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Minneapolis Star-Tribune  
DETAILS OF NEW MINNEAPOLIS STAR AND TRIBUNE BUILDING

# EDITOR & PUBLISHER

THE FOURTH ESTATE

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Two Sections  
Section 2

Announcing... the dedication of one  
of the world's finest newspaper plants...  
the Minneapolis Star and Tribune...  
circulation 585,000 Sunday, 465,000 daily  
in America's Upper Midwest





# Minneapolis Newspapers Dedicate New Building

By George A. Brandenburg

MINNEAPOLIS, Minn.—Dedication of the new Minneapolis Star and Tribune building here during the past two weeks has stressed not only the responsibilities of a free press at home and abroad, but has demonstrated, also, how to be a "good neighbor" in the community served by the Cowles Newspapers.

With press and educational leaders developing the general theme of "The Newspaper in a Free Society," dedicatory ceremonies have lapped a wide variety of facets designed to make readers more conscious of the Star and Tribune in their daily lives.

The public, in turn, has visited the new plant under all the glamorous settings of a Hollywood premiere, including Kleig floodlights on the building at night and carefully-planned tours through each department, thus giving people an opportunity to meet first-hand those who produce the newspapers.

More than 75,000 attended the Airport Open House on Sunday, May 22. More than 35,000 visited the Star and Tribune plant during five open house evenings for the public, including 3,500 S & T employes and their families who previewed the building and had dinner in the employe cafeteria. Another 10,000

was jammed into the Municipal Auditorium on Sunday, May 29, to witness Dedication Cavalcade, concluding event, starring Gene Autry, Pat Buttram, Zack Mosley (creator of "Smilin' Jack"); Cedric Adams, George Grim and Virginia Safford, the latter three S & T columnists. A two-page "extra" of news and pictures of the Cavalcade show was distributed to the crowd as it left the auditorium.

An added touch of human interest and suspense was in the day-by-day reports of the 'round-the-world trip by Pan American plane of Donald Olson, 18-year-old S & T carrier, who delivered a Sunday paper "route" in 7½ days, presenting copies of the May 22 dedication edition to officials in 13 foreign countries. He was accompanied by Fred Cooper, Pan American representative.

### Hoiled as Free American Boy

Don was back in time from his 25,000-mile globe-girdling flight to be greeted at the Dedication Cavalcade as "a free American boy who has carried the product of a free press to many lands." Said the Sunday Tribune when young Olson of Dawson, Minn., began his world trip: "Don is a free boy carrying a free newspaper. In many nations, both the free boy and the free newspaper will be

strange exhibits. . . . The American press is not perfect by any means, any more than the American boy is perfect. But on the whole it has a proud tradition, and on the whole it has been keenly sensitive to its responsibilities in a free and democratic society."

Employees and management joined hands in making the dedication a memorable milestone in the 14-year progress of John Cowles, president of the Star and Tribune, and his newspaper organization in serving the Upper Midwest.

Minneapolis has been the mecca of visiting celebrities from the worlds of publishing, sports, cartooning and entertainment. All were here to take part in the series of dedicatory events which covered both employe and public relations. The Star and Tribune were hosts not only to their employes, but also to 3,500 carrier boys and their families, plus a special "Parade of Champions" luncheon and dinner for 1,500 top carriers. Two civic dinners, a special luncheon for ladies, and another luncheon for 400 Upper Midwest editors and publishers, together with their wives, were a part of the celebration.

### Six Prominent Speakers

Guest speakers included Robert McLean, president of the Associated Press and of the Philadelphia (Pa.) Bulletin. J. L. Morrill, president, Uni-



Hollywood atmosphere.

versity of Minnesota. Gardner Cowles, brother of John Cowles and president of the sister Cowles newspapers, Des Moines (Ia.) Register and Tribune, president and editor of Look magazine and the new weekly news digest, Quick Laurence M. Gould, president of Carleton College.

Erwin Canham, editor, Christian Science Monitor and past president, American Society of Newspaper Editors.

Frank J. Starzel, general manager of the Associated Press.

(Digests of speakers' talks appear elsewhere in this issue).

Special guests included Alex Raymond ("Rip Kirby") of KING FEATURES SYNDICATE; Mil-

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Minneapolis Tribune pressmen, attired in tuxedos, added "high fashion" to the first of five public open house evenings during which thousands toured the plant under a systematic and informative program.



Leo Durocher (seated), manager of New York Giants, surrounded by autograph-seeking Star and Tribune carriers at "Parade of Champions" luncheon for 1,500 top carriers. Many well known sports celebrities were present.



'Hello, John!' 'Howdy Jack!' such were greetings of Jack Dempsey (left), former heavyweight champion, and John Cowles, president of the Star and Tribune, when Dempsey appeared at "Parade of Champions."



Display in lobby during Dedication Week, featuring 'round-the-world plane trip of Don Olson, Star and Tribune carrier, who delivered 90 copies of Sunday Tribune to officials in 13 foreign countries. Map showed the day-by-day progress of young Olson.



John Thompson (left), publisher, Star and Tribune, chats with Gardner (Mike) Cowles chairman of S&T Co., president of Des Moines Register and Tribune and Look magazine, who addressed second dedication dinner.

## S & T Dedication

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ton Caniff ("Steve Canyon"), CHICAGO SUN-TIMES SYNDICATE; and Zack Mosley ("Smilin' Jack"), CHICAGO TRIBUNE-NEW YORK NEWS SYNDICATE. Raymond and Caniff made public appearances and cartoon sketches during the week. Mosley took part in the Dedication Cavalcade along with his fellow Oklahoman, Gene Autry, singing cowboy. Also present was Erik Boheman, Swedish ambassador to U. S.

Jack Dempsey headed the galaxy of sports stars who attended the Parade of Champions for carrier-salesmen. The former heavyweight champion also attended the two civic dinners, paying tribute to the Star and Tribune, saying "they're good newspapers: they print the truth, they treat their help right and they're good Americans."

Other sports celebrities on hand included Leo Durocher, Frankie Frisch, George Mikan, Red Grange, Johnny Lujack, Tommy Gibbons, Bronko Nagurski and Bernie Bierman, to mention a few of the stars who spoke and had lunch with the 1,500 carriers. Charley Johnson, executive sports editor, and his staff served as masters of ceremony.

In addition, Star and Tribune staffers had prominent parts in a series of outside luncheons tying in with the dedication.

### Staffers Take Part

Richard Wilson, chief of the S&T Washington, D. C. news bureau, addressed the women's luncheon, along with Victor Cohn, Tribune science writer just returned from England. Nat Finney, Pulitzer prize winner and manager of the Washington bureau, addressed the Rotary luncheon, and also spoke at one civic dinner and the Upper Midwest editors' luncheon. Wilson also addressed the Kiwanis Club and a civic dinner.

Harold Barnes, director of the Bureau of Advertising, ANPA, spoke at the Minneapolis Advertising Club, under the sponsorship of the Star and Tribune.

Upper Midwest editors attending the Saturday luncheon

included Minnesota and North Dakota Associated Press members holding their spring meeting in Minneapolis. A special tour of the Star and Tribune plant was arranged for them Saturday afternoon.

### Tells Publishing Philosophy

John Cowles, president of the Star and Tribune, presided at the dinners and luncheons. At two civic dinners attended by local business and professional leaders, Mr. Cowles outlined the editorial and publishing philosophy that guides the Minneapolis newspapers.

"We at the Star and Tribune believe that the primary obligation of a newspaper is to give its readers the news," he said, "without bias or slant or distortion or suppression, in the news columns. We believe that only on our editorial pages should our own opinions be expressed."

"We are attempting, moreover," he continued, "to edit our papers so that they will interest and serve all of the people of Minneapolis and the Upper Midwest, not just one class or segment of the population. Just as a great department store carries merchandise that will appeal to all the different economic groups, or just as a large restaurant or cafeteria provides a wide selection and variety of foods to appeal to different tastes, so the Star and

Tribune carry news and feature content that will appeal to people of both sexes, of all ages, of all vocations and all educational levels.

### Regional Newspapers

"We frankly make news of Minneapolis and Minnesota our primary concern, because such a large proportion of our readers rely on us for that news, whereas an individual who is interested in specialized coverage of some other kind of news can obtain it from other specialized publications.

"We try to make important news interesting so that a larger proportion of the people will read that news and so become better informed," he added, explaining: "The Minneapolis newspapers are among the trailblazers in the country in exploring such neglected areas of news as education, science and religion. And of government, as contrasted with news of politics.

"We also try to go deeper than the superficial aspects in reporting news of crime, and bring out the conditions that may have caused the boy or girl to become a criminal.

"We try not to overemphasize sensational stories solely because they are sensational."

### Discusses Competitive Charges

In his talk to Upper Midwest editors, Mr. Cowles dealt frank-

ly with the problem of metropolitan newspaper competition with hometown dailies and weeklies. He contended that bigger papers actually increase advertising volume for smaller papers by pioneering new ad campaigns in the national field. He also cited figures to show that Upper Midwest dailies outside of Minneapolis have shown comparable circulation increases during the past six years while the Star and Tribune have been expanding their circulations.

"We are not competitors in any ruthless or harmful sense," he said. "Minneapolis papers supplement the local papers."

The new and enlarged building, doubling the former capacity, comprising 260,000 square feet of space and including 14 new Goss Headliner press units in addition to the 34 black and white units previously used was a veritable showplace in itself for the thousands who streamed through it on conducted tours.

### Runestone on Exhibit

Exhibits in the building included the original famed Kensington Runestone, hailed as "Minnesota's First News Story." Carved on the stone is the story telling of the presence in Minnesota of an exploration party of Norwegians and Swedes 130 years before Columbus landed in America.

Other exhibits were "100 greatest news pictures of 1948" compiled by the University of Missouri School of Journalism; the Star and Tribune's own photo exhibit; comic artists' originals, and other journalistic lore which attracted public attention as the crowds filed through the plant, visiting department by department.

After the first 10-day whirl of events, the Sunday Tribune for May 29 carried a lead editorial, entitled: "Now Back to Work," in which it stated: "We've been talking a good deal about ourselves in the Star and Tribune the last week or so, during the dedication of our new plant. . . . Tomorrow we will all go to work with fresh zeal to deserve the good words and the good wishes that have come to us, and to do, with better tools, a better job."



Visitors viewing the original Kensington Runestone (1362), hailed as "Minnesota's First News Story," one of the popular displays.

# Star & Tribune Growth Is Stirring 14-Year Saga

## Cowles' Papers Build Solidly In Upper Midwest Territory

By George A. Brandenburg

BACK of the buff and black brick structure of the enlarged Minneapolis Star and Tribune plant is the strong imprint of John Cowles, president and editor, and his talented organization of newspaper people who have made journalistic history in the short span of 14 years.

John and his brother, Gardner (Mike), have had the good fortune of being guided in their formative years by their astute publisher (father, the late Gardner Cowles, Sr., who set the pattern of successful newspaper publishing in building the Des Moines (Ia.) Register and Tribune, dating back to 1903.

### Have Earned Their Spurs

But the two brothers have earned their own journalistic spurs, each in his own field of endeavor—John as president and builder of the Minneapolis newspapers—Mike as publisher of the Des Moines papers and Look magazine.

Although the Cowles brothers have an equal ownership in the Minneapolis Star and Tribune, just as they do in the Des Moines Register and Tribune, ever since John Cowles moved to Minneapolis in 1938, Gardner Cowles has taken relatively little direct part in the management of the Minneapolis dailies. Mike assumed his brother John's responsibilities at the Register and Tribune when his brother left Des Moines, and the younger brother has been giving an increasing proportion of his time to Look magazine.

In June, 1935, the Cowles brothers bought the Minneapolis Star, six-day afternoon paper with a circulation of 80,000 and a "bad third" in the Minneapolis field. During the past two weeks, the Minneapolis Star and Tribune, now the only dailies published in that city of more than half a million population, dedicated a modern newspaper plant which produces more than 465,000 papers every weekday and over 585,000 on Sunday.

### Stirring 14-Year Saga

Today, the Minneapolis Star (evening) and the Minneapolis Tribune (morning and Sunday) are generally regarded by newspapermen as two of the most complete and best-edited papers in the country, outstandingly well managed and eminently successful.

The story of the 14 years since the Cowles brothers bought the struggling Star is a saga of American journalism that has rarely been paralleled. It is the story of constant improvement in the editorial qual-

ity and reader appeal of the papers, coupled with alert circulation promotion, with emphasis on carrier delivery.

Although comparable figures



John Cowles

## Meet Cowles Boys: 'Publishing Twins'

JOHN AND GARDNER Cowles are the "publishing twins" of the Cowles family. There are, in addition, three sisters and a third brother, Russell, the eldest son, who is a noted artist.

John is actually older than Mike, so nicknamed by his father, the late Gardner Cowles, Sr. Both went to Phillips Exeter Academy and then to Harvard University. John completed his course in three years, graduating in 1920, and was an editor of the Crimson. Mike graduated in 1925 and went his brother one better by becoming editor-in-chief of the Crimson.

Both brothers went immediately into the newspaper business at the Des Moines (Ia.) Register and Tribune, where their father had been teaching them journalism during their summer vacations while going to college.

The "publishing twins" present an interesting contrast in personality and talent. John is

are not available, it is a good guess that few American newspapers spend as much money on their news and editorial departments as do the Minneapolis papers.

No other newspaper has as many carrier salesmen as the 8,000 boys who deliver the Star and Tribune to Upper Midwest doorsteps, covering Minnesota, North and South Dakota and Western Wisconsin. Few other papers spend as large sums for promotion both in their own columns and in other publications and via radio.

### Revenue Over \$20 Millions

Although the Star and Tribune release few figures on their internal operations, simple arithmetic shows that their net advertising and circulation revenue exceeds \$20 million a year. They use substantially more than 60,000 tons of paper a year and have 1,300 full-time and 800 part-time employees, with a payroll of \$6 3/4 million a year.

While the Minneapolis papers carry a large advertising volume (19 million lines in the six-day Star and more than 22 million lines in the seven-day Tribune in 1948), they are not in the top handful of the nation's newspapers in advertising volume.

John Cowles explains it by saying that a Sunday paper like the Tribune, with 585,000 circulation, or an evening paper like the Star, with nearly 300,000 circulation obviously, has to charge higher rates per line than do newspapers with only 100,000 or 200,000 circulation. Although Minneapolis milline

stocky and dark in appearance. Although trained as a reporter and editor, he has worked mostly on the business side and has inherited his father's orderly thinking when it comes to finances. John speaks slowly and in a quiet tone.

Mike is sandy, slender and, in some respects, is more dynamic as a newspaperman. Where John chose the business side, Mike took up the editorial end. He served successfully as city editor, news editor, assistant managing editor and managing editor of the R & T. His penchant for news pictures that "tell a story" led eventually to establishment of Look magazine.

Basically, however, John and Mike have always worked closely together. They have shifted jobs interchangeably in the past and today operate smoothly in their chosen fields.

They see eye to eye on most editorial matters and they both

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## Contest Chose Upper Midwest

The phrase "Upper Midwest" was selected to identify the territory served by the Minneapolis Star and Tribune in a public participation contest, offering \$500 for the best name. More than 9,000 residents of the area submitted suggestions.

A distinguished group of judges, headed by Dr. Laurence Gould, president of Carleton College and Antarctic explorer, chose the name as best signifying the territory comprising Minnesota, North and South Dakota and Western Wisconsin. It is the area covered by the Minneapolis Sunday Tribune's 585,000 circulation, where 51% of all the families read the Minneapolis papers.

Upper Midwest's population is placed at 4 1/2 million. Its total retail sales were more than \$4 billion in 1947 and the territory includes 365,000 Upper Midwest farms.

rates are comparatively low, he explained, advertising budgets do not permit the stores to buy as many lines of space at higher rates as can stores in cities where newspaper circulations are smaller and advertising line rates lower.

Cowles also pointed out that the Minneapolis papers do not carry liquor or beer advertising, a source of substantial linage in other major cities.

That the Cowles' policy of circulation development, in the country as well as in the city, has paid big dividends for Minneapolis merchants is proved by the fact that the Federal Reserve Bank figures show that Minneapolis department store sales are currently running 272% of their 1935-39 average. Many Minneapolis stores have developed large mail order departments, and some make a practice of changing their copy between country and city editions of the Sunday Tribune to make a more intensive appeal to the country readers.

Except for a labor weekly which constantly harps about "newspaper monopoly" in Minneapolis, and intimates that some day it may become a daily, there seems to be no widespread public demand for another daily in Minneapolis.

"Undoubtedly this is due in large part to the fact that the Star and Tribune scrupulously endeavor to keep their news columns objective and confine their opinions solely to the editorial page," Mr. Cowles told Editor & Publisher. "Many of the Democratic-Farmer Labor candidates who were elected to office last November, although we opposed them editorially, have both privately and publicly expressed the view that they got a fair deal in the Star and Tribune news columns.

### Present Both Sides

"The Star and Tribune also make a point of printing daily letters from readers disagreeing with their editorial opinions," he added. "The Star and Tribune

(Continued on page 4)



Thompson



Seymour



Swan



Anderson



Hawks



Perkins

**S&T Growth**

*continued from page 3*

also maintain a Bureau of Accuracy and Fair Play, and encourage the public to report any inaccuracies or misstatements. The papers lean over backwards to correct prominently, errors of fact which are called to their attention, and to correct any injustices that they may have unintentionally done."

John Cowles is a practical publisher with realistic ideals. He admires the *New York Times*, for instance, for its pre-eminence in its field, but he is not trying to duplicate it in the Upper Midwest.

"Papers published in cities like Minneapolis must be edited so that they have reader appeal to all segments of the population," he said. "Only in the very largest cities, perhaps only in New York, is it possible to publish successfully a paper that is edited for only a minority of the public."

"We try to print enough foreign news, for example, including *The New York Times'* own service, to keep our readers really well informed. But we also print comic strips and human interest columns which *The New York Times* does not."

**Feels Responsibility**

Mr. Cowles is concerned with newspaper responsibility, generally, especially in monopoly situations. He is convinced the monopoly trend will continue and spread to other cities under today's high operating costs.

"In the interest of responsible journalism, I am more convinced than ever, that in some way publishers ought to establish an independent and qualified agency that could report on how well the press is fulfilling its obligations," he said.

"We are trying to get our roots down deep in the whole region," explained Mr. Cowles, "rather than imposing some formula type of newspaper on this area."

John Cowles is justly proud of the expanded Star and Tribune building. While the details have been left to others to handle, he has kept in constant touch with the expansion program since its inception in 1943. No detail has been too small for him not to take a personal interest in during the entire period.

"We want to have excellent working conditions," said Mr. Cowles in discussing the new building which has again doubled facilities of the pub-

lishing plant. But it is in people, rather than structure in which he is primarily concerned.

He is particularly interested in personnel problems and he believes his fellow publishers should be also. "Many large newspapers are more backward in the field of employe relations and the establishment of personnel departments," he commented, "than are other types of business of comparable size. I am not talking about personnel departments for small papers," he added, "for the publishers of such papers can keep in close personal touch with their employes."

John Cowles also believes newspapers are best suited to teach the public "kindergarten economics." He thinks newspapers are qualified to do this, if they will accept that responsibility. "The public thinks it is qualified to settle complicated economic matters," he explained, "but they need a broader understanding of kindergarten economics. It is our job to help them understand such matters more clearly."

**Stock Ownership an Incentive**

More than 125 key employes of the Star and Tribune have been sold stock in it although the Cowles family retains control. Under the plan that has been followed, blocks of stock of various sizes from small to large are offered to employes at a low price per share.

If the employe leaves the Star and Tribune either voluntarily

or involuntarily within 10 years, he must resell and the company re-buy his stock at price originally paid. If he does not have funds to cover his purchase, the company lends him the money at 4% interest with the stock as collateral. He is expected to apply the excess dividends that he receives against the purchase price.

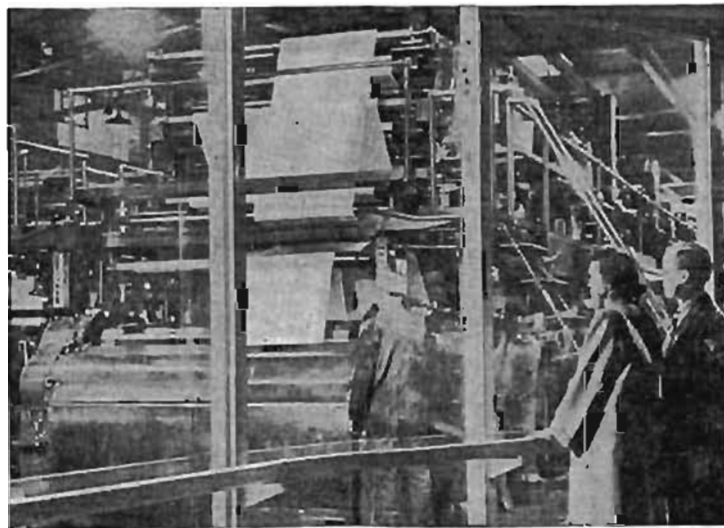
John Cowles believes the employe stock ownership plan that he has followed, giving many individuals within the organization a feeling of proprietorship, has been a substantial factor in the newspapers' growth.

"Promising youngsters may be sold 5 or 10 or 20 shares to start with as an indication that we think they may have a real future with the company and, if they do well and progress, additional blocks of stock are sold superiorities over either evening and Sunday or morning and Sunday publications.

He offered one-third of the stock in the combined papers to the old Tribune company in return for their newspaper assets, and on May 1, 1941, the Minneapolis dailies were "realigned."

The publication of the Morning Tribune was moved to the Star plant and the Sunday Tribune was combined with the Sunday Star-Journal. The name of the afternoon edition of the Tribune was changed to the *Times* and it continued publication from the old Tribune plant.

