



# Making Their Mark

Look at any industry effort, and chances are you'll find someone from Knight Ridder helping forge the future of newspapers in print and online.

> By Amy Rabinovitz

**K**atherine Hatton remembers the principal who said she couldn't run an article about the Vietnam War on the front page of the high-school newspaper. "Escorted" to his office, she persuaded him that it was the role of the paper to cover more than football rallies and proms. And a lifelong passion for newspapers and the First Amendment was born.

Today, Hatton, vice president/general counsel for Philadelphia Newspapers, is among the first to be called for many media organizations that find themselves facing First Amendment issues.

The Miami Herald's Cesar Pizarro is sought after throughout the Americas as an expert on Hispanic newspapers. When it comes to public service journalism, Jennie Buckner of The Charlotte Observer is at the top of the industry speakers list.

Jeanne Mariani-Belding of the San Jose Mercury News is changing the way newspapers integrate culture and race. Knight Ridder Digital's Bruce Koon is at the forefront of



Larry Olmstead, Knight Ridder vice president of staff development and diversity, believes it's important to be involved. The visibility makes Knight Ridder attractive as an employer, he says. And it helps employees feel good about the company.

online editorial issues. Janie Houston Pace of the Fort Worth Star-Telegram is a resource to newspapers across the country on co-op advertising.

And the work Mary Jacobus does with the Audit Bureau of Circulations will affect how national advertisers buy newspaper space for years to come.

## Service to the Industry

These people, and dozens like them throughout the company, make significant contributions to the newspaper industry, says Larry Olmstead, Knight Ridder vice president of staff development and diversity.

"There is a tension between self-promotion and service, and traditionally in Knight Ridder our culture shies away from grandstanding," Olmstead said. "But having said that, it is important that our message to our industry, our own people and to the community is that we want to make contributions."

KERRY PAUL/San Jose Mercury News

Olmstead practices what he preaches. Throughout his career as reporter, editor, then assistant vice president/news, he has been active. He's currently a board member of the American Press Institute and finance chair for the International Women's Media Organization. Like the others, he is a voice to the industry, frequently called on for his expertise and experience.

### A Win/Win Proposition

Being active means juggling schedules and occasionally reworking travel budgets. Yet overall, it benefits not just the industry, but Knight Ridder, its employees and the shareholders as well.

"If the industry profits, we prosper, too," Olmstead said. The visibility also helps attract and retain top talent. "If we are out there ... that makes us more attractive as an employer. And it helps our employees feel good about the company."

Buckner, vice president/editor of The Charlotte Observer, sees industry involvement as "a great way for people who work here to develop broader perspectives, to learn some of the creative ideas that are out there, and to be part of the national effort to improve newspapers for readers and advertisers. It's a way to get people growing and thinking."

Hatton said, "You don't want to work for a company that's known only for a profit motive. You want to work for a company where people are engaged in thinking about issues that are important to the industry and to society."

### Industry Issues

Hatton is on the board of the Media Defense Resource Center, the American Bar Association National Conference of Lawyers and Representatives of the Media, the



**Philadelphia Newspapers Vice President/General Counsel Katherine Hatton, shown here in the Signer's Hall at the National Constitution Center, is called on by media groups concerned with First Amendment issues.**

ALEJANDRO A. ALVAREZ/Philadelphia Daily News

Pennsylvania First Amendment Coalition and NAA Legal Affairs Committee. That's on top of her community work with the Pennsylvania Economy League, past presidency of Philadelphia Volunteer Lawyers for the Arts and board work with Womens Way.

"It gives me the opportunity to meet wonderful people from across the country who are concerned about the same issues I am," Hatton said.

Bruce Koon, executive news editor for Knight Ridder Digital, is a recognized expert in online journalism.

He's past president of the Online News Association and serves as chair of its nominating committee. He is the Asian American Journalists Association (AAJA)

representative on the Unity Student Online Newsroom Project, and serves on the awards screening committee for the National Association of Minority Media Executives.

Koon also serves on the advisory committee for the Center for Integration and Improvement of Journalism at San Francisco State University and the Board of Advisers for the Center for Investigative Reporting – and that's just a sampling.

The online industry is evolving and professional organizations are helping to develop policies and procedures, said Koon. "In a marketplace that is becoming 24/7, how do newspapers manage standards and workflow? Or how do we meet the changing needs of today's news consumers? Some people want a printed format; others prefer online or PDAs [personal digital assistants]. Still others prefer different pieces of the news delivered in all the above."

Koon has developed a professional resource bank. "I've created networks of smart people in and outside our business that I can call to discuss common issues or gather intelligence," he said. "Although Knight Ridder has more than its share of these bright folks, it's foolhardy not to take advantage of different approaches and insights at other companies and organizations."

