I was assigned to photograph a regular season Class A high school softball game between Belgrade High School and Helena High School, and was fortunate that the game started a little late (instead of 7 p.m., it started closer to 7:30 p.m.) and the magic hour, the time of day where the light is golden for a few minutes, was quickly approaching. I followed the action for the first couple of innings and noticed the light was becoming the warm, golden color and saw the majority of a single sunbeam was shining on the pitcher. I began to photograph the Belgrade pitcher as the sun was setting behind her, and waited to capture the moment where she was in full stretch before releasing the ball. I realized also, after being in Bozeman for two years, that when the sun sets here in Montana, the light is truly golden.

I typically use the newspaper’s photo equipment, and for sports I mainly use the 300mm lens, which I used to capture this image. Technical settings: I used Nikon D800 ISO 100 lens, 300mm f/2.8 at f/2.8 with shutter at 1/800 second in manual setting.
**MNA Calendar**

**August**
- 15 Deadline to submit articles for the August *Press Pass*

**September**
- 1 Labor Day—MNA office closed
- 4 Newspaper Carrier Day
- 19 Deadline to submit articles for the September *Press Pass*
- 19 MNA & MNAS board of directors meeting, Bozeman
- 26 U of M J-School Centennial: Don Anderson Hall open house
- 26 U of M J-School Centennial: Dean Stone tribute and reception
- 26 U of M J-School Centennial: All-alumni & friends party in the Adams Center Field House
- 27 U of M J-School Centennial: Parade float, tailgate & Griz football Saturday
- 27 U of M J-School Centennial: All-Kaimin reunion Saturday night
- 29 U of M J-School Centennial: T. Anthony Polliner distinguished lecture by former NY Times reporter Bill Galaberson

**October**
- 1 Deadline to file USPS Statement of Ownership, Management & Circulation Form 3526
- 1 2015 Rate & Data Survey emailed to MNA members
- 17 Deadline to submit articles for the October *Press Pass*

**November**
- 1 Deadline to complete the 2015 Rate & Data Survey
- 3 Montana Newspaper Foundation 2015 Internship Grant application opens
- 21 Deadline to submit articles for the November *Press Pass*
- 27-28 Thanksgiving - MNA office closed

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**OUR MISSION:**

To advance and sustain the news publishing industry in Montana.

In order to pursue our Mission, the Montana Newspaper Association will be guided by our fundamental aspirations and focus its efforts on concrete activities corresponding to those aims.

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**Aspirations**
- Promote the value of a free press to democracy.
- Promote the newspaper industry and newspaper readership across Montana.
- Defend and protect the First Amendment.
- Defend and expand public access to government records.
- Collect and preserve the records of Montana journalism.
- Focus on professional development, specifically journalism education.

**Activities**
- Influence government policies and engage in legal advocacy to protect open government, free speech and member interest.
- Provide leadership that fosters collaboration and an overall cooperative spirit among Montana newspapers.
- Work to enhance Montana newspapers with respect to editorial excellence, advertising volume, effective use of technology and profitability.
- Provide assistance with journalistic, ethical, technical and business issues.
- Provide information and training.
- Ensure that all member newspapers are archived and catalogued for posterity.
- Support the growth of newspaper and online advertising and directly sell advertising to businesses that will benefit from our statewide reach.
- Bring together members formally and informally to exchange ideas and act effectively to share concerns and address issues.
- Service members with the highest level of regard and professionalism.
**MEMBER PROFILE**

**TYLER MILLER:** Publisher, Independent Record and Montana Standard

**PERSONAL Stats**

**Born:** 1979 in Fort Collins, Colorado

**Family:** Married to Carrie Miller, four kids – Lainey, 10; Brady, 8; Lila, 4; Ava, 11 months

**Education:** Brigham Young University.

**First newspaper job:** Sales rep for BYU Daily Universe.

**How did your career lead you to where you are now?**

In college, I went to school to major in electrical engineering. While going through the pre-med program I decided I didn’t want to be a doctor, but kept with electrical engineering. The summer before my senior year, I married the love of my life and decided to change career paths. I made a move to marketing communications, with an emphasis in print media. I left my job doing tech support for Microsoft and took a job selling newspaper ads for the Daily Universe. I knew at that point that I wanted to run my own newspaper. I made a decision to start with the Idaho Statesman, instead of working for the Denver Post or Seattle Times, in order to better position myself to take the next step in my career.

From Idaho, I moved to Denver as the ad manager over four weekly papers and quickly moved to ad director for 14 weekly newspapers in South Metro Denver.

My next move was to ad director of a weekly in Ellensburg (Central Washington). After the current publisher moved to his next role, I applied for the role of publisher. I served as publisher for four years in Ellensburg before making the move to Helena to serve in my current role.

The most important thing I learned was a love of the product and what we provide to the community. Nothing can take the role of what newspapers provide and I love being a part of it every day. The other thing I learned was that people are all different. Each person I touch, be it an employee, a reader, an advertiser, a non-reader or anyone else, has something to teach me and something I can teach that person. I want to learn from people, and hope I can relay something of importance to them. As we work together and respect everyone with whom we come in contact, the paper gets better and I get better at my job.