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Presses in huge S & T pressroom can be seen through glass partition immediately off main lobby. Press equipment comprises Goss, Hoe and Scott units.

**S&T Directors Set Up Pension For Employes**

Directors of the Minneapolis Star and Tribune approved establishment of an employe retirement pension plan at a meeting April 16, providing that the company will pay the entire cost of the program which will give minimum pensions of \$40 a month.

Action by the directors followed several years of intensive study of a pension program. John Cowles, president, pointed out. The Star and Tribune has entered into a trust agreement with the First National Bank of Minneapolis which will handle and invest the funds that are to be paid through the years by the company. The bank will send the monthly pension checks to qualified employes who retire.

**Effective at Once**

"Our plan provides that all employes who were on the Star and Tribune payroll as of April 1, 1949, and who regularly work at least 30 hours a week and who have been on our payroll steadily for at least six months prior to April 1, 1949, are covered," explained Mr. Cowles. "Our regular employes who had not completed six months' continuous service on April 1, 1949, will be covered by the plan starting April 1, 1950."

All employes are given credit for the years of past continuous service with the company since March 31, 1942, and for future continuous service until they reach their retirement age.

Men employes may retire at the age of 65 and women employes at the age of 60. A new employe who joins the Star and Tribune after April 1, 1949, must be under 50 if a man and under 45 if a woman at the time of his or her employment with the Star and Tribune in order to be eligible for future membership in the plan.

About 50 employes who are now at or past the retirement age are eligible to retire and receive pensions immediately, Mr. Cowles stated.

The pension plan will be administered by a committee, appointed by the board, consisting of Harold Perkins, chairman; Lyle Anderson, Arthur Ballantine, Howard Mithun and Philip Kruidenier. John Thompson, publisher, will act as counsellor to the committee.

**25 Years for J. T.**

John Thompson, publisher of the Minneapolis Star and Tribune, observed his 25th year as publisher of the Star. June 1. He became publisher of the Star in 1924, having previously been with the *New York Times*. He has continued as publisher, following purchase of the Star by the Cowles brothers in 1935.

# Comfort Is Keynote Of New S&T Plant

THE Star and Tribune building program has again doubled facilities of the plant, bringing total floor area to 261,000 square feet, or approximately six acres of space.



Kruidenier

The building is four stories high for 210 feet along Portland Avenue and two stories along the remainder of the block. For a 130-foot length, there is a five-story facade, constructed of Indiana limestone and Minnesota black granite. The rest of the building is of buff and black face brick.

### Second Expansion Program

The enlarged plant marks the second expansion since the original Star building was erected in 1920. The old Star plant was more than doubled in space in 1938-40 by an addition to the main building and construction of a new pressroom.

Capacity has again been doubled under the present construction program, which entered the planning stage in 1943. Because of wartime building restrictions, however, actual construction of the new addition did not begin until 1946.

Carved on the facade are six stone medallions, representing six principal industries in the Upper Midwest: Lumbering, Farming, Fishing, Mining, Dairying and Milling. The medallions are the work of Ivan Doseff, sculptor and member of the

University of Minnesota faculty. The medallion for Lumbering depicts a log with a lumberjack's peavey. Fishing is illustrated by a large fish with a waterfall in the background. Farming is shown by a sheaf of wheat and ears of corn. The medallion for Mining centers around a miner's pneumatic hammer. A cow's head depicts Dairying. Grain falling from two hands into a grinder represents Milling.

Doseff, sculptor, took into consideration the difference in angles in looking at the six medallions on the facade from the street level. Each medallion was designed for its specific location on the facade, with directional flow of action toward the center.

Lyle K. Anderson and Harold E. Perkins, vicepresidents of the Star and Tribune, served as co-chairmen of the building committee. Working closely with the building committee have been various department chiefs and mechanical heads of the newspapers to provide an efficient operation and attractive working surroundings.

### Modern 'Newspaper Home'

Typical of the latter, in one detail, is the uniform fluorescent lighting system in the ceilings of offices and all departments, except in some mechanical departments, where lights are lowered from the ceilings to permit sharper lighting. Fluorescent tubes are recessed in the ceilings with egg-crate louvers, flush with the ceilings, covering the tubes, which provide daytime illumination.

Larson & McLaren, Minneapolis architects, designed the

## Policy Booklet Issued by S&T

A policy booklet, discussing the over-all policy of the Minneapolis Star and Tribune and the relation of the company to its employees, is now in type to be printed. Aim of the booklet is to tell new employes how the organization functions.

"Our goal can be told simply," says the booklet, "to publish the best morning, evening and Sunday newspapers in the U. S. It takes your hands, plus hundreds of other hands, your brain cells plus billions of other brain cells, all harnessed into a smooth-working team, to do the job."

The booklet covers a history of the newspapers, and goes into detail on all matters relating to employe relations, suggesting specific ways in which employes can more effectively discharge their duties.

building layouts. Albert O. Larson and Donald A. McLaren have worked with the building committee in providing a modern "newspaper home" with grace and beauty, without sacrificing practical production.

C. F. Haglin & Sons, Inc., Minneapolis, were the general contractors. They have executed buildings details in keeping with streamlined planning of the committee.

### First Aid-Medical Center

Comforts and conveniences are provided in abundance for Star and Tribune employes. In an area covering 1,410 square feet of floor space, the personnel department offers advice, information and many benefits, under the direction of Philip J. Kruidenier, personnel manager.

Hospitalization is provided all regular full-time employes and is also provided for their wives or husbands and their children. Entire cost of hospitalization insurance is borne by the company. Life insurance is also provided.

The new first aid and medical center on the second floor contains nearly 1,000 square feet



First Aid and Medical Center contains nearly 1,000 square feet of space. Above are shown Dr. Arthur G. Kerhoff, who visits center three days a week, and Mrs. JoAnn Person, nurse in charge, examining employe patient.

of space. The medical consultant has a private office, supplemented by two examining rooms. In addition there are a first-aid treatment room, a small medical laboratory, and an office for the S&T nurse. There is also a quiet room containing three beds. An attractive reception room opens off the second floor elevator.

Dr. Arthur O. Kerhoff, member of the staff at St. Barnabas, St. Andrew's and General hospitals, and a member of the University of Minnesota School of Medicine, is available for two hours on each of three different days a week. Consultation hours have been so arranged so that the doctor is available to all employes on both the day and night shifts. Mrs. JoAnn Person, registered nurse, is on duty 40 hours a week.

### Have Own Cafeteria

Occupying more than 7,300 square feet is the new and attractive employe cafeteria. Food is served 24 hours a day, from early Monday morning through Saturday night. The cafeteria

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Members of building committee who worked with department heads in expansion program of new plant. Seated, left to right: Lyle Anderson and Harold Perkins, S&T vicepresidents and co-chairmen; standing, l. to r.: Arthur Peterson, Star and Tribune; D. A. McLaren, Larson and McLaren, architects; Fred Gabbert, L & McL.; H. V. Burnett, C. F. Haglin & Sons, Inc., general contractors; and A. O. Larson, architect.



Employe cafeteria, occupying 7,300 square feet, where food is served 24 hours a day. Cafeteria is equipped with stainless steel kitchen. Good food and good fellowship are cardinal virtues of this attractive spot.

# 2 News Staffs Are Friendly Rivals

ALTHOUGH the Minneapolis Star and Tribune are produced in the same news rooms, a competitive spirit has been developed between staffs in covering the news.

This has been accomplished by almost-separate news staffs. The Star has its own managing editor: David Silverman. The Tribune has its own M.E.: William Steven.

staffs for both papers under Charles Johnson, executive sports editor, but the sports staffs merge to produce the Sunday "Sports Peach." The latter reaches its peak with football season, running to eight pages, with staff writers covering major games from coast-to-coast and staff photographers moving up to 1,000 football pictures to editors who sort them into se-



Telephoto apparatus, Star and Tribune innovation, is part of photography department.

PHOTO DEPT.

## Pictures Play Important Part In S&T News

Heavy emphasis is placed on photographic reporting by the Minneapolis Star and Tribune, whose executives are constantly working toward improvement of techniques of story-telling-in-pictures, looking to the day when television will be a competitor of newspapers for events the eye can see.

S&T's best picture work so far has been in the reporting of sports, according to Wayne Bell, chief photographer. "There, sequence shots tell better than words 'how it happened,'" he explained, adding that sports photographers make sets of pictures at football games, showing the same play from sidelines, end zones or from above.

### Have New Photo Lab

The Star uses a page of pictures daily. The Tribune makes up a daily "picture story" occupying a third of a page. Both papers step up picture content whenever the quality demands. Both use a large number of half-column cuts as "eye-catchers" to make the news pages more dynamic. Both papers also make liberal use of charts, maps and other illustrative material.

An outstanding feature of the enlarged plant is the up-to-the-minute photography department, which is over twice the size of the previous one. The new department includes eight developing rooms, a large print room, spacious outer office and workroom, an equipment repair room, supply room, fireproof vault, chemical mixing room and a special room for developing 35 mm. film.

### Eight Developing Rooms

Each of the eight developing rooms is equipped with stainless steel sinks and a cooling system that brings the temperature down to normal developing level. The new print room is designed to allow ample walking space between sinks and enlargers.

Four stainless steel bins under each sink serve as receptacles for waste prints. A large sink connects the print room with the outer office, where the dryers are located, thereby eliminating the dripping of waste water and chemicals on the floor.

The outer office and work room are four times as large as in the old laboratory. The office consists of a separate enclosure for the chief photographer's desks; two large desks in the middle of the room, both equipped with typewriters; a sink and dryer; bulletin board; assignment and mail boxes; shelves for stroboscope charging units and a cloak room. Adjoining the office is the equipment repair room, complete with work bench and a wide assortment of camera repair tools.



Corbin



Steven



Silverman



Johnson



Binder



Peterson

Each paper has its own editorial page staff. The Star's page is the responsibility of George Peterson and Arthur Upgren, associate editorial editors. The Tribune's is under Carroll Binder, editorial editor, and Bradley Morison, associate editor.

The four news and editorial staffs report to Gideon Seymour, executive editor and vice-president of the Star and Tribune. Charles Corbin is assistant executive editor.

With completion of the new building, local and desk staffs have completely separate physical equipment. There are city, news and copy desks for each paper. The Star staff works between 5 a.m. and 5 p.m., with exception of night assignments. The Tribune staff works between 10 a.m. and 2:30 a.m.—two-shift operation on key desks.

There are separate sports

sequence picture stories.

The photo department, under Wayne Bell, its acting chief, serves both newspapers. The Star and Tribune formerly operated separate photo staffs. Now, assignments go from the city desks to the chief photographer, who gives the assignment to an available and qualified man.

The women's staff serves both papers. Under Miriam Alburn, women's editor, a staff of eight reporters and desk-women produce the Sunday women's section, and women's pages for the Star and Tribune. So-called "society news" is kept to a minimum, with emphasis on news and features of interest to women generally.

### No Sunday Editor

The Sunday Tribune is the product of the morning Tribune staff, the merged sports, women's and photographic de-

partments. Three Star columnists, and the Star's statehouse political writer also write regularly for the Sunday paper.

There is no formal Sunday editor or Sunday staff. The Tribune has a news editor and three assistant news editors. One of these assistant news editors devotes three days a week to developing Sunday copy, one day on make-up of advance sections and moving advance copy, and on Saturday he is the news editor of the paper.

Planning for the Sunday sections comes out of a conference held on Tuesday with the managing editor, news editor, assistant news editor, and city editor of the Tribune, the women's editor of the Star and Tribune, the editor of "The Minnesota Poll," and several others in attendance. Advance Sunday

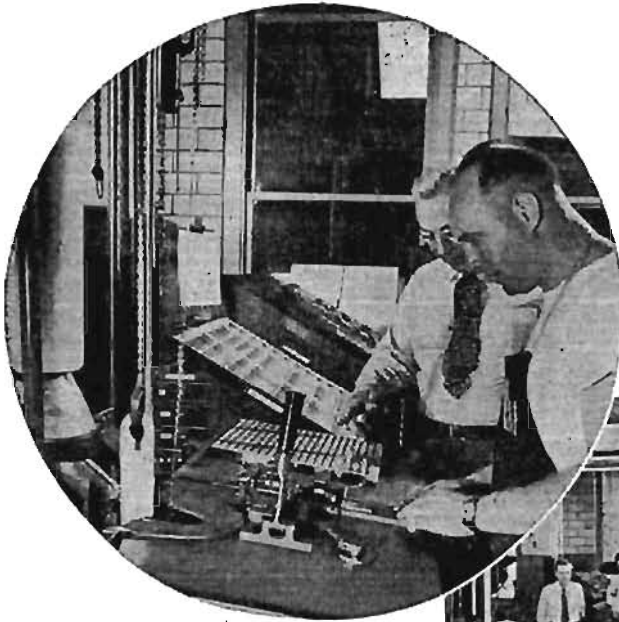
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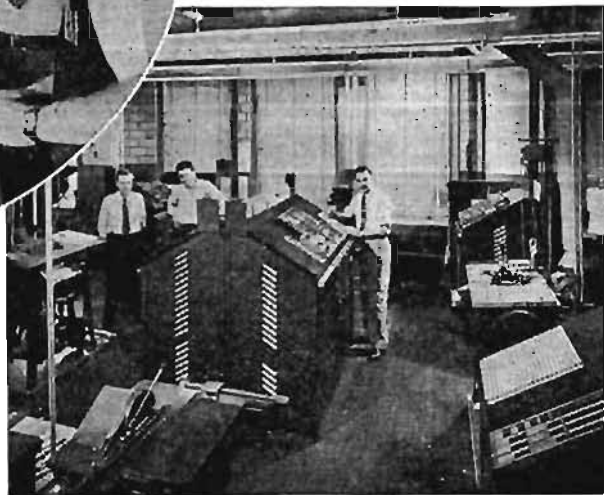
Two octagonal news desks of design shown above are used by (morning) Tribune and (afternoon) Star copyreaders in spacious news rooms of the two papers. A third desk is used by sports department.

# *Minneapolis Star and Tribune rate floor-space saving another valuable Ludlow composing room economy*

---



*Fred H. Curle, Composing Room Superintendent  
with Harry Shaw, Compositor, at Ludlow machine*



*View of Ludlow Department with (from left to  
right) William J. Davies, Day Foreman; Donald  
J. Little, Superintendent of Stereotype Department;  
and Albert A. Noyes, Day Ad Foreman*

In planning and constructing one of the outstanding newspaper plants in the nation, the *Star and Tribune* took full advantage of the compactness of Ludlow equipment to conserve space and to improve composing room production. The entire layout, comprising two Ludlows and ten cabinets of matrix fonts, is contained in the comparatively small floor area shown in the illustration. Included are not only distinctive Ludlow typefaces in abundance, but superior figures for all faces, and advertising figures up to 144-point. Other equipment of equal production capacity would have required additional floor space for storage cabinets and for cases, much of which was avoided by the Ludlow installation. The Ludlow department not only concentrates the work within a small area, but it is convenient to makeup banks and saws, contributing in no small measure to efficient straightline production.

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**LUDLOW TYPOGRAPH COMPANY** 2032 Clybourn Avenue, Chicago 14, Illinois

EDITOR & PUBLISHER for June 4, 1949



# New Composing Room Equipment Is Added

COMPOSING ROOM of the Minneapolis Star and Tribune is located on the second floor of the new building, occupying an area of approximately 12,786 square feet, representing an increase of more than 50% in space.

The present composing room is as nearly rectangular as pos-



Copeland



McGuire

sible; its greatest length is 136 feet, and its width is 107 feet. The remodeled room has been completely rearranged to provide maximum efficiency as compared with the department's former irregular shape. It was pointed out by John Copeland, production manager.

## 42 Typesetting Machines

Forty-two typesetting machines, including 33 Intertype and nine Linotype, are used to set ad and news copy. Four of these machines are new, having been added to the composing room recently at a cost of \$50,000. Twenty-three typesetting machines are used to set news and classified advertising copy; 12 for display advertising; and seven are used interchangeably, according to Charles McGuire, mechanical superintendent.

In addition, a complete new Ludlow department including two Ludlow casting machines, has been installed, according to Fred Curle, composing room superintendent. The 200 fonts of Ludlow type purchased with these machines will eliminate any hand setting of type, he explained.

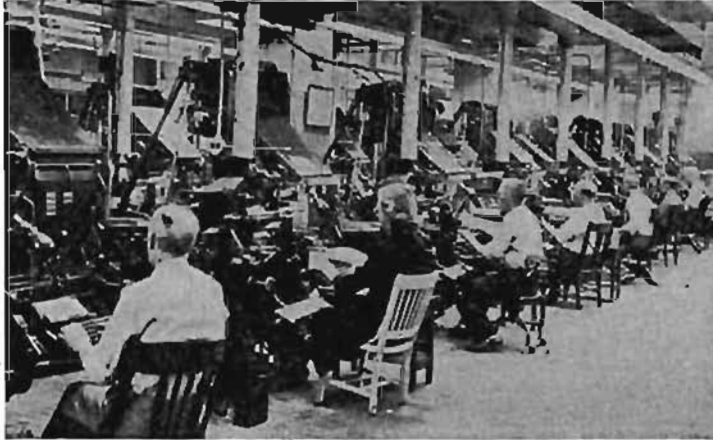
"Formerly, type larger than 18-point had each letter cast individually and then stored by size and type faces," said Curle. "In compiling an advertisement, the printer chose individual letters from the various type cases and assembled them into a line. Valuable storage space was taken and frequently certain letters were not available when needed.

"Under the Ludlow system, the printer assembles his matrices in a stick from cabinets containing the brass matrices. The stick of matrices is then placed in the Ludlow caster and a solid line of type in the required size is produced. Only the metal required from day to day is in use."

The Monotype room has two Giant casters and three material makers. Four men on day and

night shifts operate this machinery that casts all rules, slugs, stars and other material needed in setting ads.

The composing room also contains six Vandercook presses, five of which are automatic. Two presses handle full-page size proofs; two up to five-column proofs and one up to three columns. Another one is a reproduction press used exclusively for glossy proofs, particularly in connection with the Sunday



Battery of typesetting machines in enlarged, streamlined S&T composing room.

Tribune rotogravure section.

In addition to usual storage space for ads and type, four Hamilton automatic storage racks, which will handle full-page ads, have been installed. The four cabinets have an elevating shelf that travels up and down in front of the cabinet. After the page is pulled forward onto the elevating shelf, the shelf is raised or lowered electrically in line with the top of the truck.

There are 35 typesetting machine "situations" on the day shift and 46 machine "situations" on the night side. "There are more positions on the night side than day side because the Morning Tribune is published seven days a week and the Evening Star only six," explained Mr. Copeland, who added there are eight women typesetting machine operators in the composing room.

## Use 21 Proofreaders

There are, in addition, 40 make-up and advertising composition situations on the day shift and 51 on the night side. Twenty-one proofreaders on day and night shifts and 11 machinists round out the composing room staff.

The proof room is enclosed in a six-foot, six-inch partition, the upper half of which is glass. Its location is centralized, making the room easily available to the proof presses, ring machines, make-up and ad alley. The proof room is unique in

## Imperial Type Metal

The Minneapolis Star and Tribune use Imperial type metal and photo engraving zinc exclusively, manufactured by the Imperial Type Metal Co., Chicago. Weekly turnover of type metal amounts to 70,000 pounds in the composing room, while more than 300,000 pounds of metal are used weekly in the stereotype foundry. Imperial Register Redi-bak photo engraving zinc is used in the photo engraving department.

## PHOTO ENGRAVING

# Engraving Dept. Handles Work In New Space

The engraving department of the Minneapolis Star and Tribune occupies an area approximately 40 feet wide by 100 feet long. Deducting for the engravers' new locker and washrooms, the department has available 3,770 square feet of operating space.

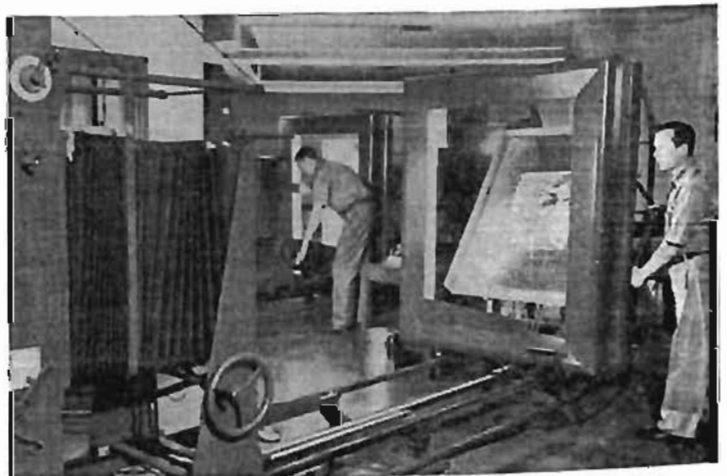
The department has been laid out so that original art work is received in the office of Ebbie Jennison, engraving superintendent, then goes through the camera room and dark rooms to the printing and stripping rooms, then to the etching room and on to the routing and finishing room, arriving back in the superintendent's office for quick delivery to the composing room makeup area. Advertising cuts go directly to the ad alley.

## Use Three Cameras

Two Chemco cameras using strip film and one Robertson camera using sheet film connect directly with the three dark rooms where the film is developed. From there the negatives pass to the printing and stripping room, which contains four Master stripping tables, two Douthitt vacuum printing frames, two double-arc overhead printing lamps and two Chemco plate whirlers.

The etching department contains two Master and one Chemco etching machines, three plate burners, two Master powdering boxes and two Master plate coolers. The routing and finishing department has two routing machines, a plate beveller, and a combination saw and trimmer. A Vandercook proof press and two gullotines complete the equipment.

A completely equipped department has also been installed to handle Ben Day work.



