. They earn a 10% commission, reduced to an hourly wage of $2.30. There also are two graduate assistants assigned to the D! advertising department. They currently are working as salesmen most of the time. They double as office workers, too.

A week or so ago, a series of classified ads called for readers to telephone a certain number to learn what the "Naked Rider" was doing. The ad changed each day, but all invited inquires into the mystery of the "Naked Rider." The "Naked Rider" was a movie showing at a local drive-in, but the reader was not told this. The manager of the theater called to tell us that those classifieds brought him 7,000 phone calls! The classifieds are obviously well read.

Graduate assistant Don Scales is currently working on a project to enhance the salability of DN advertising. He is using the Audit Bureau of Circulation where he has found some interesting facts concerning Ball State students'
readership of the Muncie city newspapers. More about this when he has finished his study. Much of the work he is doing will culminate in a sales booklet/kit to be given to each salesperson.

Our volunteer ad designer/artist is preparing a display for DN advertising to be shown at the Muncie Mall during Fall State Days at the Mall, Oct. 14-16.

An open house for DN ad clients and potential clients will be held later this month or early in November. Domino's and the Student Center Dining Services, two of the DN's best advertisers, have volunteered to provide the DN with pizzas and whatever else we might want for the open house. It could be a very profitable event for the DN.

SPECIAL ISSUES

Two special editions of the DN are planned during the next week. On Saturday, Oct. 8, a special 10-14 page (broadsheet) Homecoming issue will be published. Delivery will be made to the dorms, Alumni House, West quad, and the Student Center. We are also considering putting out some of our newsstands along the parade route and taking the rest of the papers to the football stadium. There will be no charge for these papers, which will have a full-color picture on the front page. The press run will be increased from 12,000 to 15,000 or 16,000 for this issue. May the rain god smile on us Saturday.

On Thursday, Oct. 13, the regular DN will contain an 8-page tab supplement on the Sigma Alpha Epsilon Circus Feed. This will also contain a full-color picture on the front page and will be similar to the like-a-thon supplement we ran last fall. These are good money-makers and best of all, the DN takes no risk. If we fail to sell enough advertising to at least cover costs, the sponsoring organization agrees to pay the difference. I believe such supplements also serve a good PR function for the DN in its relation with Fall State students and organizations. The Greeks will love the DN yet.

COLUMNS

The length of columns has improved since early in the quarter. They are now usually of a readable length, except for an occasional barrage from Mary McGrory. The staff columns have all overcome their verbosity.

One criticism of staff columns is their lack of good editing. I don't know if the copy desk is afraid to attack these as they would other copy or not, but some otherwise good columns have been destroyed by a lack of editing. Example: "Frazology" on 9/26. This column on the Sunshine Law and the DN's problems with administrators was virtually obliterated by bad editing.

A special commendation to Eula E. Oakes for her column on 9/29: "Sawyer your way through school, work and life. This was a clever piece and was well written.

The anonymous "Ranger Gump" continues to serve DN readers a diet of tasteless, juvenile bus station graffiti. To his/her/its credit, however, the Ranger has at least begun to reduce the length of the inane diatribes. Thinking of the Ranger's future in this profession, I hope Larry Flynt reads the DN. It might be worth the investment for Gump to buy a subscription for Flynt.

Tracy Warner's "Cardinal Sins" column on 9/26 was good satire on the annual Student Senate follies. An excellent, significant commentary on a serious campus issue. Such a column is especially good when, as this one did, it
follows on the heels of news stories and editorials critical of a campus issue. A very effective piece of journalistic writing.

PHOTOGRAPHY

The technical quality of photos has improved, and there have been some excellent pictures in terms of content. For example: the Kent State shot of demonstrators standing on a log waving a flag (9/26)—this shot would have been even better had it been cropped differently so that the top of the flag could be seen; the Harriet Root shot on p. 3, 9/29 was taken at an interesting angle which allowed a feel of the restaurant's atmosphere to come through; and the shot of the fellow eating watermelon on p. 5, 9/19 was a good effort. This was one of the very few close-ups the DN has run this year. Many potentially excellent pictures have been missed because of poor cropping—too little cropping. The intensity of concentration required to do the kind of work pictured in the photo story on the fix-it man (p. 5, 9/29) is an example of failure to tell the real story pictorially. Both pictures run in that story are cluttered with machinery, ceilings, etc., leading the viewer away from the subject of the story—the fix-it man himself. We need to see his face, to learn something about the man—the person. He had a good face and wonderful hands for a photo. That story didn't capture it.