I love being able to make a difference in the community and helping to build it through breaking news, exposing corruption, sharing in joy, encouraging creativity, or providing relaxation. What the newspaper provides to people is important, and I love being a part of it.

Challenging? What do you mean? Every day is a walk in the park.

continued on page 4 >>
I’ve been in Helena and Butte only a short time, but I have tried to get to know people in the communities in which we serve. I am looking for projects we can spearhead to benefit the communities and help them prosper. I have worked to increase outreach to the communities we serve and looked for additional sponsorships that reach our readers and provide benefit to the communities we serve.

I think the most important change all newspapers can make is a focus from being a newspaper to being an information distributor. I love print and it is my preferred way to consume news. Others want it differently. We have many ways to distribute the news and want to create a culture where all information conduits are equal. When it comes to advertising, I am hoping to explain the importance of digital. I want all our customers to realize our complete audience is more than just print; and we have an extremely large extension of our print arm in the digital realm. Missing out on the online audience is similar to missing a large section of our print audience.

I have worked to change the focus of the news we report to make it more community-centered and balance the good news with the bad. I want to report the news fairly and make the newspaper indispensable in our readers’ lives. I want to make sure we find the “so what” for every story so our readers understand how the stories impact them. Through this, I am hoping to bring a renewed focus to the importance and value of our core product, which will enhance both the reader and advertiser experience while working to build the communities in which we live and serve.

The MNA brings the newspaper family together within the state. As newspapers, we are stronger and can share our powerful message even more loudly as we stand together, and the MNA provides that platform. Also, through the use of the statewide legal and clipping services, we create ease for our advertisers. As a group, the MNA helps us stand to fight legislation that seeks to undermine the services we provide, and helps paint the value of what we provide to the communities – especially for legal notices.

**In Memorium**

**Shirley Elaine Gorsage**

Shirley Elaine Gorsage passed away suddenly June 23, 2014. She was born on Feb. 9, 1939, in Shelly, Idaho. On June 29, 2007, she retired with 36 years of service with the Independent Record, along with her Selectric typewriter. The heading that day read, “Birds-eye bomber bites the bullet.” During their years with the IR, Shirley and the Selectric typewriter dummied over 118,000 daily newspapers, not counting the thousands of times they re-dummied the same paper due to late ads. Mom loved sports and served as the IR bookie for more than 20 years.

Her favorite football team was the Oakland Raiders, and she displayed the Raider’s logo on all of her vehicles with pride.

**Rock Thomas Rickman**

On Monday July 7, 2014, Rock T. Rickman passed away at 68 years of age. Rock was born to Clayton and Helen Rickman in Helena on Oct. 27, 1945. Rock was the second son of four sons. He lived in Helena his entire life.

Rock graduated from Helena High in 1963. After graduation, he joined the Army National Guard and later followed in his father’s footsteps with a career at the Helena Independent Record. He started as a printer, and with course work at Carroll College, was eventually advanced to a position in sales management.
Tribune publisher explains 60-year journalism career

Jim Strauss
Tribune publisher explains 60
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reported that an area company in the spotlight for its
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and I got my start doing
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Looking back, I got my start in journalism
for the wrong reason. Mrs.

Jim Strauss
Tribune Publisher and Editor Jim Strauss received the 2014 Montana Newspaper Association’s Master Editor-Publisher Award. Here is a condensed version of the acceptance speech he delivered at the MNA convention in Butte.

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Zierden, a high school English teacher, called me up as class ended and said she wanted to talk to me. Being asked to stay after class was not a rare occurrence for me, but in this instance she merely wanted to tell me that my writing talents were a gift that I should put to work in a career.

Had I considered journalism?

Of course, I hadn’t, because I was a Strauss: a family made up of people of science and math: engineers, doctors, medical researchers cut from numbers, not words. Science- and math-based careers were the only options I had considered.

Strauss math scores also catch the attention of colleges and bring far more scholarship offers than words ever do. So fast forward to that night when I had to decide on what college to attend, what major to pursue.

Recalling that night, when I told my father my decision, I think he would have found it easier to take if I had announced I was leaving the Catholic Church, rather than I was going to major in journalism.

After pondering that decision for a bit, my father said, “If that’s what you want to do, that’s fine, but there are a couple things you should know: Journalists don’t tend to make much money and people tend not to like journalists.”

I think we can all agree my father was a perceptive and wise man.

As I mentioned, pursuing journalism for the writing is not really the right reason, but I quickly found the magic of journalism in my college paper, seeing what a difference a newspaper could make.

As a freshman, I was working a story about the local police department’s inability to provide proper security. Perry Larson, police chief for my college town, looked at that scrappy punk before him scribbling notes and said, “I want you to remember something. That pen packs more power, far more power than this ever will,” Chief Larson told me, patting the top of his revolver.

At the time, I thought, “what a redneck.” But he was right. I double majored in journalism and economics — I had to use my math skills somewhere — and I got my start doing business reporting.