Two Chemco cameras, using strip film, and one Robertson camera equipped with sheet film, are a part of engraving department equipment. Cameras connect directly with three dark rooms where film is developed.

# a GALLEY PROOF PRESS that gives you High Speed Performance ...

# *plus Absolute Safety!*

Intended mainly for editorial and ad proofs in large newspaper plants, or of straight matter and made-up pages in commercial printing plants—the No. 23 Safe Electric fills the need for a high speed composing room machine. Delivers up to 40 proofs per minute with absolute safety to the operator... not only of type matter, but halftones up to 120 line screen.

Most outstanding feature of the No. 23, however, is its safety device. So sensitive is it, that the slightest contact with an operator's hand, a slug, work-up, or any obstacle  $\frac{1}{16}$ " or more above type high, will instantly stop the press. Write for a descriptive circular giving full details on the No. 23 Safe Electric.

**NO. 23  
VANDERCOOK  
Safe Electric  
PROOF  
PRESS**

#### **SPECIFICATIONS**

Bed Size..... 15" x 26"  
Max. Form.... 14" x 26"  
Max. Sheet... 14 $\frac{3}{4}$ " x 30"  
Floor Space.... 3' x 4'9"

*One of ten  
Vandercook Proof Presses  
sold in the U.S.A.  
by Vandercook & Sons, Inc.*

*Twelve other models  
sold in U.S.A. by  
American Type Founders*



**VANDERCOOK**

**VANDERCOOK  
PRE-PRESS SYSTEM**

**& SONS, INC.**

900 North Kilpatrick Avenue • Chicago 51, Illinois  
Eastern Branch—216 East 45th Street, New York 17, New York  
Western Branch—1151 South Broadway, Los Angeles 51, California  
In Canada—Sears Limited—Montreal, Toronto, Winnipeg, Vancouver

# 'Stereos' Cast 2,500 Plates on Sat. Night

STEREOTYPING at the Minneapolis Star and Tribune is considered by many mechanical executives as one of the most efficient foundries in any newspaper plant. On an average Saturday night, approximately 2,500 plates are cast for use on S&T presses.

This work moves in a straight line from the mat rollers next to the composing room make-up area through the various steps to the automatic plate droppers, carrying plates to the pressroom, according to Charles McGuire, mechanical superintendent.

### Mechanically Ventilated

The department occupies 4,375 square feet, has modern fluorescent lighting, and is mechanically ventilated throughout. Its operations are under the direction of Don Little, stereotype superintendent. The department employs a regular crew of 14 men on the day shift and 18 men on the night shift.

Two Goss Giant mat rollers are used together with three Wood automatic casting machines, each capable of casting four plates per minute. Each of these casting machines works off a 6-ton Kemp pot. The three Wood shavers include one heavy-duty and two standard models. One pre-shrink machine and two Master Sta-His are used.

A 2-ton job pot with three flat casting boxes takes care of flat casting. A 3-ton color pot, a Goss casting box and necessary nickel-plating equipment supply plates for the color press printing the Sunday comic sections.

### Gravity Plate Drop

One of the special features of the stereotyping department is the gravity feed plate drop which carries printing plates from the department on the second floor to the pressroom one floor below, and after using them there, back to the stereotype for re-use of the metal.

After the plates are cast in the stereotype department, they pass through the shaving machines. A track runs from each of the three shaving machines through the wall to one of three elevators. The plate's weight starts the dropper downward.

Resistance to the downward motion of the elevator is provided by a cable which runs from the top of the elevator, over a pulley, and into a vertical vacuum tube. When the plates reach the Goss pressroom, they unload automatically on the pressroom level in full view from the nearby lobby "picture" windows. The plates then move on to a roller chain conveyor which travels the full length of the pressroom between two lines of presses.

After plates have dropped off

the elevator, it is returned to stereotype level by the vacuum in the tube. At the bottom of the three plate droppers are electrical interlocking devices to prevent two or three plates from jamming together. One plate is held by the control until the other has cleared the point where the conveyors merge. The control then allows the other plate to continue onto the main conveyors.

At the end of the pressroom, the conveyor turns with an inclined section and returns overhead on the pressroom wall back to the stereotype department along the wall. This return conveyor bracketed on the wall also serves as storage space. It also has electrical controls to prevent jamming or overloading.

The plate conveyor from the stereotype department to the Scott pressroom is a power-driven conveyor which is reversible. After plates have been used in the Scott pressroom, the conveyor is reversed and plates are returned to stereotype.

### Cline Designed

This system provides an efficient way to return dead metal to the stereotype department and its the only installation of its kind and size in the country today, Mr. McGuire stated.

All equipment for the plate droppers and conveyors was designed and fabricated by the Cline Electric Manufacturing Company, Chicago.

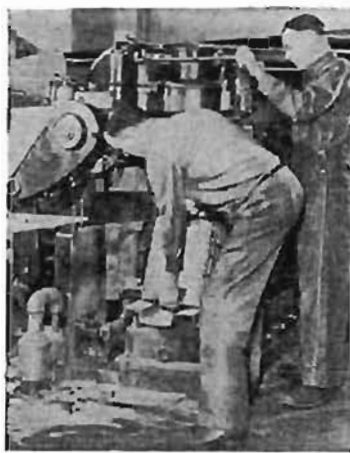
The stereotypers also have new and larger locker and wash room facilities.

## S&T Make Own Reader Survey

Reading habits of Minneapolis Star and Tribune subscribers have been under the microscope for five years, dating back to February, 1944, when a six-day survey of the Tribune was made.

In the summer of '44, the papers began their present standardized continuing readership surveys. Since then, 20 such studies have been made: seven of the Star; seven of the Morning Tribune; and six of the Sunday Tribune. In the fall of '45, minors, age 12 through 20, were added for the first time.

All but one of the surveys have been in Minneapolis. One out-state survey was taken, but results were so similar to city findings that duplication was considered unnecessary. Surveys are made by the research division of the University of Minnesota School of Journalism. Charles R. Corbin, assistant executive editor, correlates the data and draws year-to-year comparisons.



Wood casting machine operating in stereotype department, one of three Autoplate casters in use.

## Burgess Mats Used

About 95% of the mats used by the Minneapolis Star and Tribune on black and white pages are Burgess mats. On color pages cast by S&T stereotypers, Certified mats are used. It is estimated that S&T consume approximately 4,500 Burgess mats a month in getting out morning, evening and Sunday papers.

## Tribune Wins Sales Award

The Minneapolis Sunday Tribune won first prize and a silver plaque in This Week magazine's 1948 sales promotion contest. Award was based on the Tribune's "sales tools" for carrier-salesmen, including wire recordings, a film strip, order blanks, box cards and full-page "fliers."

Second was the Des Moines (Ia.) Register & Tribune, sister paper of the Cowles organization. The Portland Oregon Journal was third and the Atlanta (Ga.) Journal, fourth. Honorable mention was given to the Pittsburgh (Pa.) Press, Detroit (Mich.) News, Baltimore (Md.) Sun and Washington (D. C.) Star.

## Kool Shades Used

Kool Shade screens, patented window screen designed to cut down the sun load and still provide all the advantages of ordinary screens, have been installed on a larger number of Minneapolis Star and Tribune windows where the sun presents a problem from the standpoint of both glare and heat. Bronze screens are used on other windows.

## Sun Deck New

A sun deck is a new employee comfort feature of the Minneapolis Star and Tribune building which will be available for use this summer. It includes 4,400 square feet of space on the roof, accessible by passenger elevator to the fifth floor. The sun deck is equipped with chairs, benches and tables.

# 63,000 Tons Of Newsprint Used Yearly

Annual newsprint consumption of the Minneapolis Star and Tribune is in excess of 63,000 tons. Bulk of this tonnage is unloaded on the S&T's own railroad tracks at 14th Avenue and 5th Street, where the newsprint rolls are loaded onto semi-trailers and brought to one of three paper roll droppers going into the building's basement.

Storage space will be available for approximately 50 carloads of newsprint.

### 9 Days' Supply

Although 50 carloads represents 1,500 tons of paper, it is less than an average nine days' supply for the Star and Tribune, whose newsprint supply is divided between the Minnesota & Ontario and Abitibi paper companies.

Latest paper roll dropper installed is fully automatic. Rolls of paper are rolled from the truck onto the dropper which automatically descends to the basement; the safety gate in the basement rises, the roll is kicked off the paper roll dropper by mechanical means, and the dropper ascends for the next roll.

As newsprint rolls drop onto the basement floor, paperhandlers pick them up with Elwell-Parker trucks which not only can pick the rolls up, but can also turn the rolls mechanically in any way desired for storage purposes. Later, after wrappers are stripped off, the rolls are placed on storage platforms to be moved to the pressroom.

### Rewinder Saves Paper

The basement also contains a Johnstone rewinder, which is in operation 24 hours a day. It takes newsprint left on the cores returned from the pressroom and rewinds the paper into large rolls, resulting in a minimum of core waste.

"This process makes possible the use of automatic pasters in our pressroom, whereby rolls of newsprint are changed on the presses without slowing down the speed," explained Lowell Demarais, building superintendent.

### New Paper Cutter

Equipment in the basement also includes a new Seybold paper cutter. One of the principal uses of this paper cutter is to cut paper stripped off the outside of the rolls into various sized sheets, which, in turn, are available for use by smaller publishers throughout the Upper Midwest who use sheet newsprint.

A new Logeman paper baler is also a part of the basement installation. This work was formerly done manually, but with the new equipment, waste paper is baled in rolls of 500 and 600 pound bales.

# 6 Conference Rooms Make for Team Play

JOHN COWLES is a great believer in the conference method of running a newspaper and has provided six conference rooms in the new Minneapolis Star and Tribune building, varying in seating capacity from 50 to 150 people.

Basic difference in the Cowles conference method and that followed by other newspapers is that Star and Tribune staff members have a lot more conferences. "The result is that all of our executives are better educated and rounded than if they had been kept in water-tight compartments," explained Mr. Cowles. "A large number of our executives are familiar with the broad institutional picture, rather than their individual ball-tiwicks."

### Assembly Room Seats 150

The main assembly room opens off the first floor corridor and covers an area of 1,320 square feet. More than 150 people can be comfortably seated in this room. A sound projection booth in the west wall includes facilities for use of both film and slides with a permanent screen at the opposite end of the room. A small speaker's platform is at the front end of the room.

Opening into the main assembly room from the corridor is a visitors' lounge of slightly less than 500 square feet. The room includes a radio broadcasting booth, properly fitted with acoustical material to provide excellent broadcasting facilities.

Recordings may be played in this booth and piped into the main conference room, or into the advertising department conference rooms. It is also possible for a speaker in the main conference room, or in the radio booth, to be heard in the advertising conference rooms by the amplifying system.

### Large Aerial Map

A large conference room covering an area of 836 square feet is located next to the advertising department. The room can be divided by an accordion-type curtain into two smaller rooms.

On one side wall of the advertising conference room is a large aerial photo map of the Twin Cities' metropolitan zone, covering an area of 9 by 12½ feet. The photo-map, produced by the Mark Hurd Mapping Co. for the Star and Tribune, was constructed from more than 1,000 aerial pictures of the Twin Cities' area, and shows approximately 450 square miles.

Pictures were taken from an altitude of 12,000 feet. Original photographs were nine inches square. Twenty-three reproductions were necessary to make one section—and 66 sections were required to complete the final map.

Another feature is a three by

four foot electric color map on the east wall, used to show Sunday Tribune circulation. The map, etched in plastic, was originated and designed by the S&T promotion department, and is said to be the only map of its kind in the country.

### How Color Map Works

Four plastic sheets are mounted within the frame of the map. The foremost sheet contains the outline of the Upper Midwest area served by the Sunday Tribune, and shows a total of 225 counties in Minnesota, North and South Dakota and western Wisconsin. By direct contact, twin neon bulbs at the top and bottom of the sheet project a beam edgewise through the plastic, reflecting the 225-county outline etched in the back side of the sheet.

The second plastic sheet, directly behind the first one, serves to indicate those counties where the Sunday Tribune is delivered to 40% or more of the families. This is accomplished by mounting scotch tape on the back of the sheet behind the appropriate counties. The tape "breaks up" light beams from red neon bulbs at the ends of the sheet, achieving a red glow for all counties with 40% or more Sunday Tribune coverage. The third and fourth sheets are constructed similarly with blue and yellow bulbs to indicate those areas having 20% or more coverage and those with 10% or more. A four-switch control panel operates the map.

The south wall contains two bulletin boards. One shows circulation figures, the other advertising, broken down into retail, national and classified. A dual blackboard and tack board is on the other wall with concealed doors.

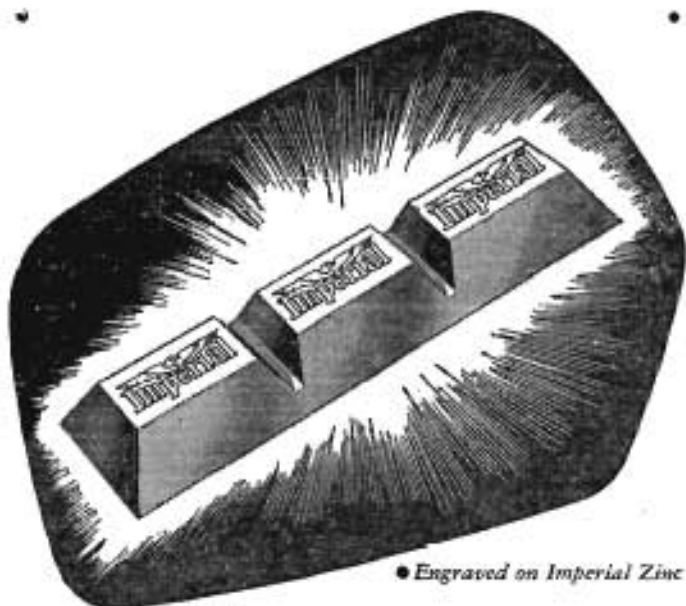
### Fluorescent Lighting

The room is utilized by the advertising department for conferences, presentations and study and tabulation of information on the wall charts. Other departments use the room when increased seating capacity is needed for meetings.

Fluorescent lighting of the most modern and attractive design is used in the main assembly room, advertising conference rooms and visitors' lounge. All the rooms have automatic temperature controls.

There is also a large conference room, covering approximately 684 square feet, in the circulation department. The room can comfortably seat more than 50 persons and contains a large conference table seating 22. Large circulation charts are available in this room, which also contains a portable movie projector and screen.

A conference room for news and editorial page writers is available on the third floor.



Engraved on Imperial Zinc

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# Fast Production Is Goal Of 48 S&T Press Units

FOR production and showmanship, the pressrooms of the *Minneapolis Star* and *Tribune* probably top other departments in the printing of 465,000 (morning and evening) and 585,000 copies on Sunday to supply circulation demands of the 13 issues weekly.

The main pressroom is located on the first floor of the new building and occupies 11,172 square feet. It is 205 feet long and 58 feet wide. The expansion program has added 70 feet to the pressroom to accommodate new Goss press units.

## Public Sees Presses

Another pressroom, containing two lines of Scott presses, is located across the main corridor on the first floor. It is 64 feet long by 46 feet wide and contains 2,990 square feet. Total floor area of the two pressrooms is 14,162 square feet, according to Edward O'Neil, pressroom superintendent.

From the standpoint of newspaper showmanship, every facility possible has been provided to give visitors an opportunity to see the S&T presses in action. There is a visitors' gallery in the composing room on the second floor, overlooking the Goss pressroom. On the opposite side are four observation windows in the mailing room looking into the Goss pressroom.

Perhaps the most impressive view is provided by the large Thermopane windows, separating the west end of the Goss pressroom from the main corridor on the first floor near the lobby entrance. A visitor standing before the windows can see the entire length of the two lines of presses and can also see the color press to the right.

## Outline of Press Capacity

Before the expansion program, *Star* and *Tribune* press equipment included the following units:

- Twelve Goss anti-friction type units, in one line, with three double folders and a single conveyor leading from each. Six of these units are equipped with color cylinders. One of the color units is located in back and one in the front of each folder. These units run at a maximum speed of 45,000 papers per hour.

- Ten Scott press units, arranged in two lines of five each. Two of the 10 units contain cylinders for printing color. Each line has a double folder with a single conveyor leading from it. One Scott unit is equipped with a cross angle bar, permitting this unit to be used in conjunction with the five units of the other line, thus forming a six-unit press. These units run at a maximum speed of 28,000 papers per hour.

- Nine Hoe units and three Goss units, arranged in one line.

There are two double folders in the line of Hoe units and one double folder between the Hoe units and three Goss units. Two of the folders have single conveyors and the other has a double conveyor. One of the Goss units on this line has color cylinders. Goss units can be run with the Hoes. The latter run at a maximum of 32,000 per hour and the Goss units at 28,000.

- Sixteen-page Goss color press, used to print the Sunday *Tribune* four-color comic sections. It is equipped with a double folder and single conveyor.

"With this old set up," said Mr. O'Neil, "five six-unit presses could be formed which could turn out 48 pages on a straight run, or 96 pages on a collect run."

## 14 New Goss Units

Under the recent expansion program, press production capacity has been increased by the addition of 14 new Goss Headliner press units, arranged in two lines of seven units each. They are located at the ends of the two old lines in the newly-erected extension of the pressroom.

Each line of Goss Headliners is equipped with single folders and single conveyors. Three units on one press unit are color units. Two units on the other are equipped for color. Both new lines of presses are equip-

ped with balloon formers. One of the new lines of Headliner units is being connected to the old line of Goss anti-friction units so that the two lines of presses may be run together.

The old line of Goss anti-friction units is being remodeled, Mr. O'Neil explained, with six color units being rebuilt so that color cylinders are reversible. "These presses will then be capable of printing four colors on a regular news run," he said. "Balloon formers are being added to this line of 12 units to permit greater flexibility as to the number of sections it is possible to print at one time."

## Flying Pastors Used

Nothing has been done to the Hoe line, the Scott presses or the Goss color press. All the presses, except the Scotts, are now equipped with automatic or "flying" pasters, so that rolls of newsprint in the reel room in the basement can be changed without slowing down the presses. Cline electric reels are used along with Cline electric press drives.

It is now possible to print 48-page papers on a regular run carrying four color advertising or editorial art, using three Goss presses, *Star* and *Tribune* mechanical executives pointed out. By using collect runs, it is possible to increase that capacity, "Within certain limitations," said O'Neil, "it is possible to

## Color Ink Is 'Tanked' In

The *Minneapolis Star* and *Tribune* have solved the problem of handling color ink by using ink tanks, similar to, but much smaller than, black ink tanks. Three tanks with pumps and agitators for red, yellow and blue inks are installed behind the color press in the reel room.

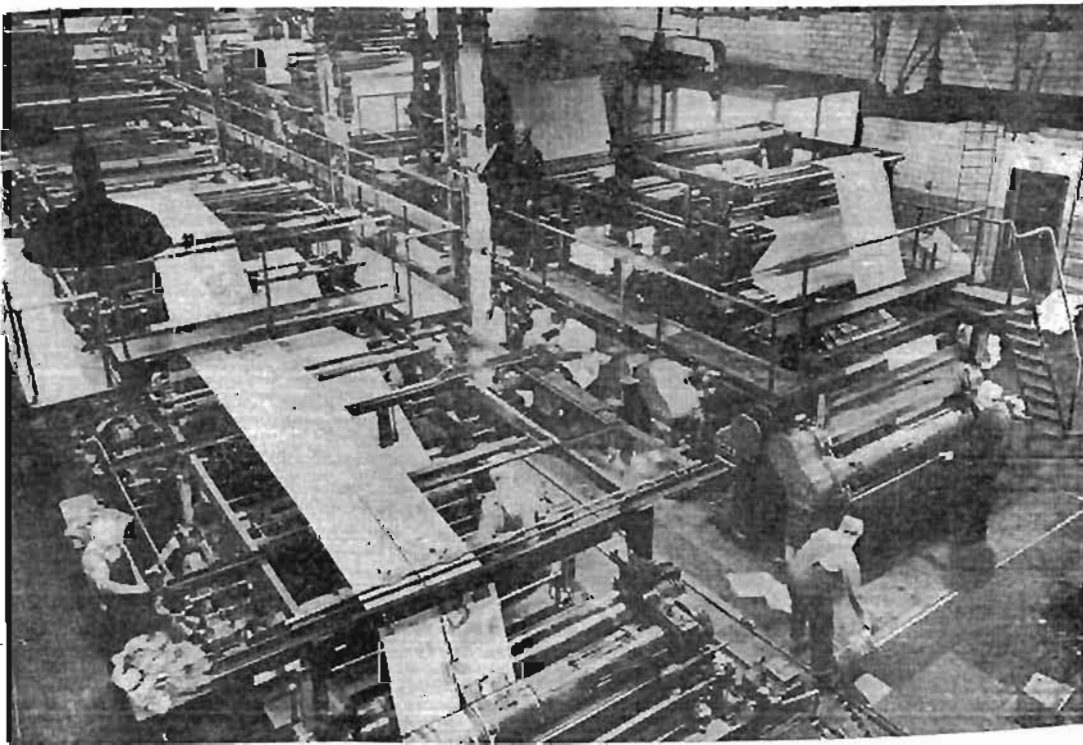
These tanks can be filled from outside the building from a Huber color ink tank truck, thus doing away with heavy, space-consuming drums, weighing from 450 to 600 pounds each. Formerly, color ink was obtained in drums or barrels, which were difficult to handle. Ink was dipped from the drums in buckets by the pressmen and then poured into the fountains on the color press.

print four pages of four colors each in a 40-page paper using four presses, or to print four pages of four colors each in a 48-page paper using three presses. Using three Goss presses, printing four colors, it is possible to produce 90,000 papers per hour."

Balloon formers on the Goss line makes it possible to print one, two, three or four sections at one time.