### Making a Difference

San Jose Mercury News Deputy Editor Jeanne Mariani-Belding speaks frequently about race and demographic issues at journalism schools, including Columbia University and Stanford. "As an industry, we could be doing a much better job regarding



STEVEN LINSENMAYER/THE (Fort Wayne) News-Sentinel

Mary Jacobus, president and CEO of Fort Wayne Newspapers and publisher of The News-Sentinel, is working with the Audit Bureau of Circulations on a new program that verifies readership numbers and includes them in the ABC database.

issues of race, culture and our changing demographics,” Mariani-Belding said.

She’s been active for years in AAJA and

served on the national governing board. As a 2003 John S. Knight Fellow at Stanford University, she studied international busi-

ness with emphasis on emerging ethnic communities.

She’s co-chairing the program committee of the 2004 Unity Conference, a gathering of 8,000 members of AAJA, the National Association of Black Journalists, the National Association of Hispanic Journalists and the Native American Journalists Association. She’s helping to plan 120 panels and workshops and the opening and closing programs. Why does she do it? “If we’re going to survive, we have to realize the value of diversity,” she explained.

At the Mercury News, Mariani-Belding leads the Race & Demographics Team, which has produced several award-winning stories centering on race and social change. A five-part series, *Majority of None*, explored the dramatic demographic shift in which no group holds an ethnic majority. She developed a “satellite system” for mainstreaming diversity in coverage: Representatives from across the newsroom meet regularly to talk about elevating coverage of race, culture and issues of interest to a broader and more diverse audience.

A different, but also crucial, issue for the industry is how national advertisers buy media space. Newspapers have long faced

## ➤ More Industry Contributors



**Ric Banciella, sales & marketing manager, Herald Integrated**

*“The image ad agencies have of newspapers is arrogance. I want to help change that, to see these agencies think of The Miami Herald and el Nuevo Herald as partners. Plus I get to be involved in terrific causes and projects.”*

President, Ad Federation of Greater Miami. Involved with governmental affairs, specifically targeting Florida legislators considering a sales tax on advertising services and possibly even on the ad buy. Hosted roundtable discussions for ad agencies and state legislators. Active with lobbyists and other media in Tallahassee to make the newspaper and the advertising



**Alicia Becena, environmental & safety engineer/environmental, safety and security manager, The Miami Herald**

*“Industry involvement allows me to rethink what was done historically, and it helps motivate me to look for ways to improve.”*

Secretary of the National Safety Council (NSC)/Business Industry – Printing & Publishing Group; participant in benchmarking group monitoring newspaper industry accident and illness rates; speaker at NSC Congress and NAA Super Conferences.



**Amanda Bennett, executive editor, The Philadelphia Inquirer**

*“The Pulitzer Prize is probably the single biggest motivator to*

*great journalism in America today. Helping to keep those standards high is an amazing, awesome responsibility, and one that benefits our entire profession. Working through American Society of Newspaper Editors (ASNE) to help identify all the ways we, as newspapers, can get better is a critical task for all editors ... and one that I find extremely rewarding, and just plain fun.”*

Member of Pulitzer Prize board. Member of ASNE and chair of its Readership Committee; judge of ASNE Best Writing competition.



**Gari Nan Brindle, promotion director, The Philadelphia Inquirer and Philadelphia Daily News**

*“Staying involved in industry organizations allows me to keep current with different marketing strategies being used around the country.”*