I found the power of journalism when I worked in Indiana and reported that an area company in the spotlight for its rapid growth had a balance sheet packed with questionable numbers and an increasing number of investors shorting the stock. The company’s stock fell more than 80 percent, and the company, which had boosted its revenue with phantom sales, soon closed its local plant. When in Billings, my reporting team broke news about a foreign company’s questionable past business dealings, promptly killing a much-touted economic development project the company was about to receive huge government grants for in Wyoming.

My father was right; those people didn’t care for me. But the true power of journalism is the community good everyone in this room has been part of by uncovering problems and serving as a catalyst for solutions, whether it be raising money to help pay a child’s medical bills or rallying the community to launch a new project. No other institution can play that role. For that, our readers like us and, more importantly, respect us and need us.

The Montana Newspaper Association brings together great people making a difference in every corner of this great state. I’ve been fortunate to land a few awards over the years, but this one is particularly special because it comes from colleagues I hold in high regard. Thanks so much to Dick Crockford of the Dillon Tribune and Darla Downs of The Herald-News in Wolf Point for nominating me.

Thanks, too, to my family for all their support over the years and understanding for the many late-night phone calls and the endless times they waited when I was cornered by a reader that needed to talk ... and talk. I have with me today my wife, Dee, and daughters Cassie, Tory and Rachel. My son Will is in St. Louis for an engineering internship.

Apparently, common sense skips a generation. My son Jacob is in a remote village in China teaching English, so he, too, couldn’t make it.

One last point, about that money thing my father mentioned. Graduating from the University of Notre Dame with an MBA in ’92, I was working as an assistant managing editor and turned down an offer to join a business consulting firm that would have more than tripled my salary.

The firm’s partner making the offer asked me how I could do that, and I remember the look of incomprehension on his face when I said: “I’m just not ready to leave journalism.”

That anecdote is not intended to be boastful. Indeed, I am in a room of people who all could be making far more doing something else. In fact, throughout my career, I’ve worked with smart, inquisitive people that make every day a joy. All those people have turned down far more lucrative jobs.

Why? Speaking for myself, it’s fear that has kept me in journalism. I suspect the same is true for most journalists. It’s not fear of failure.

We tend to be a confident group, and we know those who have left journalism have found success with shorter workweeks and larger paychecks.

I fear being bored, being unfulfilled. I fear most going to a job every day that isn’t as fast-paced, unpredictable and flat-out fun as the journalism I have had the privilege of being a part of in a newspaper career that — from carrier to publisher — already has spanned more than six decades.
If nobody needs newspapers, why are we so busy?

JULY 2, 2014 BOULDER MONITOR

By Jan Anderson

If nobody needs newspapers, why are we so busy? Who needs newspapers anymore, right? What with Google and other search engines putting all the information in the world, including plenty no one really ever needs, at your fingertips, a newspaper is simply old hat, useless, don’t you think? That’s one perspective.

One morning last week got us thinking about a different perspective. Within ninety minutes, we heard from a wide range of folks who seemed to need what we offered as a newspaper. An author from Butte, about 35 miles away, researching a book stopped by the office. He wanted to know about economic factors making a difference in our community. Our credibility counts.

While we marvel at the wealth of information online and love the convenience, we are always amazed at the inaccuracies available there. Do the high school graduates leave town? Are there an increasing number of professional jobs? Low wage jobs? What are the driving factors behind the economy? What industries and occupations influence how the community is doing? We painted him a general picture, but primarily referred him to other resources. He left with guidance on who else he should really talk to.

A man from Missoula, about 120 miles west, wanted some information on a murder a couple decades earlier in Boulder. We told him he was welcome to come into the office and do the research, could research the matter at a couple of other places, or could pay for our time to do the research. He pointed out he was a volunteer miles away with a non-profit organization and asked us to do the research free. We offered to provide it in exchange for a receipt acknowledging the value of our donation.

The next contact came from closer to home. A citizen concerned about a planned government expense wanted to know what kind of notice was required of a meeting to accept public comment on the issue. He wanted to voice his opposition. We referred him to a couple of resources, just as we had a few days earlier when someone else called, someone involved with setting up the meeting who said he wanted to be sure it was properly noticed.

Then we got a phone call from Billings, about 225 miles east. A professor there wanted to know about the status of a mining operation in our area. We told him what we could and gave him a couple of sources who could answer his questions.

All of that within 90 minutes. All of that producing no income whatsoever and costing us time. That does not include what came in the mail or the folks who walked through the door with various needs or the emails. Nor does it include the many folks who subscribe to the paper to help them decide whether they would like to move here or who subscribe to keep tabs on the place they used to call home. Or the letter writers and advertisers wanting to get the word out about various upcoming events. So, at least for that morning, folks in Missoula, Billings and Butte plus people right here in Jefferson County seemed to need our little weekly newspaper.

Sure, if all of the newspaper’s content, since forever, were available online some of that research could have been done online. But not all of it, and not necessarily very quickly. And in most of the cases, the questioners really wanted some degree of expertise and familiarity with the community they believed we could offer. Our credibility counts.