Sam'l Bingham's Son Mfg. Company's natural rubber rollers are used on all the new Goss Headliner press units. Goodrich and Goodyear rollers are also used.

Total of 48 units, made up into 10 presses, could produce a maximum of more than 300,000 32-page papers per hour, it was pointed out.



Some idea of the block-long *Star* and *Tribune* pressroom, showing two lines of press units. Total press capacity includes 48 press units, excluding color press for S&T Sunday comic section.

EDITOR & PUBLISHER for June 4, 1949

# Cline Congratulates...

The Cline Co. congratulates the Minneapolis Star and Tribune on the dedication of its new building. This event underlines one of the most successful newspaper operations and promotions ever conducted—celebrates the very spectacular growth of the Star and Tribune.

We take pride in the small part we have played in equipping the Star and Tribune's new plant and extend best wishes for continued success.

## CLINE ELECTRIC MANUFACTURING CO.

Main Office: 400 West Madison St., Chicago 6, Ill.

Western Office:  
410 Bush Street  
San Francisco 8, Calif.



Eastern Office:  
220 East 42nd St.  
New York 17, N. Y.



# Mailing Room Becomes Beehive of Activity

ANOTHER "show place" that takes on beehive activity daily, with added momentum on Saturday nights, is the Minneapolis Star and Tribune mailing room, in which the entire Sunday Tribune is assembled before it leaves the plant for distribution to 585,000 subscribers in the Upper Midwest.

The mailing room is one of the largest in the country, occupying 22,662 square feet on the second floor. Here the department, under Harry Carver, mailroom superintendent, employs the largest number of full-time and part-time Star and Tribune workers: 417 total, 300 of them part time.

## 12 Conveyors Used

Twelve overhead conveyors—nine from the two lines of presses in the main pressroom, one from the color comic press, and two from the Scott press room—bring papers from the presses on the first floor to the mailing room. Here there are seven production lines for counting, bundling and tying papers as they come off the conveyors.

"Four of these production lines are used daily in preparing the Morning Tribune and the Star for distribution," said Mr. Carver. "All seven lines are used to ready the Sunday Tribune for distribution. Mailing room equipment is arranged differently for the Sunday operation than for the daily one."

For the daily operation, a movable, self-powered conveyor is pushed into position on each line between the conveyors from the pressroom and the make-up tables. Two, three or four mailers, depending on size of the paper, work at the end of each pressroom conveyor, placing papers on the movable conveyor

and on skids, if papers pile up too fast.

The make-up tables have two levels. The lower level (normal table height) has a conveyor running down the center and work space on each side. The upper level is narrower and is located over the conveyor. The upper level is used for wrappers and address sheets which mailers use in making up bundles. Four mailers, two on each side, work at each make-up table, counting and wrapping papers as they come off the movable conveyor. They then shove the bundles onto the conveyor in the center of the make-up table, where they are carried on to the tying machines.

Seven Signode wire tying machines, one at the end of the makeup table on each production line, are a part of the operation. A double spiral chute leads from each tying machine to the garage beneath the mailing room. A hinged guide at the top of the chutes makes it possible for the tying machine operator to switch from one chute to the other at will.

Double chutes at the end of each production line keep the tying machines in continuous operation, so that while a truck is loading from the No. 1 chute, another can be preparing to load at the No. 2 chute. When the first truck is loaded, bundles can be switched immediately to the other chute.

## Big Sunday Operation

A maximum crew of 57 mailers is used on the day shift to prepare the Star for distribution, while a maximum of 40 mailers on the night shift handles the Morning Tribune.

"Assembling the various sections of the Sunday Tribune is



Reversible belt conveyor bringing supplement sections into mailing room for assembly with other sections of Sunday paper.

a major problem for the mailing room in its Saturday night operation," explained Mr. Carver. "This Week magazine and the Tribune rotogravure section (printed in Chicago) begin arriving in the mail room about 10 days ahead of the date of publication. By the Thursday morning previous to the Sunday of publication all of them have been received. During the week, the regular crew of mailers on day and night shifts inserts This Week magazine and the comic sections (printed in the plant during the week) into the rotogravure section."

Incidentally, one particularly interesting feature of the mailing room is a reversible belt conveyor which runs from the loading dock by the ground floor garage up to the mail room. Bundles containing This Week

(Continued on page 24)

# Trucks Travel 8,768,000 Miles To Reach Subs

With its far-flung home delivery system, the circulation department of the Minneapolis Star and Tribune relies heavily on truck operations to get the newspapers to Upper Midwest subscribers.

On an average Saturday night and Sunday morning, 77 additional trucks of various sizes are used to supplement the Star and Tribune's own fleet of 29 cars to distribute the Sunday Tribune. Longest trip made by any one truck is one which, with relays, runs to Rapid City, S. D., a distance of 625 miles from Minneapolis.

## 70,000 Miles Each Sunday

Country trucks leaving Minneapolis travel 17,682 miles on an average week-end. Relay trucks from various points throughout the Upper Midwest travel on an average Saturday night and Sunday morning another 13,975 miles.

"Copies of the Sunday Tribune are hauled a total of 31,657 miles by trucks throughout the Upper Midwest, in addition to approximately 4,420 miles covered within the metropolitan city area," said John McCambridge, Jr., traffic manager.

"In addition, more than 800 Farm Service route salesmen travel over 34,000 miles each Sunday in their own cars, delivering the Sunday Tribune to farm families," he added. "That means a grand total of 70,000 miles by car and truck each week to deliver the Sunday Tribune."

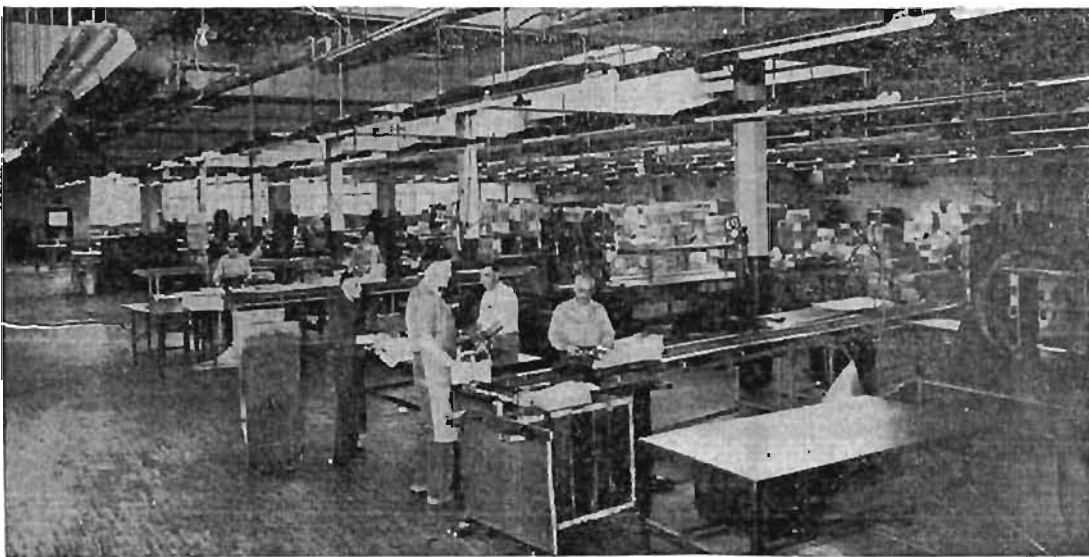
Including both city and country hauling, the Sunday Tribune alone requires 1,876,000 miles of driving per year. Trucks hauling the Morning Tribune alone travel 2,343,000 miles a year. Trucks hauling the Star alone travel an estimated 2,885,000 miles annually.

## Travel 8,768,000 Miles!

To distribute the 13 issues a week, trucks travel more than 7,000,000 miles a year. Sunday Tribune Farm Service route men drive an additional 1,768,000 miles a year in their cars, making a grand total of 8,768,000 miles — 18 round trips to the moon!

Arrangement and size of the S&T loading dock is the result of great study and research, according to Mr. Cambridge. The area under cover is approximately 42 feet in width and 180 feet in length, containing 7,418 square feet. An open area approximately 60 feet wide lies between the loading dock and the property line, insuring space for maneuvering trucks.

Fourteen trucks can be loaded at one time. A spiral chute from the mailing department on the second floor empties into each of the 14 truck spaces. Dan Berg, garage superintendent, has his office located near the middle of the area.



View showing Star and Tribune mailing room, which becomes a beehive of activity on Saturday nights when Sunday edition is completely assembled before leaving plant.

**THE MINNEAPOLIS STAR**  
**Minneapolis Morning Tribune**  
**Minneapolis Sunday Tribune**

**We Are Proud** of the fact we have  
been representing these great newspapers in  
the national field since their purchase by  
Mr. John Cowles and Mr. Gardner Cowles.

**OSBORN SCOLARO MEEKER AND SCOTT**

National Advertising Representatives

270 Madison Avenue,  
New York 16, N. Y.

360 N. Michigan Avenue  
Chicago 1, Illinois

225 S. 15th Street,  
Philadelphia 2, Pa.

8-241 General Motors Bldg.  
Detroit 2, Michigan



# 8,000 S & T Carriers Serve Upper Midwest

MORE THAN 8,000 carrier boys, largest group of its kind in the world, are a part of the well-organized circulation department that has the complex task of distributing the *Minneapolis Star and Tribune* (combined daily circulation: 465,000; Sunday *Tribune*: 585,000).

In structure, the *Star* and *Tribune* circulation department

and 20 independent field men (two roving).

CC&D chief is Norman Doorman, who has been with the circulation department since 1942. Prior to that he was an accountant for the *Star* and *Tribune*. The independent division is supervised by Otto Schack.

The *Star* and *Tribune* have carrier service in 1,082 towns and cities outside the metropolitan area. The breakdown is as follows: Minnesota, 606; North Dakota, 196; South Dakota, 197; Wisconsin, 81, and Montana, 1.

## Sunday Farm Service

Country mail and farm service include 28 districts throughout the Upper Midwest. The area is covered by 25 farm service and five country mail supervisors. In addition, there are 804 part-time Sunday farm service route salesmen, and 182 part-time country mail route salesmen.

Sunday farm service is a comparatively new operation, starting in March, 1946. Department manager is Oscar Possehl, who began with S&T as an agency manager in 1935. He took over the country mail division in 1937. William Jardine is assistant manager.

Supplementing dealer and carrier distribution are 29 S&T delivery trucks, supervised by a circulation traffic department at specified points throughout Minnesota.

Backbone of any carrier organization, the *Star* and *Tribune* feel, is an efficient, well-trained force of district managers. "Generally speaking," said Mr. Parsons, "carriers under a good district manager give good service, pay their bills promptly, and are alert for circulation increases. The opposite is usually the case under a poor district manager."

## Offer 20 Scholarships

In training their more than 8,000 carrier-salesmen, S&T circulation executives use slide films, wire recorders and indoctrination pamphlets — all of which illustrate in detail the duties of a carrier-salesman.

As an incentive for better route and school work on the part of carriers, the *Star* and *Tribune* have sponsored an an-

## Carrier Service

Continental Bag Co., Mexico, Mo., supplies newspaper-boy carrier bags for the 8,000 *Minneapolis Star* and *Tribune* carrier-salesmen of the Upper Midwest. In addition, Newspaperboys of America, Indianapolis, Ind., furnish the S&T with a carrier promotion service.



Above is map of Upper Midwest territory, covering 225 counties, in which *Minneapolis Star* and *Tribune* have made "M-S-T" as strikingly familiar as another set of w.k. initials.



Parsons

Fisher

embraces three major divisions: (1) city circulation; (2) country carrier and dealer; (3) country mail and farm service.

## Parsons is Dean

Dean of the staff is W. D. (Pars) Parsons, director of circulation, who has been with the *Star* since its inception in 1919 and has developed the Cowles' circulation pattern to perfection during the past 14 years. Assistant circulation director is M. E. Fisher, who has been with the organization since 1920 and has been in his present position since 1927.

City circulation includes Minneapolis, St. Paul and suburban communities. The area is divided into six zones and 45 districts. There are six zone supervisors and 47 district managers, including two roving managers. This force oversees 66 distribution stations throughout the city area, which, in turn, serves approximately 2,450 carrier-salesmen. Carrier service is provided for 18 villages within the suburban area.

In addition to zone and district supervisors, the *Star* and *Tribune* have one school relationship representative, and a dealer force consisting of 11 sales managers, one dealer division manager, one city dealer supervisor, one street sales supervisor, and three assistant sales supervisors.

The city department is headed by a city circulation manager, James Whyte, who has been with the organization since 1926, and Kenneth Jensen, city carrier manager.

## 103 Country Agencies

Country carrier and dealer division has jurisdiction over 103 S&T agencies in principal towns and cities, serving 3,100 carriers; and 18 independent districts, comprising 1,650 dealers and 2,635 carriers. The department has seven agency supervisors

nual \$5,000 college scholarship program. Each year, 20 outstanding carriers receive \$250 scholarship awards that can be used in any accredited college or university of their choice.

The circulation department also sponsors frequent sports events, excursions and show trips for carriers. Such entertainment includes basketball, baseball, hockey, football and boxing, in addition to radio programs, airplane trips and visits to the Minnesota state fair.

In the fall of 1947, S&T leased

two helicopters and sent them on a tour of the Upper Midwest, providing 1,700 carriers with their first helicopter rides. The operation was designed to build aviation interest, circulation and good will. During six weeks, the helicopters covered 120 cities and towns and 15,000 miles. Rides were given to a total of 2,235 passengers, including 650 civic leaders.

The circulation department also sponsors a monthly newspaper, directed at the interests (Continued on page 24)

## "THOROUGH-BRED" NEWSPAPER BOYS CARRIER BAGS



Manufactured by

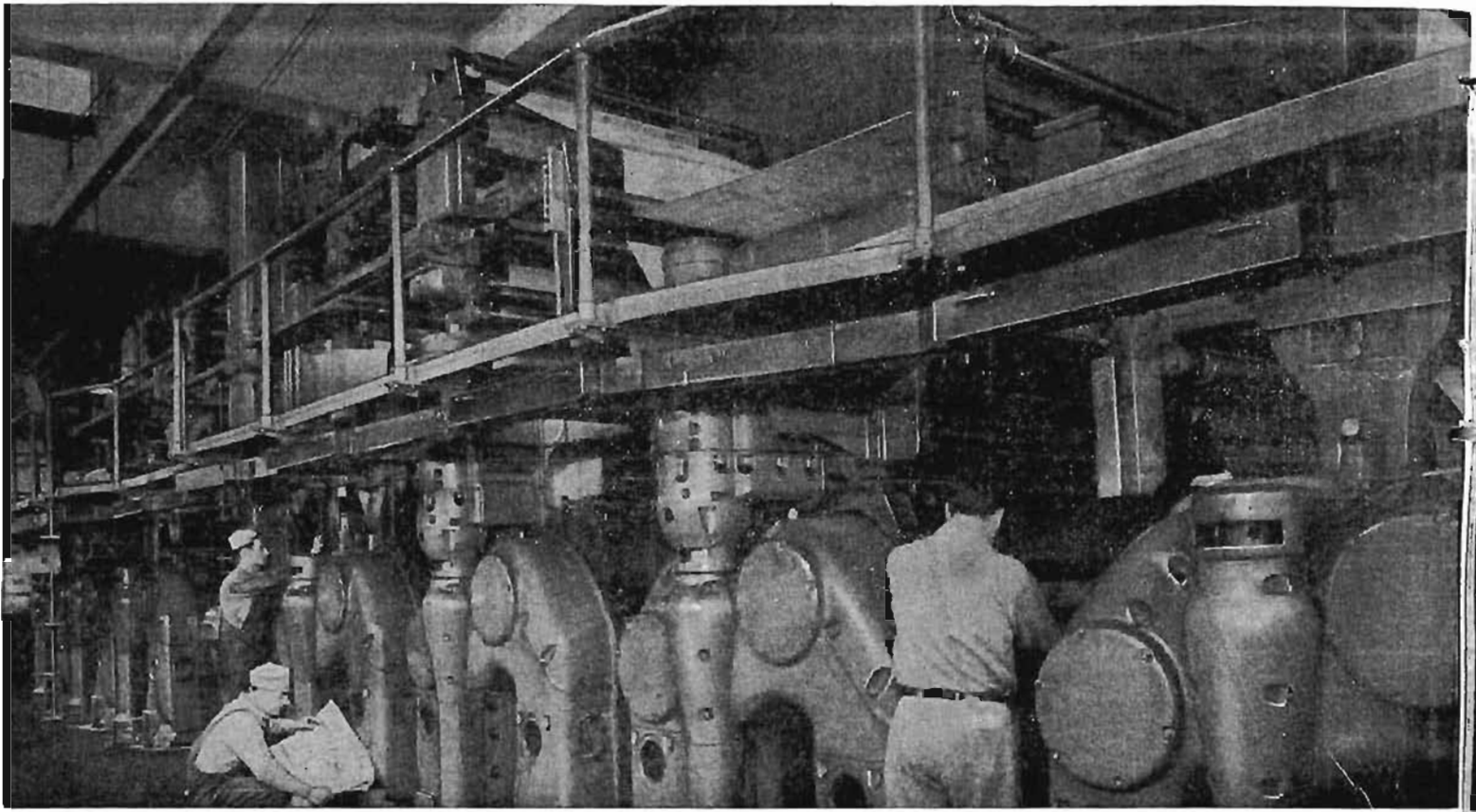
**CONTINENTAL BAG COMPANY**  
Mexico, Mo.

EDITOR & PUBLISHER for June 4, 1949

*it's* **GOSS** *again*

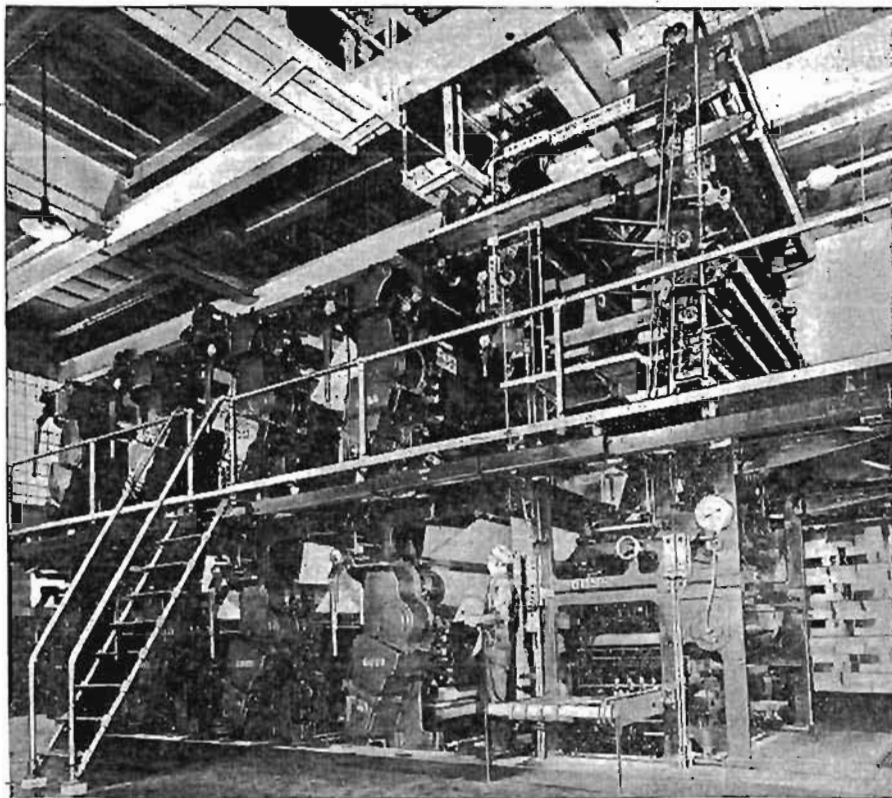


**NEW HEADLINERS AT MINNEAPOLIS STAR AND TRIBUNE**

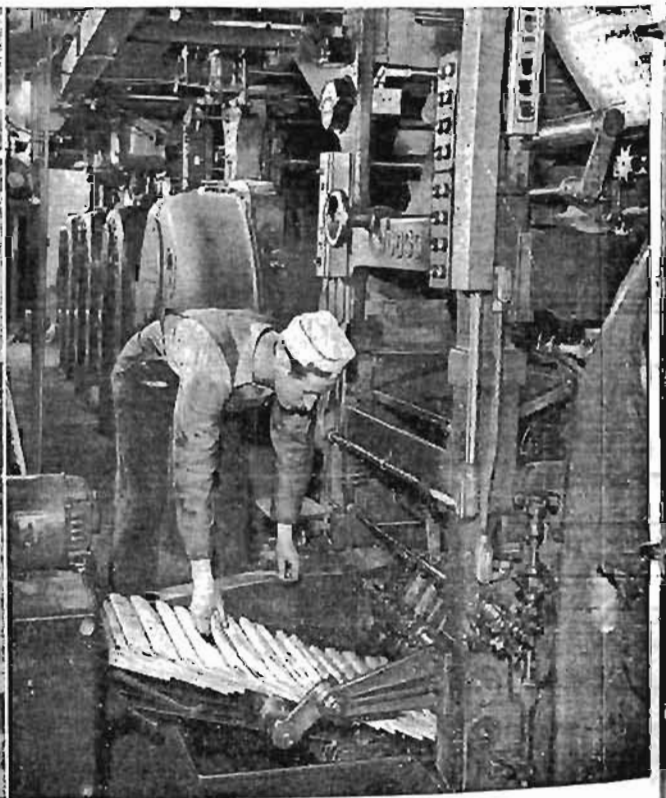


New Goss Headliner Presses in the modern plant of The Minneapolis Star and Tribune. The most recent installation includes 14 units and two pairs of Uni-Flow Folders. Color

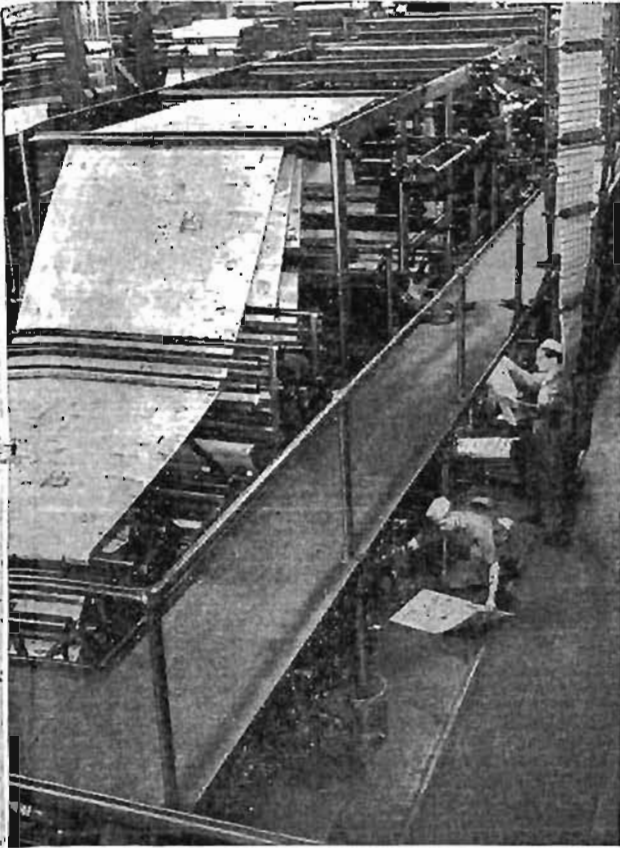
cylinders permit printing of three colors and black at high sustained speeds. Units are fully enclosed in streamlined housings for greater safety without sacrificing accessibility.