**Marti Buscaglia, publisher, Duluth News Tribune**

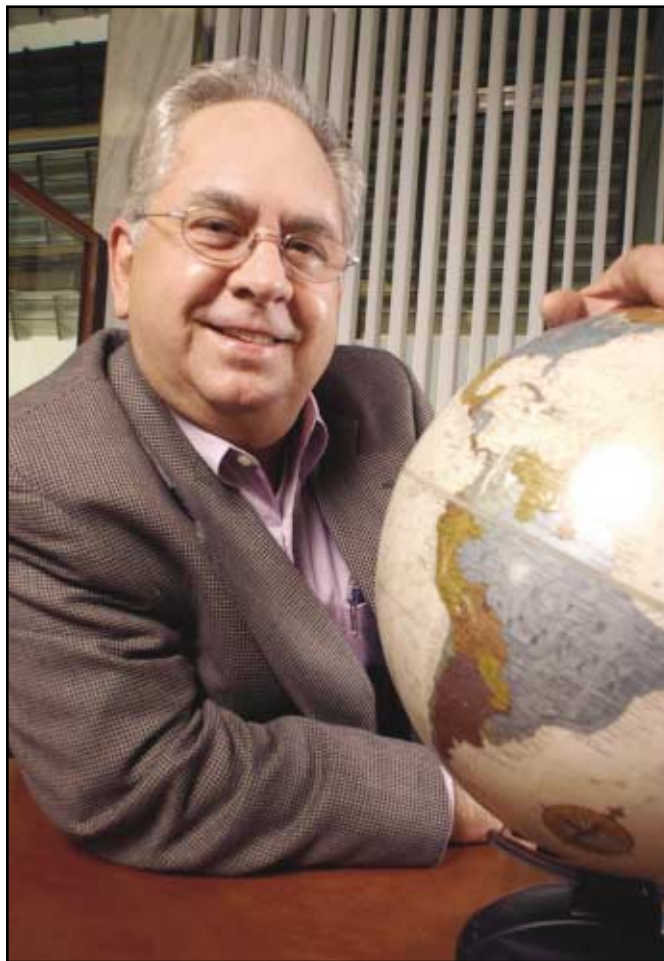
*“Industry involvement is critical to me for many reasons. First is the knowledge I gain*

*from others’ personal experiences and the opportunity to network. Another is learning how different cultures deal with similar problems to the ones we are facing. Declining readership is a global problem, but some of our international counterparts are handling it artfully. INMA especially affords the opportunity to learn from people within our industry but from diverse environments and cultures.”*

the problem that print publications report circulation and broadcast organizations report number of viewers – not an apples-to-apples comparison, since usually more than one person reads any given copy of a paper. Studies show that some Knight Ridder papers are read on average by as many as 2.9 people; the NAA industry average is 2.27 daily and 2.44 Sunday.

Mary Jacobus, president and CEO of Fort Wayne Newspapers (publisher of The News-Sentinel) and a board member and secretary of the Audit Bureau of Circulations, is working on that. The ABC sets the accepted standard, and its numbers are relied on by advertisers as a measure of how many readers their message will reach.

Jacobus chairs the ABC's Newspaper Committee and serves on its Operations and Reader Profile committees. In the past few years, she has been instrumental in developing a new program called the ABC Reader Profile, which verifies readership



ROBERT KIPPENBERGER

**Cesar Pizarro, business manager for el Nuevo Herald, is an expert on Hispanic newspapers. Advice on how to compete effectively for readers' time and advertisers' dollars is especially appreciated, he says.**

numbers and includes them in the ABC database.

"It is rewarding to make a difference industrywide to help newspapers grow circulation and promote the value of newspaper advertising," Jacobus said. "I think Knight Ridder's support of employees who are part of these causes continues to make a difference every day in the growth of our business."

## Developing New Revenue

Cesar Pizarro, business manager for el Nuevo Herald, has been key in growing that publication's advertising revenue from \$2.5 million to more than \$25 million.

In 1986, Pizarro transferred from circulation to advertising, where he began selling El Miami Herald, predecessor of el Nuevo Herald. Then, he was the one looking for advice. He met with universities and Hispanic ad agencies. He studied everything he could, and he worked closely with other Miami Herald executives.

Member of board of INMA; advisory board, The Media Center of the American Press Institute (API); member of NAA Retail, Marketing, Classified and New Media Federations and National Association of Minority Media Executives (NAMME). Member of original NAA Young Readers Steering Committee; discussion leader at API seminars; speaker at NAA seminars ranging from marketing best practices to leadership development; recent speaker at INMA on "Growing Circulation and Ad Revenue in a Changing Market." Chair, INMA Newspaper Marketing Awards.



**Lonnie Collins, electronic technology manager, The Miami Herald**

*"No company is an island. No newspaper should lose an edition because of production issues. We prefer to compete at an*

*editorial level."*

Helped The Denver Post with press drive issues, the New York Post with inking issues; shared design for monitoring system with Metro Users Group, an organization that discusses Goss press issues. Chair of The Miami Herald Waste Reduction Committee.



**Mary Curtis, executive features editor/columnist, The Charlotte Observer**

*"A common theme is my work with young people, particularly those interested in journalism. I love the profession and want to encourage gifted young people to consider devoting their talents to it. It's important work."*

Former board member for American Association of Sunday and Feature Editors (AASFE); former chair of diversity committee, responsible for awarding fellowships to talented minority journalists to attend annual convention.

Established an AASFE Web page that offers a diversity checklist for covering stories. Member of National Association of Black Journalists (NABJ) and Society of Professional Journalists. Judges journalism contests, from high school to professional level.