As an aside, we are not always as helpful with every search as some folks would want. A couple of weeks earlier a man stopped in and identified himself as a private investigator from Las Vegas, over 700 miles away. He was asking about an incident in which a recent jailer was accused of sexual intercourse without consent with inmates. Did most folks in the community think he did it, we were asked. Even though he insisted that he had lived in a small town and knew people talk and come to conclusions, we told him we do not read minds and did not know what most folks in the community thought. We also pointed out that the man is officially presumed innocent. We still did our best to help him figure out what he needed, though, by referring him to court records and other official documents. We are not a library, or a museum, or the keeper of public records, but we are an information source for folks in our community - and, it seems, for others far and wide wanting to know about our community. We may not be as quick as a few keystrokes, but apparently folks still need us. So, who needs a newspaper anymore? Lots of folks, apparently.
You’ve probably heard someone complain about the government in your lifetime. If you’re reading this paper, it also probably means you try to pay at least some attention to what’s going on around you.

What you might not know is that you, yes you, the person reading this column, have the power to make a difference and make a change. People have the power.

When the nation was in its early turmoil, much of the complaints about the British government were spread through pamphlets and newsletters. It was the power of opinion and the power of the press that helped push along the freedoms that we just recently celebrated. Independence Day isn’t just a day to celebrate our country, the true meaning is in the name. Independence.

We the people gave ourselves the power to oversee the government. With three different branches to oversee the ruling government, several checks and balances were put into play. One check and balance isn’t talked about nearly as much. Perhaps the fourth branch, or often referred to the “cornerstone of democracy,” is just as important. Journalism is a way to allow the people to stay informed. It employs people all over the nation to attend those meetings, to seek the truth and report it. It’s a way to keep local governments, small and large, in check.

What members of the public sometimes don’t realize is that they, too, have all the power of a journalist. Members of the public are allowed all the same access to government, committee and commission meetings. They are allowed access to information. They are allowed to ask questions of their commissioners, of their city council members and their city and county employees. They can ask questions of their state legislature. Once we forget to ask questions, or stop caring enough to ask them, the people lose their power.

While I’ve previously mentioned in my column that the public should never rely solely on the writings of one reporter, a local newspaper is a tool for the public. The public has access to the paper, the public can alert local journalists to events, information and even corruption, if it’s happening. It’s a journalist’s job to check on those leads.

I’ll continue writing about the citizen’s right to information, the checks and balances in place for the people and what the public can do to be more involved. If you don’t go to your local meetings, if you don’t ask questions and if you feel like you’re lacking in time and energy, I may reveal some pretty big reasons why it’s so important to make that extra effort.

If we can’t participate in our smallest forms of government, how can we ever hope to participate on larger levels? If you’ve grumbled about your government, small or large, and haven’t stepped up to do anything about it, you could be a part of the problem. Our nation needs a revitalization and a rebirth to a passion for the government and for our freedoms. With so many controversial issues in the spotlight on a national level, it’s easy to get lost.

Perhaps the easiest way to learn about the function and form of government is to take a step back and focus on what’s happening here. One of the most basic rights as a citizen is your right to accurate information. Misinformation is everywhere.

Perhaps you really wanted to know what the city discussed at the last city council meeting. Maybe I didn’t report the claims in the newspaper and you’ve just had a thought wondering about how much the city spends each month? Gathering those records might not be a Facebook click away, but it’s easier than some members of the public might know. Walking into your county or city clerk’s office only takes a few minutes. Asking for a record takes even less time.

From my experience in the reporter’s chair, I’ve also learned that most government clerks and secretaries are friendly and can even help you find what you’re looking for. It’s not only a civic duty, it’s a right. A right that was given to us by the founding fathers. So before you crack open some fresh firecrackers to celebrate your independence, take a moment to exercise those rights first.

The Mansfield Library’s Archives and Special Collections department has mounted an exhibit on the fourth floor of the library to help celebrate and spread the word about the Centennial Celebration.
Nevada Press Association contest judged by MNA

In July, MNA members volunteered time out of their busy summer schedule to judge the Nevada Press Association’s Better Newspaper Contest.

A very special thank you to the following judges:

Andy Malby, Three Forks Herald
Bill Vander Weele, Sidney Herald
Bonnie Davidson, Glasgow Courier
Chad Knudson, Ranger-Review
Chris Jorgensen, Billings Gazette
Christina Bledsoe, Silver State Post
Christine Whitlatch, Ranger-Review
Cindy Sease, Bozeman Daily Chronicle
Darla Downs, The Herald News
Darrell Ehrlick, Billings Gazette
David Latham, The Montanian
David Reese, Bigfork Eagle
Dayna Vik, Great Falls Tribune
Dennis Swibold, U of M School of Journalism
Derek Brouwer, Independent Record
Dick Crockford, Dillon Tribune
Elizabeth Kasier, Ranger-Review
Erik Olson, Billings Gazette
Erin Madison, Great Falls Tribune
Frank Miele, Daily Inter Lake
Heidi Desch, Whitefish Pilot
Holly Michaels, Billings Gazette
Jaci Webb, Billings Gazette
Jan Anderson, Boulder Monitor
Jenean Kujawa, Montana Standard
Jenn Rowell, Great Falls Tribune
Jennifer Rando, Stillwater County News
Jim McGowan, Missoulian
Jim Orr, Glasgow Courier
Jim Strauss, Great Falls Tribune
Jo Dee Black, Great Falls Tribune
Joe Weston, Missoula Independent
John Cribb, Carbon County News
John Kelleher, Havre Daily News
John Plestina, The Herald-News
JP Plutt, Dillon Tribune
Justin Post, Livingston Enterprise
Justyna Tomtas, Clark Fork Valley Press
Leslie Carmel, Char-Koosta News
Linda Sappington, Valley Journal
Lynette Hintze, Daily Inter Lake
Lynn Anderson, Miles City Star
Michael Tucker, Belgrade News
Nick Balatsos, Billings Gazette
Patrick Cote, Daily Inter Lake
Paul Overlie, Liberty County Times
Robert Arrowsmith, Sidney Herald
Scott Sanford, Great Falls Tribune
Shan Cousrouf, Billings Outpost
Shawn Raecke, Livingston Enterprise
Summer Goddard, Valley Journal
Tom Eggersperger, Sanders County Ledger
Vince Lovato, Lake County Leader