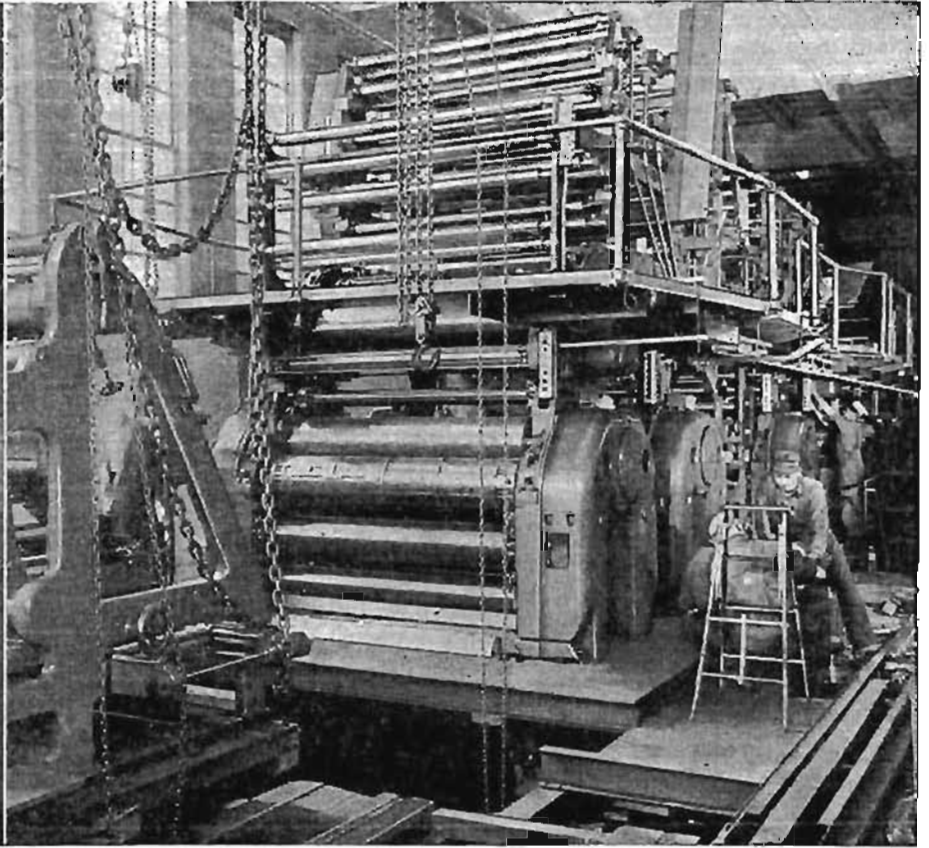
Goss Multi-Color Press installed in 1939. It has eight units and one pair of folders and prints The Sunday Tribune comic section. This high speed press was purchased to provide the production capacity required by the steady gain in Sunday circulation.



Close-up of delivery from Goss Uni-Flow Folder. Papers are delivered neatly folded with folded edge forward. Fully enclosed folding mechanism operates in oil.



The old line of Goss High Speed Anti-Friction units, comprising 12 units with color-facilities. These units were installed in 1942.



The new line of Goss Headliner units in process of erection. Frames are of extra heavy semi-steel; plate and impression cylinders are high carbon steel forgings. Additional units with color cylinders will be installed later.

## THE MINNEAPOLIS STORY

### How Goss Has Figured in the Growth and Present Position of The Star and Tribune

Tracing the expansion of The Minneapolis Star and The Minneapolis Tribune over the past 11 years reveals a record of foresight and planning by the newspapers' management and close co-operation with Goss on the mechanical side.

In 1935, John and Gardner Cowles purchased The Minneapolis Star. With the growth of this paper and the acquisition of The Journal, additional press equipment was required and 12 units were added to the 10 units of original Star equipment.

The Star-Journal continued its spectacular growth and soon ac-

quired The Tribune. This raised the need for additional black units. Meanwhile, the steady growth of The Tribune's Sunday circulation had necessitated the purchase of an 8 cylinder Goss high speed Multi-Color press. It was installed in 1939.

The Star and Tribune ordered 12 Goss Anti-Friction units in 1941. These were not completed when Pearl Harbor was attacked. At that time Goss was already making Navy gun mounts and The Star and Tribune units were the last to be completed before Goss went to 100% production of naval ordnance.

In 1945, The Star and Tribune placed an order for 14 Goss Headliner units and two pairs of folders. These units have now been installed, making a total of 29 Goss units.

With further foresight of future requirements based on expanding potential of the Minneapolis market, the paper's management has ordered more units for future delivery.

The present line-up of 26 modern Goss units has nine color cylinders which permits the printing of three colors and black. The Headliner units to be installed later will have six color couples.

**THE GOSS PRINTING PRESS COMPANY, 1535 S. PAULINA ST., CHICAGO 8, ILLINOIS**  
 Duplex Division: Bottle Creek, Michigan Goss Printing Press Co., Ltd., Preston, England

# Public Service Tops In S&T Promotions

THE Minneapolis Star and Tribune have established a strong reputation for being promotion-minded newspapers. Consistently aggressive and productive — promotion and public service have been major factors in the 14-year rise of these papers to their present position in the Upper Midwest region.



Silha

And, despite the fact Minneapolis is now a one-ownership city, the Star and Tribune maintain one of the most active promotion and public service programs of any newspaper in the nation.

## Under One Department

All phases of the extensive promotion operation of the Star and Tribune are centered in a single Promotion and Public Service department, under the direction of Otto A. Silha.

This "universal" department handles all editorial-circulation promotion, advertising promotion, public service and public events and radio promotion. National advertising copy is handled by Batten, Barton, Durstine & Osborn.

The quality of the promotion of these newspapers has been recognized in the annual *Errors & Pustulax* promotion contests.

In 1948, for example, the Star and Tribune won the top honors in the nation for circulation promotion and for public service and community relations promotion, and won a certificate of merit for classified advertising promotion. In 1949, the papers were awarded merit certificates in both the public service and classified advertising promotion divisions.

## Led in Promotion Linage

During 1948, the Star and Tribune used more than 1,100,000 lines of promotion advertising in the columns of their own morning, evening and Sunday papers, according to Media Records. This is the highest total promotion lineage figure for any newspaper operation in the nation for the year.

These papers also carry on one of the largest national advertising promotion programs of any newspapers. In addition to being heavy lineage users in *Errors & Pustulax* and other trade papers, they currently are running campaigns in *Time*, *Newsweek* and *The New Yorker*, and periodically use pages in the *New York Times*, *New York Herald Tribune* and other metropolitan dailies.

The entire promotion and public service operation is handled by a staff of 18, headed by

Mr. Silha, director of promotion and public service. The operating staff includes four artists, eight creative employees (including the radio director) and five secretarial-clerical employees.

## Have Promotion Committee

Weekly meetings of a plant "promotion committee," made up of representatives of the promotion, circulation, editorial and advertising departments, determine the broad programs and policies. Execution of these policies and programs is then handled by the promotion department, working in close liaison with the department or departments directly affected by the promotion.

In the new Star and Tribune building, the promotion and public service department occupies 2,000 square feet of floor space on the ground floor.

Some of the most successful and spectacular promotion operations staged by the Star and Tribune in recent years include:

## Some Promotion Stendouts

- The current carrier-salesman fight around the world in connection with the dedication of the new building.

- The Minneapolis Star's Program of Information on World Affairs, through which more than 75,000 students in schools in Minnesota, North and South Dakota and western Wisconsin study current events with the direct guidance of the Minneapolis Star. (This program has since been shared with the Philadelphia (Pa.) Bulletin, the Denver (Colo.) Post and the Des Moines (Ia.) Register.)

- A "Match the Twins" contest conducted through the columns of the Minneapolis Sunday Tribune in 1947. More than 95,000 entries competed for the \$1,500 in prizes.

- A special tour of two helicopters throughout the circulation area, during which more than 1,700 Star and Tribune carriers and more than 700 civic officials in 120 towns were given helicopter rides.

- An editorial-circulation promotion campaign in which the story of the fall of Bataan as told by a Minnesota soldier was used to add 9,000 new subscribers in less than four weeks.

- The 1948 Tribune hole-in-one golf tournament, which attracted 2,500 participants in four days.

- A classified advertising promotion campaign built around the theme, "It's So Easy to Place a Star and Tribune Want Ad."

- The Century Vault operation, in which a special time capsule was sealed into the cornerstone of the new Star and Tribune building. More than 300 Upper Midwest daily and weekly newspapers voluntarily cooperated in the event.

In addition to the promotion ads supporting circulation ac-



Above are two pages from 12-page tabloid color section, depicting "A Trip Through Newspaperland," conducted by Cedric Adams, S&T columnist, who takes two youngsters through various departments, introducing them to staff members. Section prepared by promotion department for distribution during S&T Building Dedication Week.

tivities, the promotion department also provides circulation with an average of 40 carrier order blanks per year, carrier broadsides, truck signs, dealer cards, monthly carrier newspaper, carrier handbooks, all printed forms used by carriers and by the circulation field force in the administration of the annual carrier scholarship plan.

The circulation department is also given major assistance in the production of semi-annual sales meetings for the entire sales supervisory force.

In the field of public service and public events, the Star and Tribune promotion department handles more than a dozen separate events each year, with a total public participation exceeding 500,000.

## Strong for Public Service

In addition to the previously mentioned Program of Information on World Affairs, these events include:

- Each year more than 2,000 hospitalized veterans throughout Minnesota dine on game bagged by Minnesota sportsmen. These dinners are arranged by Ed Shave, Minneapolis Tribune outdoor editor, in co-operation with Minnesota sportsmen clubs.

- Press conferences for Minnesota clubwomen are sponsored annually by the Minneapolis Star and Tribune to aid club members in publicizing their organizations. More than 800 women attend the day-long events, sponsored in co-operation with women's organizations.

- Summer community sings, co-sponsored by the Tribune, the Minneapolis park board and the Minneapolis Musicians Association, give some 90,000 singing enthusiasts a chance to compete, by parks, for the Tribune sing trophy.

- To encourage farmers to participate in conservation activities, the Minneapolis Star and Tribune sponsor an annual \$1,000 soil conservation competition. Awards and certificates are given the most progressive

districts and individual farmers.

The Minneapolis Star Golden Gloves, with trips to Chicago for eight young fighters, is one of many sporting events sponsored by these newspapers. Among the events are the Tribune bowling classic, silver skates derby, junior golf tournament.

Each year, 50 staff members of the Star and Tribune are hosts to nearly a thousand Twin Cities students at a high school journalism clinic. In 20 small meetings the experts analyze school newspapers and discuss various phases of journalism.

The best grade school speller of Minnesota and western Wisconsin is selected through the Tribune spelling bee. Almost 100 winners of preliminary county and city contests vie for a trip to Washington, D. C., and other awards at the Tribune finals.

## Assist Adv. Dept.

The advertising promotion activities include a heavy schedule of advertising in their own papers in support of classified campaigns and special advertising events; production of presentations for individual salesmen; production of all types of market data presentations and printed sales aids; staging of various advertising events, such as "travel teas," and providing limited copy service.

In connection with a special advertising promotion sold to the Super Valu food stores recently, the promotion department designed and produced all pennants, shelf cards, price tags and display cards used in the stores as well as two full-page ads used by the Super Valu people in the Minneapolis Sunday Tribune.

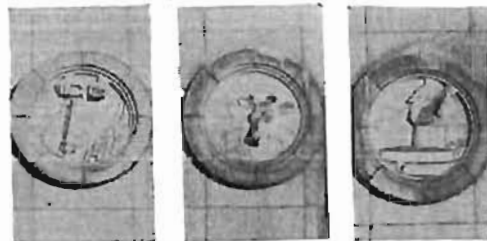
In the radio field, the Star and Tribune promotion department handles a total of 210 minutes of air time per week. This includes five 15-minute and five five-minute community calendar type programs each week; a total of 195 spot announcements on four stations.



Lumbering

Farming

Fishing



Mining

Dairying

Milling

Six stone medallions, representing principal industries of Upper Midwest, carved on facade.



Front view of buff and black Minneapolis Star and Tribune building, covering square block.



One of several news department interview rooms.

Main entrance to new Star & Tribune building in black Minnesota granite.



Willis Brown, retail ad manager, pointing to color plastic map, showing S&T coverage of Upper Midwest.



Right: Visitors viewing displays in S&T lobby corridor.

Left: View of compositors working with new Ludlow equipment in composing room.



# Adv. Depts. Serve Upper Midwest Area

PACED by an aggressive classified advertising sales promotion program, the Minneapolis Star and Tribune advertising departments do an outstanding job of building linage in want ads, retail and general display. In keeping with the far-flung circulation of the papers in the Upper Midwest.



Moffett

Last year, the Star and Tribune ranked among other papers in total advertising linage as follows:

### 13th in Sunday Field

The Sunday Tribune was 13th among all Sunday papers with a total of 9,961,281 lines.

The Minneapolis Star was 17th among evening papers with 19,192,132 lines.

The Minneapolis Tribune was 38th among morning papers with 12,034,584 lines.

This advertising volume was distributed among three departments—classified, retail and general—under the general direction of John W. Moffett, advertising director. Willis Brown is retail manager, Robert Witte, classified manager, and William Cordingley is assistant general advertising manager.

The general advertising department is equipped with a teletype which has direct lines to the offices of the Star and Tribune advertising representatives, Osborn, Scolaro, Meeker and Scott, located in Chicago, Detroit, New York and Philadelphia. West Coast advertising representative is Vernon Anderson, San Francisco.

### Serve 1,700 Local Accounts

In Minneapolis, the retail department includes 14 salesmen who last year sold and serviced 1,700 different local accounts. Two of the 14 salesmen handle rotogravure advertising. The sales staff has the help of four artists who prepare black and white layouts and finished art for smaller advertisers, in addition to handling rotogravure advertising production.

For the most part, all local accounts are handled by classification. For example, one man handles all electrical accounts; another all amusement advertising; and a third concentrates entirely on shoe stores. In this way, S&T salesmen become specialists in their fields.

They belong to, or attend meetings of organizations in their classifications so that they become thoroughly acquainted with the problems and viewpoints of their advertisers. About 20 trade journals circulate regularly through the department.

Every salesman writes some

copy for his accounts and the roto sales staff makes almost finished layouts for prospective advertisers, especially when colorgravure is desired. In addition to the regular sales staff, two women handle sales for the shopping column which runs in the Sunday and Morning Tribune each week. About a full-page is sold each Sunday throughout the year.

Today, the Minneapolis Star and Tribune are among the top-ranking newspapers in classified advertising linage. The Sunday Tribune, for instance, ranked sixth among all Sunday papers in 1948 classified linage. Eighty people were employed last year in classified, with 32 of these on a part-time basis. More than 1,000,000 individual want ads were placed for a total of 8,139,-

750 lines. More than three times the volume that appeared in 1941, when the Star and Tribune realignment took place.

Following the war, the Star and Tribune classified department sought a new approach to an old newspaper sales problem.

### Made Classified Survey

In January, 1947, it was decided to determine what Upper Midwest people thought about S&T classified advertising. The Minnesota Poll, a public service of the Minneapolis Tribune, operated with assistance of University of Minnesota researchers, was commissioned to make a survey to learn what changes, if any, should be made in classified operations.

It was found that only 30% of the families in Minnesota had used want ads in 1947 in any newspaper. Those who had used want ads placed an average of 2.8 ads per year; 94% of the people who used S&T want ads found the service either good or very good, according to the survey.

Out of the study came a com-

plete, consistent classified promotion campaign: "It's So Easy To Place A Want Ad." This campaign has received dominant space in the Star and Tribune, plus some radio spots, and linage increases have seemed to go hand in glove with the planned promotion.

A new centrally-located downtown classified counter was recently set up in the lobby of the Northwestern National Bank Building in the heart of Minneapolis.

Classified staff consists of 11 street salesmen; 22 office personnel working on adjustments, mail, production, managerial and clerical and counter assignments; 50 girls in the phone room; a total of 83 people, with 32 on a part-time basis.

The S&T classified department is one of the few in the nation to have its own copy production department which handles only classified advertising.

The general advertising staff consists of six salesmen who work closely with the Osborn, Scolaro, Meeker and Scott organization in the national field

## Classified Phone Room Busy But Quiet

NEW phone home of the Minneapolis Star and Tribune classified advertising department is a busy place, but quiet.

The room is nearly twice the size of the former room in which want-ad takers handle incoming calls and solicit classified business. Twenty-six positions are provided and each is a separate unit, housed in a glass and soundproof enclosure, containing a specially designed desk, an Underwood noiseless typewriter and an individual box type No. 4 turret, latest type of order board telephone enouplment designed by Western Electric.

### New Phone System

Entirely automatic, the new phone system provides two types of service: 12 positions for voluntary business and 14 positions for solicitations. The latter have one key to control a direct incoming line over which advertisers may directly contact the sales person who handles their accounts. The system also includes one key to control a direct overflow or second incoming line; one key to control a direct outgoing line (which does not necessitate calling through the newspaper's main switchboard) and one "busy-out" key which permits the want-ad taker to let the PBX operator know when she is available to handle calls.

The position for handling voluntary business has three keys: one for incoming calls which are routed in on a systematic basis at the switchboard; one for overflow calls which is a common line with two other positions; and one for busy-out signals.

A total of 44 incoming calls can be handled at one time, along with 26 outgoing lines. All 26 positions provide intercommunication with other phone room positions and stations at



View of new classified phone room, showing individual adtaker's unit, housed in glass and soundproof enclosure, containing specially designed desk, noiseless typewriter with special want ad characters; and lightweight headset.

the newspaper. All lines are covered by a monitor system in the supervisor's office and the classified manager's office. Each position is equipped with the latest Western Electric lightweight headset which weighs four ounces.

### Special Designed Desks

Equally outstanding are the S & T-designed single-position desks. Constructed of white oak and finished in "white blonde," the desks have four drawers, a desk arm, typewriter, well and work balcony. Each desk is screened from others in the room by clear glass and soundproof board partitions. All positions face toward the front of the room.

Underwood noiseless typewriters, modified with special char-

acters used in ordering want ads, are used. Continuous forms, supplied by Arnell Business Forms Co., are used for all orders.

The room itself is effectively soundproofed and has a mechanical ventilating system. Recessed fluorescent lighting and pastel wall coloring give the room a restful appearance.

In the supervisory and copy checking area of the phone room is a glass-enclosed, elevated office for the supervisor, a desk for the assistant supervisor and a two-position copy checking desk, which has immediate access to credit checkers through two sliding windows into the credit department, and to the composing room, via a pneumatic tube system.

# Memo to a New Reporter:

From Gideon Seymour, Executive Editor  
The Minneapolis Star and Tribune

DEAR JACK: You ask, as a new member of our staff, what general principles we follow on these newspapers. Well, here are ten:

1. We are less interested in a reporter who can "do everything" than in one who learns to do his particular job better than anybody else can do it. A good reporter—of science, government, industrial relations, public welfare, education, religion or crime news—ought to know as much in his field as a first-rate college professor knows in his. He must understand the idiom and background of his beat well enough to dig out the facts, instead of merely writing down what is told him. He must be able to tell those facts clearly and simply enough to interest and inform the layman without insulting the intelligence of the professional reader. And keep searching for new fields of news: the definition of news is not static and there are plenty of unexplored areas.

#### Don't Overdo 'Today'

2. We don't hesitate to go back and gather up a significant story that needs better telling. We don't believe that "today" is the most important word in every lead. The biggest stories often happen quietly, gradual-

ly, without drama. No chronicler ever was able to say, "The Roman empire collapsed today" or "Today the Dark Ages ended." Many a big story never gets on Page One except in disconnected fragments of spot news, almost meaningless in themselves. We watch for continuing Big Stories that need pulling together, and we aren't afraid, just because they haven't a "today" in them, to put them out where readers can't miss them.