Has taught the Poynter Institute workshop in ethics for college and university journalists. Mentor and editor for Editing Program for Minority Journalists sponsored by the Maynard Institute.



**Paula Ellis, publisher, The (Myrtle Beach) Sun News**

*"Working with newspaper professionals from around the country helps me learn new skills and tools that I can use and share with my team in Myrtle Beach. That kind of learning translates directly into bottom-line results improvement. But the added value is in the learning that bursts forth*

*as innovation or creation."*

Serving third term as president of the Poynter National Advisory Board; adjunct faculty member leading seminars ranging from editing to newsroom innovation to ethics and leadership; frequent speaker at journalism seminars, including The National Writers Workshop, National Press Photographers Flying Short Course and API sessions. Past president of S.C. AP News Council, past executive committee member of the S.C. Press Association, past board member of the Associated Press Managing Editors, chair of the local advisory board of the John S. and James L. Knight Foundation.



**Sarah J. Glover, suburban staff photographer, The Philadelphia Inquirer**

*"Knight Ridder's slogan, 'Diversity. No Excuses,' grasps the point. It is in the implementation of that slogan*

Now he is the one being sought out. The list of his activities is long, including work with the National Association of Hispanic Publications (NAHP), the Association of Hispanic Advertising Agencies (AHAA) and the Newspaper Association of America (NAA).

“Many newspaper companies are just now starting Hispanic publications,” Pizarro said. “Industry awareness of the potential of that market, both in terms of ad revenues and future readership, is growing. Knight Ridder has always been forward-thinking in this regard.”

He has spoken to dozens of groups and newspapers, including Listín Diario, (Dominican Republic), the Mexican Newspaper Editors (Guadalajara, Mexico), and the IAPA (Inter-American Press Association). He helps papers in Latin America become more proactive in addressing industry issues. Advice on how to compete effectively for readers’ time and advertisers’ dollars is especially appreciated, he said.

Another person who is considered a pro at developing revenue is Janie Houston

Pace, advertising co-op coordinator at the Fort Worth Star-Telegram. Pace is so well-known that she was recently awarded the Newspaper Association of America’s 2003 John Maione Award for promoting newspaper co-op advertising.

A board member of the NAA Display Federation and former board member of

**“Knight Ridder’s support of employees who are part of these causes continues to make a difference every day in the growth of our business.”**

**— Mary Jacobus**

the NAA Co-operative Marketing and Sales Federation, Pace chaired the Co-op Federation’s newsletter committee. Currently she is president of the Texas Regional Co-op Association.

“It’s important to share the information

about co-op advertising,” Pace said. “Newspapers aren’t maximizing their revenue potential if they don’t have successful co-op programs.”

### **Creating a Better Product**

As if directing a 260-person newsroom weren’t enough, Jennie Buckner works with multiple organizations. She has served on the board of the American Society of Newspaper Editors since 1998 and has chaired the leadership, readership and education committees. She has served on the Pulitzer Prize nominating committee, taught at the American Press Institute and served as a visiting faculty at the Poynter Institute.

Throughout the industry, her name is synonymous with public service journalism and the newspaper’s obligation to be “a great force for helping a community.”

Newspapers, she said, “are the best way I know for a community to come together.” She credits her work with industry organizations as having “challenged my thinking and helped me grow as an editor.”

*where the industry can and should do much better. NABJ works to develop programs and initiatives to assist newsrooms with that effort. I am honored to be a part of industry work that makes a difference.”*

Secretary, NABJ.



**John Greenman, publisher, Columbus Ledger-Enquirer**

*“Industry involvement is a form of continuous learning and a way of*

*giving back. Whether teaching or organizing, I’m learning as much as I’m giving others. It’s a way of remaining involved and vibrant, a way of combating fatigue and staleness.”*

Discussion leader at American Press Institute on strategy, organization and leadership; yearly presenter, Cox Management Institute College Editors Seminar, University of Georgia, on tools for emerging leaders and the newspaper business model; professional in res-

idence, School of Journalism and Mass Communications, Kent State University, on a range of journalism topics, February 2004; presenter, Knight Ridder Intern Camp.

Member of Southern Newspaper Publishers Assoc. Diversity Committee. Former chair of ASNE and NAA Diversity committees, with a focus on diversity of content and staff; board member of Georgia Press Association with particular attention to issues affecting community newspapers. Work with journalists and academicians associated with University of Georgia, Kent State University, Northwestern University and The Poynter Institute on issues related to assigning editors.