MNA launched montanapublicnotices.com, our new, statewide public notice website on May 1.

We encourage MNA members to publish print ads to promote the site. This is the first ad in an ongoing series to promote the value of public notices and the website. Ads can be found in a folder at the MNA ftp site. Thank you!
Award winners
COLUMBIA, MO-Judging results have been processed and winners of the National Newspaper Association 2014 Better Newspaper Contest and Better Newspaper Advertising Contest have been announced. Montana Newspaper Association members earning awards included:

The Western News, Libby, Montana
First Place, Best Investigative or In-Depth Story or Series, Non-daily Division, circ. less than 3,000. Entry Title: Overtaxation in Lincoln County. Credit(s): Phil Johnson. Judges’ Comments: “Taxpayers were paying millions more in taxes than they should have been, and it took the newspaper to figure it out. This paper literally stood up for taxpayers with the sort of oversight that makes newspapers an indefensible check on the power of government. A fine collection of stories that stayed on top of the issue.”

Dillon Tribune, Dillon, Montana
Second Place, Best Serious Column, Daily & Non-daily Division, circ. less than 3,000. Entry Title: Meeting closure violates principles of open government. Credit(s): Dick Crockford. Judges’ Comments: “Good topic. Good conclusions.”

Yellowstone County News announces new staff members
Patti Kilts took on the role of newspaper production editor in March. Kilts has a bachelor’s degree in fine arts from Montana State University Billings.

Suzanne Ady accepted the position of news editor at the end of June. Ady has a bachelor’s degree in English from Montana State University Billings. She worked for The Billings Gazette for 23 years as a news page designer and editor. Ady also wrote feature stories for the weekly health section and edited breaking news for www.billingsgazette.com.

New business manager at MNA
Kev Campbell recently joined the Montana Newspaper Association as business development manager. Campbell will focus on marketing our advertising services, calling on prospective advertising clients, marketing MT News Tracker and increasing our associate members.

Campbell comes from the Hi-Line where she was employed for the past 15 year by jointly operating companies Triangle Communications and Hill County Electric Cooperative in Havre, Montana. While at the cooperatives, she served members, customers, and residents of the communities through her positions in marketing. Most recently, as public relations specialist, Campbell focused on member education programs, community development and sales and marketing of advanced technologies in communications and electric services. In addition, Campbell served on several state and regional committees related to telecommunications and rural electric cooperatives.

Campbell earned her business administration degree from MSU and worked as a team leader in the circulation department for the Missoulian prior to working for the cooperatives. She continues to serve as Executive Director for the Havre Public Schools Education Foundation and assists her husband Matt in his small business operations.

Kev and Matt and their youngest son, Kjehl, are thrilled to make Helena their new home.

Randy Schmoldt joins MNA as accounting specialist
Schmoldt graduated from Helena High School in 1988 and attended Boise State University and Carroll College.

He has a strong accounting and financial background that includes 23 years in banking and four years of tax and business accounting experience.

His most recent bank experience was at the holding company level working directly with the cashier and C.F.O. of Mountain West Bank. Schmoldt is excited about his opportunity with MNA.

He is happily married with two grown stepchildren and three grandbabies. He is a passionate outdoorsman enjoying hunting and fishing. He has been involved on a volunteer basis with Ducks Unlimited since the mid-90’s and is currently in his fourth year as chairman of the Helena Committee.

Geiger joins newsroom staff at The Western News
Reporter Abigail Geiger realized she was destined for photojournalism after seeing Robert Capa’s “The Falling Soldier” at a photography exhibit in New York City when she was 14.

She started her new job at The Western News on July 3. With a major in political science and a minor in history, Geiger said journalism has continued to appeal to her because she has found a well-constructed article can broaden people’s minds. “Writing and telling a story is a good way of helping people understand each other,” Geiger said. Natural curiosity plays a part in her reporting as well.

Geiger will cover the City of Libby and the Libby School District, among other beats.
After 30 years, it’s time to make move

By Bill Vander Weele, Editor, Sidney Herald

As the great Groucho Marx sang, “Hello, I must be going, I cannot stay, I came to say I must be going. I’m glad I came, but just the same, I must be going.”