3. Don't let "objectivity" be an excuse for laziness or cowardice. It is easy to print statements from each side in an industrial dispute and say, "See how objective we are: we've given equal space to both sides." But our duty isn't done until we dig behind the statements and make clear what issues they evade or conceal, as well as where they collide. Objective reporting is worthless unless it is also complete and courageous.

4. Because ours are the only daily newspapers in Minneapolis, we have an unusual obligation to serve the interests of the whole community, not of any class or clique or pressure group. The temptation is often strong to gloss over or ignore conflicts between groups in

order to avoid offending anybody. Don't carry that kind of tolerance too far. As elsewhere in America, our community is made up of many groups, and out of their frictions arises much of the vitality of our society. It is part of our job to report frankly and fairly the frictions that shape community life.

#### Take Time to Check

5. Lack of local daily newspaper competition enables us to publish more responsible newspapers than it is easy to publish in highly competitive fields. We don't have to print, under the competitive pressure of immediacy, any story that we have reason to believe is inaccurate. If one press service says the Russians are about to occupy Finland, and other services can find no basis for the story, we don't rush into print with it but hold it long enough to check it. Once an untruth has been printed, the public has been misled and inflamed and no correction can undo the damage.

6. The commonest form of news distortion is the playing of crime or sex stories out of all proportion to their significance, simply because of their high reader interest. We avoid sensationalism. We don't have to sell papers by spreading blood and boudoir stuff across Page One. We keep the story clean and in proportion to the rest of the news, subordinated to what is more important.

7. Don't offend anybody carelessly or inadvertently. We don't care whom we anger if, knowing the facts and their meaning, we offend somebody by printing them. But it is just sloppy journalism to ignore or to present carelessly the story of somebody who has a right to be heard.

#### No Slanted Stories

8. We are jealously proud of the freedom of our news columns from slanted stories and biased selection of news. Public confidence in the purity of our news columns is our greatest asset. Do not try to write or play news to conform with views expressed on the editorial page. It is the business of the news column to tell the news, fully and fairly; it is the business of the editorial pages to advocate views and to publish opinions about the news for such readers as desire them.

#### Call It a Correction

9. We don't hesitate to edit syndicated columns and comic strips whenever they do not meet our own newspaper standards of fairness, accuracy and good taste. The Star and Tribune bear legal responsibility for what they publish; they ought also to accept the ethical responsibility.

10. If you make a mistake correct it, and make it plain that the correction is a correction; don't pretend that it is a "new development" or hide it under a spot news lead.

THE MINNEAPOLIS STAR AND TRIBUNE

CANDY  
GRIST and GRITS  
GRIN and BEAR IT  
STEVE CANYON  
INVISIBLE  
SCARLET O'NEIL

They're drawing a crowd for The Star and Tribune

—and these and other Chicago SUN-TIMES Syndicate features can help you build a bigger, better, more successful newspaper! For a complete list of powerful, pre-tested SUN-TIMES Syndicate Features for every circulation need, wire

CHICAGO SUN-TIMES Syndicate INC  
211 W. WACKER DR. HARRY B. BAKER GENERAL MANAGER



## Mailing Room

continued from page 14

magazines or the roto sections are sent up to the mail room on this conveyor, which is also used to send mail and other packages down to the loading dock.

Preparatory to Saturday night's "big push," the normal crew of mailers, augmented by 120 extras, begin the task on Saturday morning of putting the women's and country classified sections (printed, starting Friday night) into the roto. This Week and comic sections. Stuffing of city classified and society begins Saturday afternoon when these sections start coming off the presses.

For the Saturday night operation, a crew of 93 mailers and 150 extras is used. Equipment on the production line is rearranged to expedite the stuffing operation. The main news section for the Sunday edition does not start coming off the presses until 7 p.m.

Two of the movable, self-powered conveyors are used on each production line for the Sunday operation. One conveyor is placed on each side of the make-up table—one to the rear of the table and the other in front, opposite the tying machine. Belts on both conveyors travel toward the make-up tables.

### 10 Stuffing Tables

Seven stuffing tables are placed beside the rear conveyor, and three beside the forward one. As news sections come off the pressroom conveyors on Saturday night, they are placed on skids and pushed to inserting tables along with skids carrying This Week, comic, roto, women's and classified sections stuffed together.

Two stuffers work at each of 10 stuffing tables on each of the seven production lines. They combine the news sections with the feature sections and place piles of the completed papers on the movable conveyors traveling toward the make-up tables.

Five mailers, working at each make-up table, pick the papers off the ends of the two movable conveyors. They count and wrap the bundles and send them on to the tyers.

### 500 Skids for Storing

Nearly 500 skids are used for storing sections and completed newspapers. Eight lift trucks and three automatic transporters are used in moving these skids from storage areas to working areas.

Seven persons are employed in the galley room. They keep the plates up to date from which addresses are printed for papers that are delivered by mail and for address sheets on top of bundles which go to carriers. Four Reliefograph machines are used in the galley room to make these plates. Two Pollard Alling machines address more than 50,000 papers which are delivered by mail. Bulk of both daily and Sunday papers is delivered by carrier throughout the Upper Midwest.

The mailing department has a maple wood block floor throughout, is provided with a maximum amount of light and ventilation, and has a minimum number of columns throughout the area. Mailers' locker and wash rooms are directly underneath on the first floor, accessible by stairways. A visitors' gallery is provided along the wall, where four observation window look into the pressroom.

## 8,000 Carriers

continued from page 16

of carriers. The paper is a four-page tabloid containing news, pictures and features about carrier activities. The paper not only acquaints carriers with the functions of their own jobs, but also with their product—the newspaper—as well. This is done chiefly through the use of monthly features highlighting certain phases of newspaper production, usually in the form of a staff-drawn, three-column "Carrier's Almanac," or a feature written especially for the paper by some member of the S&T staff.

Semi-annual sales meetings are held for all circulation personnel. "These meetings serve to co-ordinate and clarify circulation objectives and to bring the staff into closer contact with sales problems and techniques," explained Parsons and Fisher. Each sales meeting is built around a definite sales theme or slogan, such as "Full Speed Ahead for the Minneapolis Star and Tribune Showboat."

### Circulation Grows Steadily

Star and Tribune circulation has shown a steady, marked increase since 1941, the year in which the present morning-evening-Sunday arrangement was established. Following are circulation average totals for periods ending March 31 during the last eight years:

Year	Morning Tribune	Evening Star	Sunday Tribune
1941*	63,610	249,172	350,164
1942	67,692	242,618	360,250
1943	77,382	241,360	370,121
1944	92,114	248,477	381,886
1945	105,868	254,315	407,071
1946	130,358	278,031	465,621
1947	141,177	281,358	535,622
1948	151,192	281,924	561,979
1949	167,368	298,198	581,931

Another marked increase for this period is shown in the total city circulation, for the Minneapolis Morning Tribune (for periods ending March 31):

Year	Morning Tribune (city only)
1941*	31,743
1942	33,002
1943	37,837
1944	47,743
1945	57,753
1946	67,389
1947	74,149
1948	77,465
1949	84,791

\*1941 is for the 5 months ending Sept. 30 because the realignment of Minneapolis newspapers took place May 1, 1941.

In the new Star and Tribune plant, the circulation department occupies a total of 10,654 square feet. This includes a conference room of 741 square feet which is used for training classes, slide and movie projections, and staff conferences.



## STAR AND TRIBUNE CENTURY VAULT

Viewing sealed Century Vault at ceremonies, Oct. 23, 1948. Left to right, John Tompson, S&T publisher; Gideon Seymour, executive editor (center) and Gov. Luther Youngdahl, together with Betty Lou, JuNahne and Ruth Ann Nelson, representative Upper Midwest family.

AS PART of the Minneapolis Star and Tribune building dedication, was the sealing last fall of a "Century Vault," filled with evidences of 20th century life and culture of the Upper Midwest. The vault was sealed Oct. 23, 1948, and is not to be opened for 100 years.

The vault contains information and items calculated to give people of 2048 a clearer idea of the people and times in the Upper Midwest of 1948. Included in the vault are records, documents, photographs, sound recordings, publications, including not only copies of the Star and Tribune, but the front pages of 306 Upper Midwest newspapers, movie films, messages, maps and printing industry materials.

John Cowles, president of the Star and Tribune, included in his message "to the citizens of 2048" the following summation:

"Thus the issue is sharply joined in 1948. On one hand there is the totalitarian philosophy represented by Communism. On the other hand, there is the concept of freedom and individual initiative represented by American democracy. "The newspapers for which I speak share in the great tradition of that democracy. . . . In this they are joined by the great body of American newspapers. These newspapers would keep democracy strong by respecting its tenets. They stand for freedom of information and opinion. They have a scrupulous respect for the rights of minorities. They insist upon an objective and impartial presentation of the news. Their editorial columns are vigorous in the defense of democratic institutions. Their editors have a profound regard for the right of every man to his convictions. Their staffs strive constantly for that free and honest flow of information to the people without which no democracy can long survive."

## 8 Flood Lights Used

Open area in front of the loading dock of the Minneapolis Star and Tribune building is flood-lighted by eight floodlights.

## S&T Business Dept. Has 160 Employees

The general "business office" functions of the Minneapolis Star and Tribune require the services of some 160 employees. These functions are divided into eight major divisions.

The credit department, under the supervision of Clarence W. Pierson, credit manager, has 25 employees.

The advertising bookkeeping section of 32 employees, the circulation bookkeeping section of 26 employees, and the tabulating section of 10 employees, are under the supervision of Roger A. Martin, assistant comptroller.

Clarence B. McCue, assistant comptroller, is in charge of the pay roll section of eight employees and conducts various surveys in cost accounting and budgeting.

Frank Frenzel, assistant comptroller, supervises insurance purchases and the preparation of financial statements. Howard W. Mithun, attorney, is in charge of the legal section, and Gordon D. Simon, attorney and CPA, is in charge of the tax section. C. Arthur Peterson is in charge of switchboard, purchasing department and office printing section, which have 21 employees.

## Your Best Buys in Circulation SUPPLIES

Get prices on N.B.A.'s new lock-seam Aluminum route tubes in 3 sizes. Also, on carrier bags, aprons, tags, collection books, binders, display racks, promotion ads, idea services.



EDITOR & PUBLISHER for June 4, 1949

# Electric Accounting Machines Speed Work

ELECTRIC bookkeeping machines are a part of the modernized accounting department on the fourth floor of the Minneapolis Star and Tribune building. The machines are located in a new soundproof room, occupying 1,220 square feet of space. International Business Machines, including two printing punches, two alphabetic accounting machine printers, one sorter, two reproducing summary punches, one alphabetic interpreter, two collators and one computing punch, speedily handle the work. Ten people in the IBM department are trained to operate the equipment.

## Prepare Classified Bills

IBM equipment is used for preparation of more than 325,000 classified advertising transient bills sent out annually. The electric bookkeeping machine computes the amount due on each classified ad by multiplying the number of lines by the number of insertions, and, by use of a predetermined rate deck, calculates the amount due from the advertiser at the rate of 6,000 ads per hour.

The cards are then used for printing the classified transient bills at an average rate of 1,200 bills per hour. Cards that are used for transient billing are also used in preparing a trial balance of unpaid accounts for the credit department.

Individual circulation carrier and agency bond accounting reports are also made on these machines. Circulation bills are also soon to be prepared on punched cards utilizing the electric accounting machines. As a by-product of the billing cards, numerous statistics will be available for the circulation department.

For example, a comparison can be made of the draw for



International Business Machines of all kinds are used in the accounting department. Equipment is located in new soundproof modernized accounting room, occupying 1,220 square feet of floor space.

morning, evening and Sunday for carriers, agents or dealers on two given dates, or a comparison of the circulation draw for towns, counties, districts, or by state. Preparation of circulation delinquent lists, previously an arduous task, can also be easily and quickly handled from the cards.

Punched cards of certain marketing indices, and for the circulation of 20 leading magazines, by counties in the Upper Midwest, can be used to take tabulations for sales presentations by the S & T advertising department.

## Mail, Records Depts. Do Big Jobs at S & T

New equipment has also been installed in the enlarged mimeograph and multilith department, together with outgoing mail department, the latter handling between 140,000 and 150,000 pieces of mail per month via a postage meter machine, for the Minneapolis Star and Tribune.

The department also uses an Addressograph with automatic feeder to address all carrier bills for country and city circulation and weekly pay farm service. Addressing or advertising bills, payroll and promotion mailings totals approximately 110,000 impressions per month.

Two mimeograph machines are in almost constant service. Stencils are cut, art work copied, and machines operated by two employes who average 275 jobs a month, representing a total run of 240,000 individual copies.

The multilith department uses two offset presses and produces approximately 575,000 individual forms per month. A perforating machine has recently been installed, enabling this department to produce all receipts used by the circulation department for country carrier and dealer, city circulation, country mail, and weekly pay farm service. This job alone amounts to printing and perforating more than 2,500,000 receipts per year.

Additional equipment in the multilith department includes a Davidson folder, Diamond paper cutter, and Standard duplicator. All of this equipment is located in, and is a part of, the stockroom and purchasing department on the first floor.

## Elevator Service

The Minneapolis Star and Tribune building has adequate elevator service. Two passenger elevators, fully automatic, are available from the front entrance. Near the Fourth Street entrance is a new hydraulic elevator, used primarily for mailing room supplies and freight.

# What makes a newspaper great?

● Among reasons why the Minneapolis Star and Tribune merit the accolade, GREAT . . . It reports and records the pulse of the Nation and the State. This is accomplished by the fact-finding facilities of the Gallup Poll and the Minnesota Poll which provide a barometer of public opinion on red-hot issues dominating the front page.



Gallup

● As a result of publishing the public's views on national and local issues readers are better informed and more politically alert.



Gideon Seymour

● Gideon Seymour, executive editor of both the Star and Tribune, recently explained the role of newspapers in providing public opinion polls as "simply news reporting in a new field—a third dimension in covering the news."

## AMERICAN INSTITUTE OF PUBLIC OPINION

Publishers Syndicate—Representatives

## Comfort Is Keynote

continued from page 5

is open Sundays from 7 p.m. to midnight.

In the stainless steel kitchen, each type of food is prepared in an individualized area. The kitchen is completely equipped with the newest refrigerators, ranges, vegetable preparing units, cook's tables, meat blocks and a deep freeze unit. The bakery is complete in itself.

Employees are served from stainless steel serving counters. Food is kept warm in Edison set-in food warmers, and dole plates keep chilled foods cool in the salad section. Milk is drawn from a Norris milk dispenser and a Blickman combination coffee urn keeps the coffee hot.

### Attractively Decorated

The main dining room is attractively decorated in varying shades of green with striped draperies. The all-metal chairs are upholstered in red leather and accompany formica top pedestal tables. The rubber tiled floor and soundproof ceiling prevent kitchen noises. The room seats 234 people.

Across the corridor from the cafeteria is a small private dining room, seating 22 persons and available by reservation only. An auxiliary pantry and hot food carts service the dining room, handsomely paneled in light oak.

Three cooks, one baker and 23 additional personnel are kept busy 24 hours daily preparing wholesome food.

### Have Suggestion System

The personnel department has testing facilities for employees. A job analyst is a member of the personnel group. Any employee desiring counselling may approach the departmental social worker for advice. "Problems successfully solved vary from immediate blood transfusions to trouble in the home," explained Mr. Kruidenier.

A suggestion system encourages employees to express ideas or suggestions they may have for improving the company, its operations and its newspapers. Cash awards are paid for adopted suggestions. The minimum award is \$5.00. More than 900 suggestions have been submitted since 1947 and 140 cash awards have been paid.

A pressroom employee, for instance, made this suggestion to reduce damage caused by papers jamming in the carrier: "Place an automatic stop switch at the folder of the Scott press if the papers do jam in the carrier, their weight will close the switch, shut down the press and prevent further damage." The pressroom operator who submitted the idea was awarded \$150 for his resourcefulness.

More than 700 Star and Tribune employees belong to the Employees Credit Union. This is an organization that is chartered by the State of Minnesota to receive money in savings and to make necessary loans. Any S&T employee is eligible for membership upon application

and payment of a 25 cents application fee. The company has no direct connection.

The sun deck on the southwest corner of the building will be available for use by employees this summer. It includes approximately 4,400 square feet of space and is accessible by passenger elevator to the fifth floor or by stairs from the fourth floor. The sun deck will be equipped with chairs, benches and tables.

## 2 News Staffs

continued from page 6

copy is checked, other stories are planned. Material for major locations is tentatively selected.

### Competitive on Beats

Separations of the staffs becomes wholly competitive on such runs as police, federal, courthouse, city hall, university, city schools, etc. "News sources are frequently puzzled or amused by the push-and-pull of reporters for the Star and Tribune, who may office together, but still fight for the news breaks," one editor told **ERROR & PUBLISHER**. "Yet if a reporter from one staff is away and chances on a story, the usual procedure is to protect the other paper as well."

Stock tables and market tabular matter are handled by a Star employe and tabulators. They are kept current during the day, the type on the final markets make the Star's final city and country editions, and then is moved into the Tribune.

### Conduct Minn. Poll

An unique reporting project—reporting of public opinion—is an adjunct of both staffs. The Minnesota Poll is directed by Sidney Goldish, staff member of the newspapers, and he directs the work of tabulators and interviewers. The Poll's published findings appear in the morning and Sunday Tribune. The Gallup Poll is also used on national issues.

The news, feature and editorial page departments occupy the entire third floor of the S&T building, with exception of certain executive offices. Total space covers nearly 20,000 square feet.

Three new circular copy desks, among the largest of their type now in use, were recently installed. Two 14' by 14' octagonal desks are being used by the two staffs. A third desk, 12' by 12', is used by the sports department. All desks were designed by a staff committee.

### Copy Spindles Gone

The two larger desks can accommodate two slot men and nine rim men. Each rim position has a separate drawer flanked by space for copy paper. Slots for waste copy are provided for each man, thus eliminating need for spindles. The desk also feature typewriter supports between all rim positions. Typewriters are mounted on swivels so they can be readily available to the men on either side.

Wire service printers are in a

glass-enclosed room which has been acoustically treated to minimize noise. Just outside the printer rooms there is an office boy center with a long desk from which the office boys can watch the printer copy.

Above the printer room is a large "world clock" showing the time simultaneously in Minneapolis on a large face and the time in various key cities of the world on smaller faces superimposed. A mural map of the world provides the background for the wall surrounding the clock.

### Library 'Counter Service'

Immediately in front of the elevator on the third floor are two small interview rooms and an information booth. The interview rooms are furnished with small desks and chairs and are used by reporters and writers to interview people coming to the department. A special work room has also been provided for reporters who are assigned to some special writing job requiring time and privacy.

The editorial page department, with its editors, cartoonists, researchers and writers, is housed in a separate wing on the third floors. A conference room is also provided.

Library and morgue material of both papers have now been consolidated and occupy new space on the third floor. One new feature of the library is its "counter service." Staffers or visitors seeking information or material from the librarians no longer need to go into the library proper, but will receive attention at the window. A "reading center" has been provided for staffers. Magazines, current books and out-of-town newspapers are available.

## Composing Room

continued from page 8

basket to read and then return them to another basket for corrections.

Another unusual feature of the composing room operation is that all corrections on news type are made on two typesetting machines, Mr. Curle pointed out. "The operators do not make their own corrections," he explained.

### Correction Machines

These two "ring" or correction machines are located directly across the aisle from the news proof press and proof room. They are manned by particularly careful and skilled operators. This helps to eliminate further revisions in corrected type, it was pointed out.

As news proofs are read, marked and returned to the baskets outside the proof room, the operators on the ring machines pick them up and make corrections immediately, making for faster and more efficient operation.

A machinists' room is near the rear of the composing room. Machinists also have small work benches in three other convenient locations. The room

is equipped with drill presses and lathe so machinists can turn out parts for equipment in emergencies.

### New Dead Metal Method

A new method of handling dead metal from the composing room, remelting and casting it into pigs for re-use on typesetting machines, is now utilized. Formerly, when a page in composing room makeup was "killed," metal was dumped in boxes and taken to the remelt room in the basement. Metal was then shoveled into a 1½-ton remelt pot. Twenty-four meltings a week were required to handle dead metal.

When it was remelted into pigs, they had to be hauled back to the second floor. Almost 3,000 pounds of metal were handled daily in this way.

The remelt department is now on the composing room floor with a new 5-ton Kemp furnace. One melting a day usually suffices. Shoveling has been eliminated by using two Lewis-Shepard dump carts. The dump cart hopper is raised by a hydraulic pedal to the edge of the metal pot and the dead metal drops by gravity into the remelt pot.

Hopper capacity is approximately 750 to 1,000 pounds. It is easily moved across the room on roller-bearing wheels.

Locker and wash room area for the 234 composing room employes has been greatly increased. A new ventilation system has been installed and fluorescent lighting is used throughout the entire composing room area.

## Install Tube System

A pneumatic tube system has been installed by Lamson Corp., Chicago, connecting the copy cutter's desk in the composing room with the Minneapolis Star and Tribune copy, sports, market and women's news desks and with the editorial page writers. Another set of double pneumatic tubes, slightly larger in size, connects the Associated Press wire photo room on the second floor with the news and features departments on the third floor. Still another set of double tubes connects the composing room with the classified advertising department.

## S & T Girls' Club

Women employes participate in the Minneapolis Star and Tribune Girls' Club, a voluntary organization whose purpose is to sponsor worthwhile community projects, such as Christmas parties for needy children and visiting of patients in institutions.

## For Employee Comfort

More than 15,000 square feet of space has been provided in the Minneapolis Star and Tribune building for adequate wash rooms, locker rooms and showers for employes. Coca Cola, candy and cigarette machines are conveniently located throughout the plant.