There are many ways to tell a sports story with a camera. The DN is stuck on the on-the-field so-called action shot. This is especially true of the football pictures. The DN reader has not seen the coach yet, or the bench, the crowd, the cheerleaders, the locker room, etc. The Kent State game story would have been better told with an off-the-field picture. How can the agony of a last minute defeat be shown. The DN showed action shots. There surely must have been some wonderful shots available in the dressing room or off the field. We need faces, emotion, smiles, tears, etc.

FEATURES

Feature stories, particularly human interest stories, are sorely lacking in the DN. There are literally hundreds of interesting staff, faculty, and students at Ball State. They have stories to tell of interesting things they do and have done. We need to capture something more of the spirit, atmosphere, personality—whatever you want to call it—of the Ball State community of people.

...IN CONCLUSION

There will be another 215 Report. It will arrive one day somewhat in the fashion of Rev. Smock, as reported in the DN (p. 1, 9/29) headline: "Smock reappears on campus for sermons, city court trial." What wonderful images that headline conjures up! The 215 Report will be resurrected.

Amen.

JLK
WEEK IN REVIEW

- poor  --- fair  --- good  --- excellent

Example 0-0

Friday, April 13**

Pluses- Non-staffer Mark Miner contributed a good news photo for page 1. Steve Gustafson's column concerning Easter was timely and well-researched. I was told by many people that it was his best column of the year. Olivia Addox's feature about health food Easter baskets had a unique angle to the Easter holiday. There was a good likeness of Joyce Rohn in Thornbro's UFO cartoon and the RHA story was placed where it belonged (when will they do something newsy worthy?).

Minuses- We missed a good sidebar to University Senate story. It concerned data about administrators being proportionately underpaid as faculty are underpaid. Three headlines on the opinion page ended with question marks. 'Police beat' ran in California instead of Univer ... "Cardinals fly over weekend" headline, was about baseball team, was too imprecise and all in all, there was way too much wire copy for a six-page paper.

Weekend, Friday, April 13**

Pluses- David Webb's review of two movies about two of fiction's great heroes was well-written and a good idea. Reviews progressively improved in Weekend as the year goes on. I like the recent addition of the restaurant review (though it was marred this week by paste-up miscues). Will Randy Brammer's advice for the lovelorn soon replace Dear Abby?

Minuses- Misspelled 'Pedal' on the cover. The bicycle theme smothers comes a little too close to our special Bikeathon supplement. Layout for the centerspread was airy, lacked creativity.

Tuesday, April 17**

Pluses- Nice overall makeup in this issue. Vickie Elmer's OCA concert story, with revised lead, showed a good amount of depth and research. Two excellent and all-too-rare news shots by Nucifora and Ozone on page 1. Photo layout on page 4 was well-balanced and had good news value. To-the-point editorial about salary disputes was very well-written and long overdue. Pop's People column stirred talk at the breakfast table.

Minuses- Questionable lead story (Pulitzer Prize winners) on page 7. I thought news in capsule was of more importance. Brammer's column was decent, but let's start digging some muck in an area other than recruiting. Also, a lot of cutting was necessary downstairs for page 6 (sports). Headline 'Regular umpires sought' was poor. Are the umpires professional baseball players now 'irregular'?

Wednesday, April 18**

Pluses- Good job getting the AFT suit story in the paper, considering the circumstances.
Thursday, April 19

Pluses—Ka Sherburne's story on Woodworth's closed sundaeck and Surufka's column about hunger were the best stories of the day...editorial was strong, also...Thornbro had his best cartoon of the week (Bracken bank shot). I'll praise the headline on page 1 for just noting that the board had not already approved the Saga contract. 'Pot luck' head on page 7 was some sort of best headline of week...again, two photos on front page was refreshing (nice work, Jim, in getting cooperation from beginning photo classes)...and Judy Weber gets a pat on the back for covering two stories in one day.

Minuses—Cutline for the College of Business photo needed more details about the construction progress...copy for page 4 was way short when it came to paste-up...picture on page 6 was two-columns overplayed (looks like filler to me)...Monte Cox's volleyball story was dry...needed more quotes...the headline 'Bike Auction Saturday' came up way short (page 2)...and Judy Weber's Student Senate story contained two quotes (one from Jeff Thompson and one from 'G') that didn't make sense.

About the week:

We need more campus news!!! Writing for the week was adequate, when we had it. Copy desk did a good job except for Tuesday night.

STORY OF THE WEEK:

Editorial by Charlene Mires (Negotiate!) Its research and presentation speak for itself.

HEADLINE OF THE WEEK:

'Theft victim gets 'pot' luck from police.' Clever, Ann, clever. Too bad it had to be buried at the bottom of page 7 on Thursday.