**Henry Haitz, publisher, Bradenton Herald**

*“Newspapering is my chosen profession, and volunteering helps further the contribution*

*newspapers make. The involvement in these groups exposes you to how others in our industry are thinking about things, from colleagues to customers to competitors. I believe I’ll learn something along the way that I didn’t know before and that my newspaper will be better for it.”*

Member of NAA/ABC (Audit Bureau of Circulations) Liaison Committee, working on issues related to newspaper circulation. Helped get college newspaper readership program copies counted as paid circulation, which has encouraged more newspapers to develop similar programs for young readers.

Member of Cost and Revenue Committee of Inland Press Association, which oversees a widely recognized annual benchmarking study for many newspapers.



**Fred Mann, general manager, Philly.com**

*“I like the smart, energetic people I get to*

*work with in these industry organizations. And I love dealing with important journalistic issues. It helps me remember why I first got into this business.”*

Founding board member and secretary of Online News Association; recently finished two terms as board member of NAA New Media Federation; co-chair of its Audience Development Committee. Founding board member of Internet Business Alliance, a Philadelphia-based organization devoted to growing Web-based business opportunities. Teaches online management and online journalism ethics classes at The Poynter Institute.



**Mike Proebstle, vice president/circulation, Philadelphia Newspapers, Inc.**

*“The industry has been pretty good to me, and I think it just makes good sense to give back some of my time. I love this business, and I learn more*



SUZANNE SUMMERVILLE/The Charlotte Observer

When it comes to public service journalism, Jennie Buckner, editor of The Charlotte Observer, is at the top of the industry speakers list. Industry involvement is a way to get people growing and thinking, she says.

## Beyond Self-Interest

While there are advantages to being known (Pizarro jokingly said, “I always wanted to be semi-famous”) Olmstead notes that the work is often carved from personal time.

“Nobody does this to get rich and famous,” Olmstead said. He points to Tony Ridder, current chairman of the NAA. “Tony certainly doesn’t need to be better known, or to improve his position. Yet, he has given a huge amount of time. He helped make major strides in NAA’s focus on diversity, including support of a major survey of minority and younger readers that will be a catalyst for improving coverage. He is making a difference.”

Making a difference at every level – in the growth of the company, the life of a community and the direction of the industry – is an important value at Knight Ridder. As Mariani-Belding said, “When I sit around the table with industry peers, I’m proud of Knight Ridder’s work on the diversity front. Really proud.” ><

*about it every day through my involvement with NAA and other industry initiatives.”*

Board member NAA Circulation Federation; member of Pricing Strategies Committee focused on growing circulation and readership.



**Sara Rosenberg, vice president/consumer marketing, The Miami Herald**

*“The newspaper industry – really, all industries – can benefit from new ways of thinking. As an outsider myself [14 years in packaged goods marketing], I’ve noticed too many people in newspapers are used to doing things in the same old ways, and those ways are not necessarily leading to growth and innovation. Getting together with peers from other papers, especially from other countries, helps us shake those ruts we all get in.”*

Speaker, INMA; marketing columnist

for monthly “Ideas” publication. Speaker, 2003 Conference for Pacific Area Newspaper Publishers Assoc.



**Rex Seline, managing editor/news, Fort Worth Star-Telegram**

*“The truth is, even with the hours I devote to the Society of American Business Editors and*

*Writers (SABEW) as an officer, I still get more out of the organization than I could possibly put in. It pays off for me and the paper in valuable contacts, shared expertise and eye-opening insights. Beyond that, there’s the commiseration factor – the ability to share frustrations with people facing similar challenges.”*

Vice president and incoming president of SABEW; member of the advisory board, Donald W. Reynolds National Center for Business Journalism at API. Family funded a lectureship in memory of parents at the College of Journalism

and Mass Communications at the University of Nebraska-Lincoln to encourage journalism students to broaden their horizons.



**Michael E. Vorsteg, special projects manager, The Miami Herald, El Nuevo Herald**

*“Knowledge is one of the most valuable assets anyone can have and no one can take away from you. I enjoy observing the positive results of what I do and knowing that I made a difference.”*

Frequently called by other newspapers to troubleshoot press operational issues and to help return the printing presses to optimum specification. Worked with Akron Beacon Journal on folder issues, Wilkes-Barre Times Leader with press configurations and folder operation, The Monterey Herald on ink/operational issues; currently assisting The Macon Telegraph.



**Wendy Zang, lifestyle/food/syndication editor, Knight Ridder/Tribune Information Services**

*“I became involved in the youth editorial movement while editing a teen section at my former job. I’ve stayed involved because it’s such a great cause. Nothing is more important to the future of the industry than attracting young readers and inspiring tomorrow’s journalists. I work with the NAA Foundation to promote youth content.”*

Past president of Youth Editorial Alliance; past chair of its national conference.