# "I like it here!"

A picture-story of an unusual and satisfying way of life as it is enjoyed by 4,500,000 fortunate residents of the Upper Midwest . . . and as it has been interpreted for millions of envious non-residents in the national magazine advertisements of the

## Minneapolis Star and Tribune



**1 WHO LIKES IT HERE?** George Grim, for one. This eastern-bred columnist of the Minneapolis Tribune bounced into Minnesota a dozen years ago, took a delighted look at the wonders of his adopted state and has been happily ricocheting around the region ever since, reporting on everything from state fair peep shows to small town basket suppers to big town doings. Grim's morning column, "I like it here," sparkles with human-interest stories about Minnesota and its people, rates top readership not only from Upper Midwest newcomers but also from long-time residents like . . .

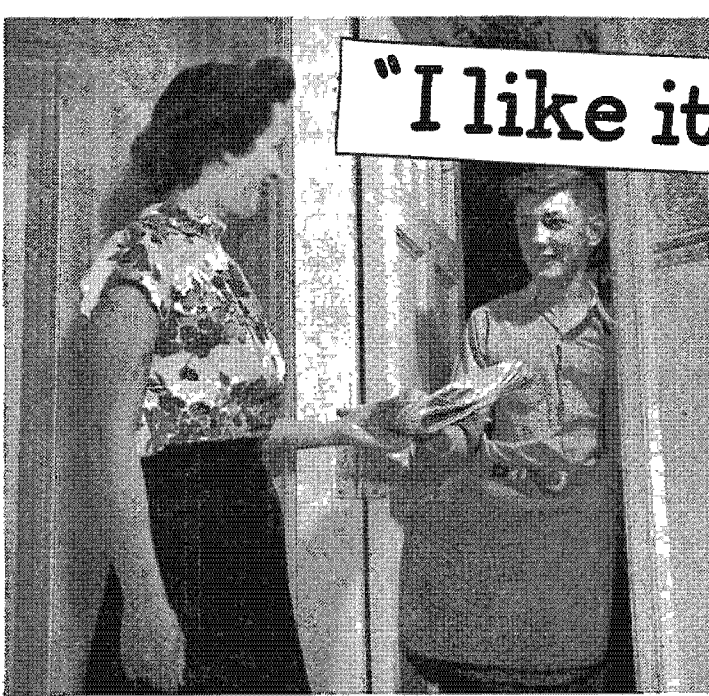


**2 THREE OLD TIMERS** who have worked a grand total of 155 years as Minneapolis newspapermen. John Kennedy, Bill Krussow and Pat Kelly are senior members of the Minneapolis Star and Tribune "20-Year Club" which now includes 260. The younger men and women among the 1,900 employes working on these newspapers also develop that "stay-put" feeling, thanks to interesting and rewarding work in one of America's very largest and finest newspaper plants, and thanks to the attractions of living in Minneapolis, where there are . . .



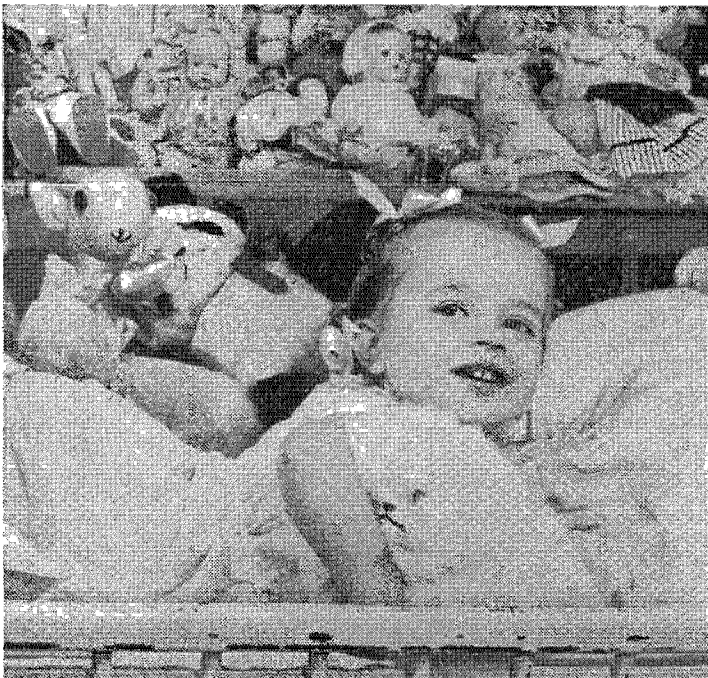
**3 11 FULL GROWN LAKES** within the city limits! Minnesota's lakes (more than 11,000) teem with fish; her forests swarm with game. Among these lakes and forests dwell an intelligent, skillful people in highly civilized communities with fine schools, symphony orchestras, all cultural advantages. Their farms and factories are among the richest, most productive in the nation, their cities and towns are among America's finest. And yet, the virgin wilderness is never more than three hours away from their homes! To these and other Upper Midwest homes . . . (next page)

"I like it here!"



**4** **8,000 CARRIER-SALESMEN** of the Minneapolis Star and Tribune each day deliver the best-read, best-liked, most-respected newspapers of this great 4-state region. Special incentive awards for service and efficiency . . . college scholarships, vacation jaunts and expense-paid tours . . . keep these earnest, businesslike youngsters on their toes. A real devotion to service, from newsroom to doorstep, plus spirited leadership and a genuine concern for the interests of all readers of all ages are characteristic of these friendly newspapers. For example . . .

**5** **BEST-READ COLUMNIST** in any metropolitan newspaper is Cedric Adams, whose folksy paragraphs of trivia, gossip, humor and down-to-earth reporting are read by 73% of the women and 65% of the men who see the Minneapolis Star and Tribune. More important, Adams also makes friends and influences people as a champion of worthwhile civic causes, promoter of orphans' picnics and benefits for crippled children. Such genuine helpfulness and friendly concern for others are as important in a newspaper as they are in a neighbor, which explains why . . .



**6** **\$14,000 IN HARD CASH** tumbled onto the desk of Minneapolis Tribune columnist George Grim when he told Upper Midwest readers the story of little Mamie Fisher who lost both feet in a mowing machine accident. Thanks to immediate and heartwarming response from thousands of readers, Mamie is walking again, will go to college, will face a happier future. Marshalling aid and channeling neighborliness to useful ends are one facet of a newspaper's job. But neighborliness works both ways . . . and Upper Midwest residents were delighted when . . .



**7** **TWO BIG SILVER HELICOPTERS** from the Minneapolis Star and Tribune made a 6-week, 15,000-mile tour of 120 cities and towns to give many Upper Midwest small-fry, their parents and teachers a first look at a strange new airborne vehicle of real interest to the aviation-minded populace of this great region. Finding the unusual, the important in aviation and every other field of progress and reporting on it or demonstrating it for readers is another part of a good newspaper's job. So is enthusiastic participation in civic promotions, parades and festivals. And naturally . . .



"I like it here!"



**8** WHEN A CALL FOR CLOWNS went out to bolster the buffoon brigade of the Minneapolis Aquatennial, nationally famous summertime celebration of the City of Lakes, Minneapolis Star and Tribune staffmen joined other local business leaders to form the association of "Aqua-Jesters," amateur harlequins who add extra gaiety to gay Aquatennial events. In mask, costume and grease-paint, many an editor or feature writer cavorts each year in the colorful parades. From clowns to conservation is an easy step for public spirited newspapers, so . . .

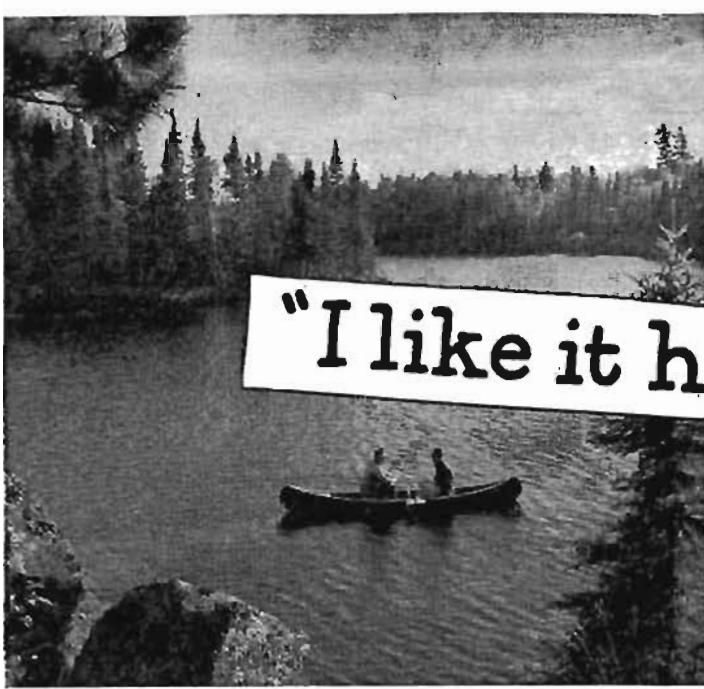
**9** SAVING THE SOIL has become another public service project of the Upper Midwest's best-read newspapers. Before the Minneapolis Star and Tribune initiated their annual soil conservation contests, only 6,000 Minnesota farmers practiced soil-saving measures. With cash prizes, plentiful publicity and hard selling of vitally needed conservation practices supplied by these newspapers, more farmers than ever are learning how to keep farms rich and productive. In saving soil or saving food, Upper Midwesterners listen when these newspapers speak. For example . . .



**10** THE "CLEAN PLATE CLUB", wartime contribution of the Minneapolis Star and Tribune to help halt the shocking waste of precious food in American dining rooms and kitchens, enrolled thousands of youngsters and adults in the Upper Midwest and soon spread its membership across the nation. The "Clean Plate Club" earned hearty approbation of government officials, helped make food conservation a pleasanter chore for many. Helping young Americans to appreciate the problems of their troubled world sparked another idea, this amazingly successful . . .



**11** WORLD AFFAIRS PROGRAM, an unusual information quiz and study plan on national and foreign affairs that won for the Minneapolis Star and Tribune the 1948 *Editor and Publisher Award* for the nation's outstanding community service program by a newspaper. During a typical school year 75,000 students and 1,254 teachers have broadened their understanding of current world history through these popular newspaper quiz columns. Learning how to live with each other is as essential as learning how to live with other nations, and so . . . (next page)

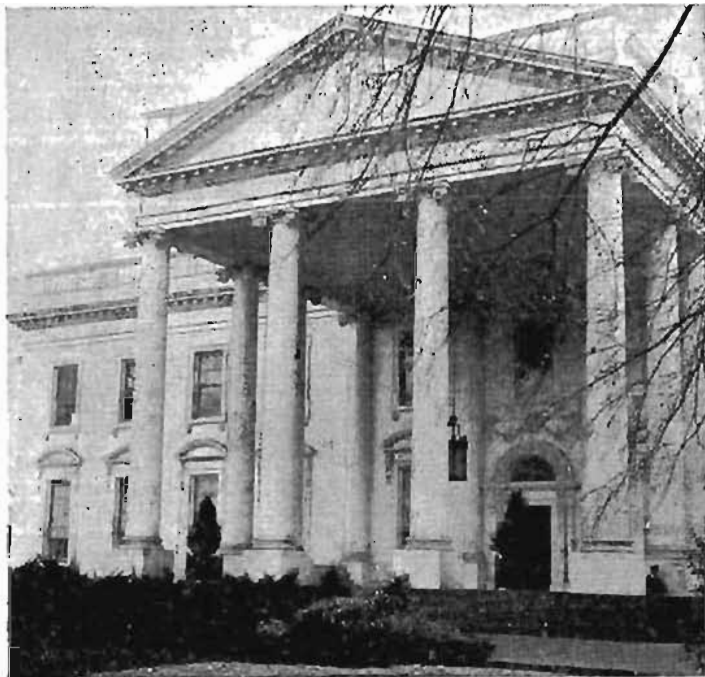


**"I like it here!"**



**12** A PUBLIC SERVICE ADVERTISING campaign was launched by the Minneapolis Star and Tribune in national magazines to explain the unique advantages of the Minnesota way of life and the effect of outdoor living, excellent cultural and educational facilities and the exceptional abilities of Minnesota workers on the productivity of the region. (Said one labor union, "We'd rather fish with the boss than fight with him!") Because Minnesotans are an alert, sports-loving outdoor people, one of the best-read sections of their favorite newspapers is written by . . .

**13** THE SPORTS STAFF of the Minneapolis Star and Tribune whose up-to-the-minute coverage of local and nationwide sports belies their languid appearance in this favorite departmental picture. Each year these key writers and their assistants cover literally thousands of contests ranging from Minnesota Gopher football games to curling matches and whale hunts. Another far-roving, all-seeing crew of expert writers (who see their home state much less often) makes its headquarters in the Minneapolis Star and Tribune's nerve center in the nation's capital . . .



**14** THE WASHINGTON BUREAU, whose chief, Richard L. Wilson, visits this imposing residence regularly, and whose manager, Nat Finney, once outguessed Franklin D. Roosevelt himself on election results, and later won a Pulitzer Prize and the Raymond Clapper Memorial Award for distinguished reporting. Thanks to the work of the bureau men, Upper Midwesterners are among the best informed citizens in the nation on the plans and accomplishments of their government. Meeting the newspaper needs of this huge family of readers is a big job which requires . . .

**15** ONE OF THE MOST MODERN NEWSPAPER PLANTS in the world, just completed and dedicated with impressive ceremonies. This is the home of the Minneapolis Star (evening) and Tribune (morning and Sunday) . . . circulation 585,000 Sunday, 465,000 daily. Only eight cities in the nation have Sunday newspapers with circulations as large, or influence as great among so many prosperous, progressive people. Next time you are in the Upper Midwest, we hope you'll visit us at the Minneapolis Star and Tribune building and discover why "We like it here!"

Most of the executives of the Star and Tribune have had their whole newspaper training in Minneapolis or at the Des Moines Register and Tribune. John Thompson, who was publisher of the old Star from 1924 until the Cowles purchased it in 1935, remained with the Cowles organization and today has the title of publisher.

#### Strong Executive Staff

John Cowles has been president of the Minneapolis newspapers and Mike has been chairman of the board ever since they purchased the Star in 1935. When John moved to Minneapolis, Mike became president of the Des Moines Register and Tribune, and John became chairman of its board. Mike is the president of Cowles Magazines, Inc., publisher of Look, and John is chairman of its board.

Gideon Seymour, vice-president and executive editor, started as a reporter and then a junior editorial writer with the Des Moines Register and Tribune when he was attending Drake University as a student. Subsequently he went to the Associated Press and served as a bureau manager in various cities and as a foreign correspondent in South America and Europe, but resigned in 1937 as managing director of the Associated Press of Great Britain to rejoin the Cowles brothers. He has been vice-president and executive editor of the Star and Tribune since 1944.

Joyce A. Swan, vice-president of the Star and Tribune who has supervision over the advertising, circulation, and promotion departments, started with the Des Moines Register and Tribune in 1928, following his graduation from the University of Missouri. He worked in the circulation department of the Des Moines papers and in the promotion department and as a personal assistant to John Cowles when he was associate publisher of the Des Moines Register and Tribune. Swan went to Minneapolis in 1939 as promotion manager.

#### Divide Responsibility

Lyle K. Anderson, vice-president who is in charge of the financial and production departments, joined the Des Moines Register and Tribune as a bookkeeper in 1932 upon graduation from Iowa State College. He moved to Minneapolis in 1938 as auditor of the Star.

The other two vice-presidents had no Register and Tribune background. Harold E. Perkins had been with the Indianapolis (Ind.) Star and the Indianapolis News, and was advertising director of the Pittsburgh (Pa.) Press when he joined the Minneapolis papers as national advertising manager in 1940. Perkins has responsibility for all labor negotiations in Minneapolis and supervises the personnel department.

Stanley Hawks was in the government's foreign service prior to joining the Minneapo-

lis papers in 1939. He worked in the editorial, advertising and circulation departments and as an assistant to John Cowles before becoming vice-president.

Basil (Stuffy) Walters, who had been managing editor of the Des Moines Register and Tribune, went to Minneapolis as editor shortly after the Cowles brothers purchased the Star, and played a prominent part in the Star's editorial improvement and circulation growth in the late 1930's and early 1940's. In 1944 he left Minneapolis to become executive editor of the Knight newspapers.

When the Cowles brothers bought the Star, its mechanical equipment consisted primarily of 10 black and white Scott press units, which could produce papers up to 40 pages in size on two presses. Today, the Star and Tribune have 48 press units and an eight-cylinder color press. The most recent press installations are 14 new high-speed Goss Headliner units.

By midsummer, the Star and Tribune will be equipped to carry four-color advertising in either of their daily issues and throughout the Sunday paper, except in the main news section.

#### Have Washington Bureau

The Star and Tribune five-man Washington news bureau, which also serves the Des Moines Register and Tribune, has its own leased wire direct to Minneapolis. The bureau is headed by Richard Wilson, current president of the Gridiron Club. The bureau manager is Nat Finney, whose sole newspaper training has been on the Minneapolis Star and who, last year, won both the Pulitzer prize and the Clapper award.

In 1935, the Star had but one wire service, the United Press. Today, the Star and Tribune receive the full services around the clock of all the news agencies, Associated Press, United Press, and International News Service. The Star also receives the Chicago Daily News Foreign Service wire and the Tribune receives the New York Times wire.

#### Staffers on the Go

Only a few American papers travel staff men to the extent practiced by the Minneapolis dailies. If a recruiting slogan were needed to attract editorial applicants—which is certainly not the case—"Join the Minneapolis Star and Tribune and see the world" would be an apt slogan. It is a rare month when Star and Tribune staff members aren't abroad covering foreign events and interpreting them for Upper Midwest readers.

Victor Cohn has just returned from England doing a series of dispatches on how socialized medicine is working there. George Peterson, associate editor of the Star editorial page, has just returned from an extended tour of the three Scandinavian countries and Britain.

George Grim, Tribune columnist, flew the airlift to Berlin this spring. Carroll Binder, editorial editor of the Tribune, has just been elected a member of the United Nations Commission

on Freedom of Information, which job will require his absence from the office for about three weeks twice a year.

During the football season, staff writers and photographers may be covering half a dozen major games in as many different states on a typical Saturday afternoon.

Although the Star and Tribune purchase the columns of most of the leading syndicated commentators, they are subordinated frequently, sometimes cut drastically in wordage, and often omitted entirely. In their place local staff writers and local columnists are featured.

## The Cowles Brothers

continued from page 3

have been equally active in building the Cowles' properties, including the Cowles Broadcasting Co., with radio stations in Des Moines, Ia., Yankton, D. S., Boston, Mass., and Washington, D. C. Mike took over the radio stations, while John assumed the major responsibility in Minneapolis.

"Our views are 98% identical on any major subject," John told Editor & PUBLISHER. Their working formula has been to pay more attention to departments not going so well, thus improving the calibre of the entire organization. Both are great believers in the conference method of operating newspapers.

In the newspaper field, John has served as a director and first vice-president of the Associated Press and he was formerly a director of the Audit Bureau of Circulations. During the war, he served in the Lend-Lease Administration at Washington.

Mike has been a director of the American Society of Newspaper Editors and during the war he served under Elmer Davis as head of the domestic division of the Office of War Information.

Gardner Cowles, in addition to personally editing Look, is the creator of the small-sized news weekly, Quick, which made its debut a couple of weeks ago in a dozen test cities. Public acceptance of Quick has been so great that shortly it will be distributed in all parts of the country.

Quick is revolutionary in its small-page size and super-condensation of news. It is printed each Tuesday morning and shipped by air express to be on the newsstands by Thursday. It sells for 10 cents.

#### How Cowles Brothers

##### Divide Responsibility

DURING the first couple of years following the purchase of the Star, neither of the Cowles brothers spent a great deal of time in Minneapolis. Davis Merwin, who had been publisher of the Bloomington (Ill.) Pantagraph, was installed as publisher.

The Star's circulation increased rapidly and steadily from the date of the Cowles purchase, as the quality of the product was improved and as circula-

tion promotion was intensified.

In the fall of 1937, ill health compelled the resignation of Davis Merwin, and John Thompson, who had previously been publisher of the Star under its former ownership and had remained with Cowles as general manager of the Star, was re-appointed publisher.

In the spring of 1938 the Cowles brothers reached the conclusion that the potentialities of the Minneapolis field were so great that one or the other of them should move to Minneapolis and personally take over the direction and top management of the Star. A couple of years previously the Cowles brothers had also started Look magazine as an experiment in pictorial journalism. Gardner Cowles, the younger of the two brothers, had been primarily responsible for Look, whereas John had been the moving spirit in their purchase of the Star.

Therefore, it seemed logical for John Cowles to move to Minneapolis and assume full responsibility for the Star, while Gardner Cowles remained in Des Moines to manage the Register and Tribune and Look magazine.

#### John Goes to Minneapolis

In June, 1938, John Cowles and his family moved to Minneapolis. He further improved the Star editorially and intensified its circulation promotion and advertising sales. Both circulation and advertising increased at an accelerated rate, and by the summer of 1939 he not only had the Star operating in black ink, but with substantially the largest circulation of any of the three Minneapolis afternoon dailies. On August 1, 1939, the Star purchased the Minneapolis Journal, an evening and Sunday paper with fine prestige, but less circulation. The Star-Journal, as the combined paper was called, proved an instantaneous success with both readers and advertisers. Afternoon circulation was a solid 240,000 right from the start, although Cowles had only counted on 220,000 or 230,000.

Consolidation of the Journal with the Star put the Star into the Sunday morning field, which Cowles had been planning to enter. The same editorial improvement and circulation promotion methods that had been used in building the Star were now applied in the Sunday field, and the Sunday Star-Journal circulation was nearly doubled in 18 months.