Yes, I’m certainly glad that I came to Sidney 30 years ago, but it’s time to live closer to family members. I guess as you grow older, being around those relatives becomes more important, at least it does for me at this point of my life.

Changing with the times

June 25, 2014

By Jacques Rutten, Publisher

News-Argus

The News-Argus is coming out with a fresh, new look. The updated design will feature new headlines, graphics and a larger body font that will make the paper easier to read and give it a cleaner, more professional overall appearance.

The re-design effort was led by News-Argus Graphic Designer Tracey Delaney. She spent months researching and coming up with new design elements to improve the paper’s overall look and the experience of the reader. Some of those design elements had not been changed in decades and were long overdue.

The new typestyles are a blend of traditional and modern. They showcase our newspaper heritage while at the same time giving the paper a more updated appearance. As you can see by the images accompanying this story, this recent design change is one of many the local newspaper has gone through during its 131-year existence. From the time the newspaper began as Mineral Argus in the summer of 1883 on through to today, the design of the local newspaper has continued to evolve. Those past changes often were spurred by new ownership, a new name or a new direction for the newspaper.

We are proud to say that the changes being implemented this week are driven by none of those things. Our name and ownership are staying the same, as is our overall mission — which is to be the number one source of news and advertising in Central Montana. We hope this new design is one small way to help us accomplish that mission and to better serve you, our reader.

Charles Hood honored as Distinguished Alumni at Homecoming

MISSOULA—Charles Hood, professor emeritus and former dean of the University of Montana School of Journalism, will be honored as a 2014 Distinguished Alumni during Homecoming weekend festivities on Friday and Saturday, Sept. 26-27. The award is the highest honor presented by UM’s Alumni Association.

Hood, who earned bachelor’s and master’s degrees in journalism at UM, was a faculty member of the UM School of Journalism for 26 years and served 10 years as dean. He was a widely-respected expert on U.S. Sen. Mike Mansfield’s life and career, a reporter for United Press International in Helena, and a reporter and editor at the Lewistown Daily News, Great Falls Tribune and Missoulian.

He was co-winner of a National Headliner Award in 1975 and has earned recognition from the American Medical Association for his work as a journalist. A leader in promoting international education at UM, he served as exchange professor at Kumamoto University and exchange scholar in journalism at Toyo University in Tokyo.

In his retirement, Hood created a journalism exchange between UM and Charles University in the Czech Republic, worked for the Prague Post and copyedited for the International Herald Tribune in Paris. He also volunteered as a writing coach and mentor for UM journalism students and served on the advisory board of the Montanan magazine. He died of Parkinson’s disease in 2013.

The public is invited to attend a panel discussion featuring all five Distinguished Alumni Award recipients at 5:30 p.m. Friday, Sept. 26, in the University Center Ballroom on the UM campus. An awards ceremony and reception will follow.
Adobe Cloud dilemma
Facts you should know about the cost of Adobe Creative Cloud

By Kevin Slimp, The News Guru

I’ve written a couple of columns related to the Adobe Cloud. Still, I’m stopped several times at every speaking event by publishers wanting to know if they should upgrade.

CS6 suites are available for individual purchase via electronic software download on Adobe.com. Customers must pay with a credit card and will receive an individual serial number and download. To upgrade, buyers must already have a CS5 or 5.5 license.

Unless your paper needs to purchase a CS6 version of InDesign to match other users in the workflow, it really doesn’t make financial sense to purchase CS6 instead of subscribing to the Adobe Cloud. Here’s my thinking: To purchase a full version of Creative Suite 6 Design Standard, which includes InDesign, Illustrator, Photoshop and Acrobat, the cost is $1,299. Adobe claims an upgrade is available from CS5, but after 30 minutes, I’ve still not been able to find it on the Adobe.com site.

Versions before CS5 are not upgradable. The cost of an individual license of InDesign CS6 is $699.

- As of this writing, Adobe is offering a promotional price of $29.99 per month for a subscription to Adobe Cloud, which includes any software newspapers might use, including InDesign, Photoshop, Muse, Illustrator, InCopy, Acrobat and dozens of other titles. A subscription for an individual application, such as InDesign, is $19.99 per month. Files from InDesign CC (Creative Cloud) can be saved so they can be opened in previous versions of InDesign.

How does this all pan out? Users can subscribe to InDesign CC for three years for the price of purchasing a copy of InDesign CS6. Three years is probably about the time you’d give in and subscribe to the Cloud anyway, if not sooner.

For $30 per month, anyone with CS3 or higher versions of the Creative Suite can upgrade to Creative Cloud for the next year. So for $360, you would have access to just about everything Adobe offers for twelve months.

Let’s assume the price will go up to $50 per month after a year. That adds up to $1,560 over the next three years for access to the entire Adobe Creative Cloud collection. If you purchase just Adobe InDesign (as an individual subscription) over the next three years, your cost (at $20 per month) would be about the same as purchasing InDesign CS6 today.

I know it’s confusing. But I don’t get a dime from Adobe, so I have no reason to mislead you. Here’s my official advice. Take it for what it’s worth.