FEATURE OF THE WEEK:

Olivia Maddox's feature about health food Easter baskets, mostly for its unique angle.

NOTES:

Remember the Bikeathon supplement will be out in 2 weeks. See Jim Brown for story assignments.

B.J.
SOME OBSERVATIONS ABOUT WRITING AND REPORTING IN THE ON
--from the first two weeks of winter quarter.

1. Be careful about using GENERALITIES, such as "many students are concerned" or "this occurs often." How do you know? How many is "many"? How often is "often"? This type of construction has been cropping up in feature stories, especially.

2. IDENTIFICATIONS of professors and staff members are always those given in the B-Book. "Psychology professor" is incorrect. "Professor of psychology" is correct.

3. Avoid using the phrase ACCORDING TO. "Said" is more precise and conveys the same meaning.

4. PARTIAL QUOTES are almost always unnecessary. Instead of writing: He said it was "very cold," just write the same sentence without the quotation marks.

5. Always check HYPHENATIONS in the stylebook and/or dictionary, even if you think you know the correct hyphenation. There is a great deal of variation in the ways hyphens are used.

6. When attributing a statement, the preferred form is "Jones said" rather than "said Jones."

7. If you have to INSERT more than three or four consecutive words into a story, do not write them in -- type them and then cut and paste the insert into the story. Never write instructions to insert paragraphs from another page.

8. Avoid REPETITION when using quotations. The quote should be used to add something to the story, not just for the sake of including a direct quote.

9. NAMES -- you must always have first names. And, always check and make sure names are spelled correctly by looking them up in the B-Book or Muncie phone book.

10. LEADS OF MEETING STORIES -- work to bring something specific into your lead. A lead that says "Several items were discussed by the college council in its meeting Saturday" is boring (both for you and the reader).

11. Remember there is a difference between the words COMPOSE and COMPRISE -- check the entry in the stylebook if you ever have occasion to use either of these words.

12. Writing in ACTIVE VOICE creates a more lively story. This means writing "John Jones broke the window" instead of "The window was broken by John Jones."
13. In QUOTATIONS, place the attribution at the first
natural break in the quote — don’t make your reader go
through an entire paragraph without knowing who is talking.

14. Keep quotes short. If a long quotation is used,
break it between sentences to form a new paragraph.

15. Persons are identified by their titles in first reference
only. Do not use "Coach Wallace" or "Captain Smith" on
second reference — just use the last name.

16. "SAID" is almost always appropriate for attribution.
Do not create more work for yourself by trying to think of
countless synonyms (stated, explained, noted, added...).

17. MONTHS are abbreviated when used with dates. Check the
stylebook for correct abbreviations.

18. About NUMBERS: when using a number in the millions,
always use a numeral, followed by the word "million."
Example: 1 million.
Also, always use numerals with percentages. Examples:
2 percent, 9 percent, 86 percent.
PART NINE
PRODUCTION

Whether you like it or not, when production machines break down, you pay for it. I was lucky; we had few production malfunctions when I was editor-in-chief. But I did learn that I should keep as far away as possible from this center of disorder if things are ever to change.

The first time a machine breaks down when your editor, I suggest you do the following:

1) Do your best to get the newspaper out on time

2) Write a memo the next day to the coordinator of Daily News operations, with copies sent to the director of student publications and the department chairman.

In the memo, a) describe the breakdown; b) tell how much it slowed down operations, including the time it took to get out; c) emphasize your disdain for this type of interruption; d) ask that the machines be fixed, immediately; and e) warn that if the machines are not fixed, there are possibilities the paper may not come out in the coming days.

3) Keep your hands out of production. It is not your job to type headlines, paste up or type set copy. I had a penchant for doing these things, and it made production people mad and me more responsible for their errors.

The key to this sequence is the memo. No one in this university reacts unless you put the words of discontent on paper. Verbal discussions seem to be shun aside. Whenever you have a point to make, put it on paper.
If there is still no reaction, write another memo, further emphasizing your point. And if you still get no response, which I don't think will happen, it is time for drastic action—do not put the paper out. I realize this is a sorry piece of advice, but it seems to be, unfortunately, the only one that works.
There is an old "Shoe" comic strip, where the fair-feathered editor is questioned about his recent highly critical editorial. "Well, you know what they say," Shoe replied. "If you can't say anything nice, be a newspaperman."

So it seems. No matter what you criticize, you'll be criticized right back, sometimes tenfold. The point to remember is that people are rapping you in your role as a newspaperman, and not you personally. Do your best to be fair, objective and accurate and you will have no regrets, no need for apologies. Take a stand with issues and personnel and stick with it. Listen, and be listened to. Be professional. That's all.