F. E. Murphy, long time publisher of the Minneapolis Tribune, died in 1940. In the spring of 1941, realizing that the Sunday Star-Journal had topped the Sunday Tribune in size, and was growing at an accelerating rate, the then owners of the Tribune proposed to Cowles that the two papers consolidate.

John Cowles had learned the newspaper business on the morning-evening-Sunday Des Moines Register and Tribune, and was and is convinced that in all cities except the very largest the M-E-S method of operation has marked superiorities over either E and S or M and S publications.



VIEWS IN THE NEWSROOM AND AT THE LOADING DOCK



The news goes in here . . . the roomy, airy, well-lighted newsroom of the Minneapolis Tribune . . .



. . . and the newspapers come out here: a scene in the garage, with control tower and loading dock for 14 trucks.

# Pulitzer Prize Among Awards Given to S & T

AWARDS and honors have come to the Minneapolis Star and Tribune and staff members during the past two years, including a Pulitzer prize and the Raymond Clapper Memorial award to Nat S. Finney, manager of the Star and Tribune Washington bureau.



Finney

The Pulitzer prize for distinguished reporting of national affairs during 1947 was made to Finney, May 3, 1948, for a series of articles written in the fall of 1947, revealing a federal administration plan to impose peacetime censorship of news from civilian governmental agencies. His disclosures resulted in nationwide protest that led to rescinding of the censorship order.

Finney also received the Clapper award for outstanding Washington reporting in 1947, based on the same series of articles which won the Pulitzer prize.

### 3 Members Honored

To Richard L. Wilson, chief of the Star and Tribune's Washington Bureau—1949 Presidency of the Gridiron Club.

To William P. Steven, managing editor of the Tribune—1949 presidency of the Associated Press Managing Editors Association.

To Carroll Blinder, editorial editor of the Minneapolis Tribune, membership on the United Nations sub-commission on press freedom. (To serve through 1952.)

### Missouri U. Honors Swan

Joyce Swan, vicepresident of the Star and Tribune, was awarded the University of Missouri Medal of Honor "for distinguished service to journalism" a year ago last May. The citation was made in recognition of "his aggressive search for new ideas and progressive techniques, which have benefited not only the great Des Moines and Minneapolis papers, with which he has been associated, but journalism at large; his industry and capacity for hard work; his unselfish service to the civic interest of his community and to the cause of education for journalism."

A summary of other major awards and honors to the S & T and to members of the staffs for 1947-48 follows:

**National Safety Council Distinguished Newspaper awards (1948).** Awards to both the Minneapolis Star and the Minneapolis Tribune for outstanding service to safety during 1948. Awarded April, 1949.

Awards for News

Second place for outstanding

coverage of community news in the Inland Daily Press Association competition's second annual local news contest. Awarded in October, 1948, to the Minneapolis Star (among newspapers of more than 150,000 circulation).

1947 Page One awards of the Twin Cities Newspaper Guild to: M. W. Halloran, the Star, for best spot news story; David B. Dreiman, the Star, for best series of articles on a community problem; Forrest I. Powers, the Star, for best copy desk performance.

1948 Page One awards of the Twin Cities Newspaper Guild, to: Mrs. Geri Hoffner, the Tribune, for best interpretive news series of the year; Victor Cohn, the Tribune, best single interpretive news story of the year; Carroll Blinder, the Tribune, for the best editorial of the year; David B. Dreiman, the Star, for the best single straight news story of the year; Gordon Mikkelsen, the Star, for best series of straight news stories; Promotion department, Minneapolis Star and Tribune, for the Program of Information on World Affairs promotion; honorable mention to three other Star and Tribune reporters for meritorious reporting.

### Win Photo Honors

During the past two years Star and Tribune photographers have won 45 awards in photographic contests. Eight awards were made to S&T men in the 1949 Inland Daily Press Association competition, including first place to Duff Johnston in the division for newspapers of more than 50,000 circulation.

Thirteen photographers on the S&T staff have received honors. They are:

Wayne Bell, Wallace Kamman, Peter Marcus, Joe Linhoff, Art Hager, Duff Johnston, Phil Harrington (now with Look magazine), Dwight Moller, Russell Bull, Paul Siegel, Jack Gillis, Earl Seubert and Powell Krueger.

### Color Tab Popular

A Trip Thru Newspaperland, the 12-page color tabloid pictorial section, depicting in cartoon style a tour of the Minneapolis Star and Tribune new plant, has proved so popular with the thousands who have visited the new building that the Sunday Tribune of July 3 will carry the section to all Tribune readers. The section was developed by the S&T promotion department as a gift to those who attended the public open house events.

Reproduction of special WORRY CLINIC column written by Dr. George W. Crane for the Minneapolis Star Tribune in recognition of the dedication of its new plant.

## The Worry Clinic

Today great journalists all over America are joining with you 1,500,000 students of the Minneapolis STAR TRIBUNE UNIVERSITY to give "nine rabs" for Chancellor John Cowles and his newspaper "faculty."

Case ST-1949: John Cowles, aged about 50, is Chancellor of the STAR TRIBUNE UNIVERSITY with 1,500,000 students.

That's a mammoth educational institution, don't you agree? General Dwight Eisenhower heads Columbia University, which has 31,604 students.

And talented Harold E. Stassen directs the University of Pennsylvania with its 18,053 enrollment.

But it would require almost 50 Columbias, or 83 Pennsylvanias, to match the daily student body of the STAR TRIBUNE UNIVERSITY!

Thus, we should rightly address John Cowles as Chancellor, and look upon his brilliant editorial staff as "faculty members" or "professors of print," for that's exactly what they are.

Newspapers and radio are now the Siamese Twins of Adult Education. They even transcend the influences of our schools and colleges, combined!

"Oh, but, Dr. Crane, aren't you exaggerating somewhat?" a University of Minnesota Professor may exclaim.

So you folks be the jury and analyze the following facts:

The great majority of Americans drop out of school by the age of 17. Yet they live to an average age of 67.

That leaves 50 years of adulthood during which they will not be formally enrolled in any high school or college.

Where will they gain information and enlightenment, current ideas and even the factual data for their everyday conversations?

"Why, from newspapers, the

radio, magazines and public lectures," you may properly respond.

But only about 25% of our population are in lecture halls each week, even counting our church attendance.

Magazines likewise are purchased by only a minority of our people.

That leaves newspapers and radio as the real Siamese Twins of Adult Education. They influence us 365 days of the year, too!

At least 100,000,000 adult Americans study their newspaper EVERY DAY, not to mention the millions of teen-agers and grammar schoolers who devour the comic pages.

So we should salute Chancellor Cowles and his able "faculty" on this gala occasion when they are going into their wonderful new building

In 1935, I began limiting my teaching at Northwestern University to join the "faculty" of American newspapers, realizing the greater opportunities thereby for releasing psychological facts and practical science to my fellow citizens.

That was the same year that America's famous journalistic team—the Cowles Brothers—came to Minneapolis. They weathered the long Depression, plus the disruptions of World War II, including severe newsprint shortages. Yet they have steadily advanced as great public educators.

So may I try to play a new role today and lead you 1,500,000 students of STAR TRIBUNE UNIVERSITY in "nine rabs" for Chancellor Cowles and his able faculty?

**HOPKINS SYNDICATE, INC**

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**ROBERT McLEAN: 'People Make a Newspaper'**

PEOPLE, not buildings and equipment, make a newspaper. Robert McLean, president of the Associated Press and of the Philadelphia (Pa.) Bulletin, pointed out in his address May 24 at the first of the civic dinners in the dedication program for the new Minneapolis Star and Tribune building.

Terming the American press both responsible and responsive, Mr. McLean asserted:

"No, buildings are not the newspaper. A newspaper is people—its able editors, executives, reporters, compositors, pressmen, drivers, delivery boys, little merchants, if you will. . . .

had been misled or had misled themselves in appraising the thinking of the American people. Certainly the results of the national election were as great a surprise to newspapermen as they were to the public."

**Doubts Advantage of Competition**

Turning his attention to those who view with alarm the decline in the number of newspapers in each community, believing that vigorous competition carried with it some advantage, he said:

"Yet the poorest newspapers are often to be found in the communities such as Boston, Mass., where there is the most

a grant to newspapers. It is a retained right of the people (that government shall not become the voice of their conscience, the appraiser of their

thoughts. It was intended that government shall reflect the will of the people, not that the people shall become the victims of the will of the government."

**GARDNER COWLES: 'Press Can Be Peace Builder'**

NEWSPAPERS have an important role to play in building knowledge and understanding needed to preserve a free society and a peaceful world. Gardner Cowles, chairman of the Minneapolis Star and Tribune, president of Des Moines (Ia.) Register and Tribune and Look magazine, declared in addressing the S&T dedication dinner, May 26.

"Knowledge alone is not enough," warned Mr. Cowles. "Free men must learn self-discipline or freedom cannot be preserved even in an educated United States."

**Two Kinds of Discipline**

"This concept of discipline is with us," he said. "For the present world conflict is essentially a struggle of fundamentally opposed social disciplines. The discipline of the dictatorship is forced, regimented, ruthless, utterly demanding, built on fear.

"The discipline of the free or democratic society is built on hope and aspiration. . . . It is a discipline that must be responsible and self-imposed. Without this sort of discipline, our democratic way of life is doomed to self-destruction."

Mr. Cowles pointed out that profound change has occurred in human affairs in the last 50 years. He cited three great social developments: (1) nearly universal suffrage or the right to vote; (2) popular education and (3) perfection of techniques of modern mass communication.

"The net result has been a transfer of unprecedented power to the masses," he added. "So the future of freedom is really now in the custody of the common man."

He made a plea for more adult education, saying:

"I mean better newspaper and magazine editing, better news and discussion and debate programs on the radio. And I mean the use of the powerful new medium of television to make the people understand and think. Too much thinking

nowadays goes on in a bath of noise, because life is so busy, so complex. This noise and the complexities of life are leaving the common man appallingly confused and misinformed."

"Mike" Cowles paid his sincere respects to his brother, John, president of the Star and Tribune, and the staff of the Minneapolis papers. "The building is important only to the degree it serves," he asserted. "It will help the staff develop even greater newspapers through better working conditions and better facilities. And I sincerely believe that in the decade ahead, the Star and Tribune will build for themselves a record of achievement and service of which the whole Upper Mississippi Valley will be proud."

**Tells of Willkie-Stalin**

He pointed out that this nation, part of the free half of "One World," faces a half-world that is not free. He discussed the Russian situation in the light of developments since he and the late Wendell Willkie sat in the Kremlin and talked to Stalin.

"Stalin Impressed me then as sincere and honest on his basic position: no Russian expansion, no world revolution," said Mr. Cowles. "I suppose I will never know whether Stalin was sincere in his talks with Willkie, whether he later changed his mind—or whether he may no longer be sole master of Soviet policy."

With peace, he said, the last half of this country can be a golden era for U.S. "It can be," he added, "if the people of this great land are made aware of the basic truths: that the standard of living can be raised only through greater productivity, and that freedom is secure only where it marches hand in hand with responsibility and self-discipline. Making the people aware is an educational job all of us face. Better and better newspapers will help accomplish this goal."



Guest speakers at first dedication dinner. (left to right)—J. L. Morrill, president, University of Minnesota; Robert McLean, president, Associated Press and Philadelphia Bulletin; and Erik Boheman, Swedish ambassador to U. S. Dr. Morrill stressed the theme that the press and universities "are essentially partners in public education. U. of Minnesota has many such ties," he said.

No, these buildings, the magnificent equipment, this immense investment are useless except that men and women breathe into it life and vitality. . . . Yes, it is people who make a newspaper."

**Sees Value in Discussion**

Mr. McLean referred to recent discussions among laymen dealing with the function and responsibility of newspapers, stating:

"There has been a good deal of amateurish conclusion drawing on subjects which newspapermen have discussed for years without always seeing eye to eye among themselves. . . .

"One of the interesting phases of these various discussions is the degree of self-appraisal by newspapermen which has been going on, for example, the Editor & Publisher panel discussion in which various educators participated, also the equally interesting panel discussion of editors themselves before the American Society of Newspaper Editors when they took up the question of newspaper handling of the national presidential campaign and of the national election.

"This last discussion dealt, of course, with whether newspapermen, editors and reporters

violent competitive newspaper condition. Some of the best papers are found in the communities where direct newspaper competition no longer exists.

"This does not mean that there is no competition for the attention of the reader, for there is competition from the radio, the news magazines, television and very many other sources."

**World Is Bigger**

Mr. McLean emphasized that instead of the world becoming shrunken in size, it is in reality a world greater in size. "It is a contraction in time but an expansion in space," he explained. "It is this vastly larger world which your newspaper must embrace in its news columns and its editorial interpretation.

"Taken all in all, how well does your newspaper and mine meet these duties and obligations? Is it truthful, careful, responsible, and responsive? Does it show concern in injustices? Does it expose corruption? Is it alert to changing times and conditions?"

"I believe it is."

Mr. McLean concluded by pointing out: "This thing we call freedom of the press is not

**THE MINNEAPOLIS STAR AND TRIBUNE**

*Frequently Asks*

**"WHAT MAKES A NEWSPAPER GREAT?"**

In our estimation, it's this newspaper's constant awareness of civic responsibility at the highest level . . . devotion to "leading the way" . . . a warmth and neighborly concern for others!

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# REMARKS BY PRESS LEADERS

## ERWIN D. CANHAM: 'Press Concept Still Preserved'

All attacks on American concepts of press freedom were successfully repelled at the United Nations general assembly at Lake Success this spring. Erwin D. Canham, editor of the *Christian Science Monitor*, told Upper Midwest editors and publishers attending the May 28 edification luncheon of the Minneapolis *Star* and *Tribune*.

Speaking from his own firsthand experience at Lake Success, Mr. Canham admitted that the American concept had to

ward the task of education on which so much depends." Mr. Binder began his UN sub-commission duties this week at Lake Success.

The former president of the American Society of Newspaper Editors related the background of the UN action on freedom of information, explaining the situation faced at the UN general assembly this year was not the choice between a good or bad convention, or no convention at all, but the fact there was bound



Erwin Canham (left), *Christian Science Monitor* editor, and Frank Starzel (right), general manager of the *Associated Press*, exchange comments with John Cowles, president of *Star* and *Tribune*, at Upper Midwest editors' luncheon.

fight for its life at the UN meeting. He asserted, however:

### Danger Not Over

"I do not believe there is any provision in the news-gathering convention which was approved by the UN general assembly which can be used seriously to the detriment of American newspapers. I do not say that the convention will produce any great improvement, either. That remains to be seen."

Nor is the danger over, he warned, referring to the September UN meeting at which the American press will have a very large stake and the sub-commission on freedom of information and of the press, on which Carroll Binder, editorial page editor of the *Minneapolis Tribune*, is the American representative.

"I hope very much," said Mr. Canham, "that American newspapermen, as they seek to break down the walls of darkness here and there in the world, will do it henceforth predominantly by cooperating and supporting their fellow newspapermen in other countries."

### Can Learn from Others

"Such a technique, of course, is not now feasible with the communist countries. But it can do much to improve the status of the press in other lands which do not have the advantages of the United States. We can learn some things from these countries, too—newspaper wisdom is not nationalistic."

Mr. Canham said he was "sure that Mr. Binder's own great wisdom, experience and eloquence in setting forth the real essentials of freedom will carry for-

ward the task of education.

### Ran Into Buzz Saws

"At Lake Success, we ran into buzz saws on every hand," he said. "Our chief problem was not with the Russians and their satellites. Their viewpoints can readily be countered. The trouble was with other nations whose views on press freedom are different from ours, and who are committed to controls in one form or another."

"There we have a problem of explanation and of education. We also have the problem of reflecting more adequately in the American press and wire services the true story of those nations, rather than simply the sensational trivia. . . . It is enough to say that the governments of many small countries—especially including Latin America, the Arab states, and the Asiatic countries—are bitter about the kind of news that flows from their nations to the United States. I do not say they are right. I simply say they are bitter, and in any deal involving the 59 members of the United Nations they must be considered."

Mr. Canham expressed hope in such organizations as the International Federation of Newspaper Editors and the proposal for an International Press Institute, using many of the techniques of the American Press Institute in New York. "Anything which will enable newspapermen in different countries to talk to one another in terms of common experience will help to increase understanding and break down barriers," he said.

★

*Congratulations*

★

## MINNEAPOLIS STAR and TRIBUNE

**On The Magnificent  
New Plant . . .** truly one of  
the finest newspaper plants in the world.

The dedication of the splendid new building and plant of The Minneapolis *Star* and *Tribune* is symbolic in many ways . . . for these newspapers are always serving and always building to new and greater heights of accomplishment.

The *Register* and *Tribune* Syndicate is proud to be affiliated with these two great Minneapolis newspapers, and is proud that its features have had a part in their progress.

### Register and Tribune Syndicate

Des Moines

25 W. 45th St., New York



Milton Caniff (right), draws "lovely lady" with Minneapolis model providing the inspiration.

### FRANK STARZEL: 'Must Guard Free Press Principle'

CONSTANT vigilance is needed by newspapermen to guard the free press principle, Frank J. Starzel, general manager of the Associated Press, told an audience of 400 Upper Midwest editors attending the May 28 dedication luncheon of the Minneapolis Star and Tribune.

Pointing out that in the final analysis, "a free press is the bulwark without which all other constitutional guarantees might well disappear," Mr. Starzel continued:

#### Need Public Support

"This brings us squarely against the question of what happens should public opinion at any time fail to support vigorously the free press principle. And we must ask ourselves whether we are doing all we should to impress upon the public what a free press really means and how it functions. . . .

"We are all familiar with the ubiquitous character who doesn't give a damn what happens so long as it doesn't happen to him. I fear that we are also developing in this country citizens who want to read and hear what is pleasant to their eyes and ears, to find in the public press only that with which they agree, and who have forgotten the importance of full enlightenment for the citizenry on all viewpoints of controversial subjects."

Turning his attention to the problem of world-wide news reporting, Mr. Starzel asserted "It becomes somewhat disconcerting to the objective newsman when he finds sizable elements among a free people who would shut off information which is unpleasant to them or does not seem to support what they deem to be the proper side in a controversy."

#### Cites Russian Problem

Such an "errant philosophy" manifests itself with some frequency, he added, in reference to news from Soviet Russia or countries within its sphere of influence.

"None of us is naive enough to believe that a foreign reporter—or any reporter, for that matter, is a free agent in Moscow," said Starzel. "We all know of censorship and what it does to

the correspondent's copy. We should know also, however, that while the censor can and does stop a correspondent's file, the censor does not dictate what he shall file. Neither is the correspondent assigned to Moscow unaware of the delicacy of his position. He is no neophyte easily victimized by cunning propaganda. Insofar as the situation permits, he tries and succeeds in sending out solid information. . . .

"A healthy skepticism toward copy from Iron Curtain countries is reasonable, understandable and to be encouraged. Nevertheless, it is downright alarming to find otherwise thoughtful people inveighing against any dispatch which might indicate that Russians are human and even occasionally make some progress socially, economically or politically. I suspect that there are people, many more than we would credit, who actively feel that the press should be enjoined from distributing any information concerning Russia that does not automatically damn the communistic system.

"These unthinking demands for what amounts to a controlled press could be the real chinks in the armor of press freedom. The editor who yields to these pressures is writing the death warrant for his craft and for the peoples' right."



Alex Raymond, creator of "Bip Kirby," sketches for guests.



John Cowles (left), president of Star and Tribune, checks notes with Laurence Gould, president, Carleton College.



Gene Autry (left), singing cow-poke, greets fellow Oklahoman, Zack Mosley, creator of "Smitin' Jack."

### LAURENCE GOULD: 'Press Provides Objective Information'

NEED for a free press and liberal education that chart a middle course between reactionism and rigid authoritarianism is greater today than ever before, Laurence M. Gould, president of Carleton College, Northfield, Minn., declared in addressing the May 26 dedication dinner of the Minneapolis Star and Tribune.

The hazard of decreased opportunities for minority expression, through the decline in the number of newspapers in U. S., is more than offset by the much higher quality of today's newspaper," said Mr. Gould. "We look back at the days of personal journalism through rose-colored glasses, forgetting that that kind of journalism was all too often hopelessly biased and even irresponsible," he said. "While the modern editorial page is less colorful, it is more factual and more accurate."

#### Experts Required Today

There is a close interdependence between a free press and free education, he added. "The editorial staff of a modern great newspaper no longer consists of Henry Wattersons and Horace Greeleys," said Mr. Gould. "Instead, it includes experts in all of our major fields of learning, art, literature, and the sciences.

"Today's newspapers cover a much more extensive area of information than any that have preceded them, and that information is much more accurate and objective. I would hazard the guess that the American people today enjoy the best newspaper service that any people has ever had.

"It is the common task of a free press and of all agencies for education to provide objective information so that we shall develop citizens who will be defenders of our Democracy, because they know the reasons for their faith in that Democracy."

#### Free Press Persuades

Mr. Gould pointed out that it is in times of fear and unrest like the present that a free press becomes most important. "A free press is dedicated to the belief that the ends of a free society can be achieved only by persuasion—certainly not by coercion," he said. "It lives in the faith that the policy of enlightenment is better than the policy of suppression in defeating subversive ideas."

The speaker said the Star and

Tribune have not been content just to provide information or facts about changing conditions. "I have been impressed by the integrity and independence of the editors in championing causes whether they be popular or not," said Mr. Gould. "Recent editorials on the controversial issue of federal aid to education are cases in point.

"I think the World Affairs Program under the direction of Professor Wesley of the University of Minnesota is one of the best means of helping to educate our citizens of tomorrow.

"The Star and Tribune have served the Upper Midwest honestly and fearlessly as a great educational force. The expanded facilities of the new building will increase their service and their responsibilities."

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\* Excerpt from a letter written to Editor and Publisher by Mr. Otto Silho of the Minneapolis Star and Tribune



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