1. If you have Adobe CS6 and have no reason to make additional purchases (no new computers being added to the mix), then keep what you have and look into an upgrade in a year or two.

2. If you have CS5 or 5.5, consider upgrading to the $30 per month plan (for the entire CC suite) or $20 (for InDesign only).

3. If you have CS3 or 4, go ahead and subscribe to the Creative Cloud while they are offering the $30 per month introductory pricing.

4. If you have Adobe software prior to CS3, give serious consideration to upgrading to the Creative Cloud. One of the risks of waiting too long to upgrade is that it becomes more expensive to get software when you finally have to have it. At the moment, you should be able to subscribe to the Cloud for $50 per month (normally $70 per month).

If you use QuarkXPress, that’s a “whole nuther issue.” Let’s leave that for another column. For the moment, that should give you enough information to begin dealing with a potential upgrade.

One more thing: make sure your hardware can handle a software upgrade. Most of us already have hardware that can handle Adobe Creative Cloud, but be sure to check before making a purchase.

Seeing positive signs at conventions in 2014

A colleague just walked into my office with a big grin on his face. I knew something was up.

“At the risk of making your head grow any bigger, I thought I’d show this to you.”

He was holding a copy of The Oklahoma Publisher. On it was a photo of me that filled half the width of the front page.

The story was about a speech I gave in Oklahoma City in June related to successful newspapers.

But it was the column on page 2, by OPA President Jeff Mayo, that caught my attention. In it, he mentioned that their convention drew the highest number of attendees and highest number of newspapers in nine years. The fact that OPA drew a large crowd didn’t surprise me. It reinforced what I’ve seen at other conventions. Rising convention numbers seems to be a trend over the past two years. I just checked with several of the association conventions I’ve attended in 2014 and learned that all who responded had a significant attendance increase over the previous years. That’s a good thing.
How to help an underperformer

By Amy Gallo, Harvard Business Review

As a manager, you can’t accept underperformance. It’s frustrating, time-consuming, and it can demoralize the other people on your team. But what do you do about an employee who isn’t performing up to snuff? How do you help turn around the problematic behavior? And how long do you let it go on before you cut your losses?

What the experts say

Your company may have a prescribed way of handling an underperformer, but most of those recommended processes aren’t that useful, says Jean-François Manzoni, a professor of management at INSEAD and coauthor of The Set-Up-to-Fail Syndrome: How Good Managers Cause Great People to Fail. “When you talk to senior executives, they’ll usually acknowledge that those don’t work,” he says. So chances are, it’s up to you as the manager to figure out what to do. “When people encounter an issue with underperformance, they really are on their own,” says Joseph Weintraub, a professor of management and organizational behavior at Babson College and coauthor of the book, The Coaching Manager: Developing Top Talent in Business. Here’s how to stage a productive intervention.

Don’t ignore the problem

Too often these issues go unaddressed. “Most performance problems aren’t dealt with directly,” says Weintraub. “More often, instead of taking action, the manager will transfer the person somewhere else or let him stay put without doing anything. This is the wrong approach. Never allow underperformance to fester on your team. It’s rare that these situations resolve themselves. It’ll just get worse. You’ll become more and more irritated and that’s going to show and make the person uncomfortable,” says Manzoni. “If you have an issue, take steps toward solving it as soon as possible.”

Consider what’s causing the problem

Is the person a poor fit for the job? Does she lack the necessary skills?

Or is she just misunderstanding expectations? There is very often a mismatch between what managers and employees think is important when it comes to performance, Weintraub explains. It’s critical to consider the role you might be playing in the problem. “You may have contributed to the negative situation,” says Manzoni. “After all, it’s rare that it’s all the subordinate’s fault just as it’s rare that it’s all the boss’s.” Don’t focus exclusively on what the underperformer needs to do to remedy the situation — think about what changes you can make as well.

Ask others what you might be missing

Before you act, make sure to look at the problem objectively. You might talk to the person’s previous boss or someone who’s worked with him, or conduct a 360 review. When approaching other people, though, do it carefully and confidentially. Manzoni suggests you might say something like: “I’m worried that my frustration may be clouding my judgment. All I can see are the mistakes he’s making. I want to make an honest effort to see what I’m missing.” Look for evidence that might prove your assumptions wrong.

Talk to the underperformer

Once you’ve checked in with others, talk to the employee directly. Explain exactly what you’re observing, how the team’s work is affected, and make clear that you want to help. Manzoni suggests the conversation go something like this: “I’m seeing issues with your performance. I believe that you can do better and I know that I may be contributing to the problem. So how do we get out of this? How do we improve?” It’s important to engage the person in brainstorming solutions. “Ask them to come up with ideas,” says Weintraub. Don’t expect an immediate response though. The person may need time to digest your feedback and come back later with some proposals.

Confirm whether the person is coachable

You can’t coach someone who doesn’t agree that they need help. In the initial conversation — and throughout the intervention — it’s critical that the employee acknowledge the problem. “If someone says, ‘I am who I am’ or implies...”
How to help continued

that they’re not going to change, then you’ve got to make a
decision whether you can live with the issue and at what
cost,” says Weintraub. On the other hand, if you see a
willingness to change and a genuine interest in improving,
chances are you can work together to turn things around.

Make a plan
Create a concrete plan for what both you and the
employee are going to do differently, agreeing on
measurable actions so you can mark progress. You should
also ask what resources the employee needs to accomplish
those goals. You don’t want her to make promises she
can’t meet. Then, give her time. “Everyone needs time to
change and maybe learn or acquire new skills,” says
Weintraub.

Regularly monitor his progress
It may seem obvious, but unfortunately, many managers
fail to follow up.
Ask the person to check in with you regularly, or set up a
time and date in the future to check progress. It may be
helpful to ask the employee if he has someone that he’d
like you to enlist in the effort. Weintraub suggests you ask:
“Is there anyone you trust who can provide me with
feedback about how well you’re doing in making these
changes?” Doing this sends a positive message: “It says I
want this to work and I want you to feel comfortable; I’m
not going to sneak around your back.”

Respect confidentiality
Along the way, it’s important to keep what’s happening
confidential — while also letting others know you’re
working on the underperformance problem. Manzoni
admits that this is a tricky line to tow. Don’t discuss the
specific details with others, he says. But you might tell
them something like: “Bill and I are working together on
his output and lately we’ve had good discussions. I need
your help in being as positive and supportive as you can.”

If there isn’t improvement, take
action
If things don’t get better, change the tenor of the
discussion. “At some point you leave coaching and get into
the consequences speech. You might say, ‘Let me be very
clear that this is the third time this has happened and since
your behavior hasn’t changed, I need to explain the
consequences,’” says Weintraub. Disciplinary actions,
particularly letting someone go, shouldn’t be taken lightly.
“When you fire somebody, it not only affects that person,
but also you, the firm, and everybody around you,” says
Manzoni.
While it may be painful to fire someone, it may be the
best option for your team. “It’s disheartening if you see the
person next to you not performing,” says Weintraub.
Manzoni elaborates: “The person you’re asking to leave is
only one of the stakeholders. The people left behind are the
more important ones . . . When people feel the process is
fair, they’re willing to accept a negative outcome.”

Praise and reward positive
change
Of course, if the person makes positive changes, say so.
Make clear that you’re noticing the developments and
reward him accordingly. “At some point, if the non-
performer has improved, be sure to take him off the death
spiral. You want a team that can make mistakes and learn
from them,” says Weintraub.

PRINCIPLES TO REMEMBER

Do:
• Take action as soon as possible — the sooner you intervene, the better
• Consider how you might be contributing to the performance issues
• Make a concrete, measurable plan for improvement

Don’t:
• Forget to follow up — monitor the person’s progress regularly
• Waste your time trying to coach someone who is unwilling to admit that there’s an issue
• Talk about specific performance issues with others on the team
Great leaders understand the value of active listening and get the most benefit from what others have to share. They understand that if you want to be heard and understood, the first step is learning how to listen to others. The following are actions shared by those who truly know how to listen. Integrate them into your conversational behavior and you might be surprised what you learn.

1. **Be present.** Being “in the moment” is not just for yoga or Grateful Dead concerts. If you are going to take in what someone is saying, you have to truly focus your mental awareness on the person. Push distractions aside. Give a person the gift of your attention.

   Put down the smartphone, turn off your computer screen, put down the book or magazine, and look at him or her with a neutral or pleasant expression.

   Most people are so accustomed to having half of someone else’s focus at any given moment that this gesture alone will make them feel important and it will allow you to actually hear what they are saying.

2. **Turn down the inner voice.** Internal analysis of any conversation is unavoidable and necessary, but often it’s at the expense of objectivity.

   That voice can actually take over in your brain to the point at which you are no longer listening to the person talking and instead simply listening to the diatribe in your head. There is plenty of time after a conversation to assess the value of what you heard, but first you have to hear it. One technique for quieting the inner voice is simple note taking. Writing down even key words or short phrases will force you to absorb the information coming in. Then you can process it on your own outside the presence of the speaker. As an added benefit, you'll have a more accurate representation of what was actually said for later discussion.

3. **Hold up a mirror.** This is a technique many psychologists and counselors recommend to help alleviate conflict. When the opportunity arises, speak up and describe for the person what you have just heard him or her say. It is OK to rephrase in your own words. Be sure to end with a request for confirmation: “So what you’re most concerned about is that the new hires lack training. Is that accurate?” The speaker then knows you are paying attention and fully engaged.

4. **Ask for clarification.** During a conversation, hunt for areas of interest where you might further inquire. Without derailing his or her train of thought, ask the speaker to expand and clarify: “What do you mean by ‘interesting?’” or “Why do you think that is so important?” The speaker will appreciate the interaction, and you will gain better understanding of the person’s perspective as well as your own perception of the information.

5. **Establish follow-up.** At the end of any conversation, discuss and determine if there are action steps required. This check-in will alert speakers to your actual concern for what they said, and help them assess their own relevancy to your needs. Express appreciation for their sharing, and let them know what you found to be valuable from the conversation. Making them feel heard increases the odds they’ll truly listen to you when you have something to say you believe is important.