

THE KANSAS PUBLISHER



OFFICIAL MONTHLY PUBLICATION OF THE KANSAS PRESS ASSOCIATION

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KPA CALENDAR

FEB. 23

KPA Board of Directors meeting, Topeka.

MARCH 8

National Newspaper Association's "We Believe in Newspapers Leadership Conference (formerly Government Affairs Conference), Washington, D.C.

APRIL 20-21

KPA annual convention, DoubleTree Hotel, Overland Park.

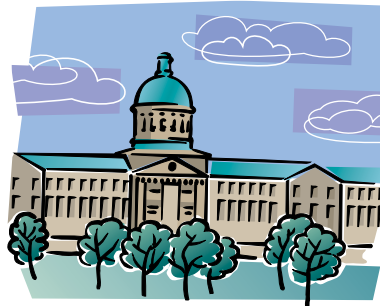
KPA joins Topeka Capital-Journal in KOMA complaint about meetings

The Kansas Press Association has joined the Topeka Capital-Journal in a formal complaint about recent meetings with legislators hosted by Gov. Sam Brownback at Cedar Crest.

The meetings, which often involved more than a majority of the members of some House and Senate committees, seem to violate the Kansas Open Meetings Act, said Mike Merriam, legal counsel for both the Capital-Journal and KPA.

In a letter to Shawnee County District Attorney Chad Taylor, Merriam wrote: "We are aware that the governor's office contends the meetings are social occasions, but also aware that many legislators admit that the business of the legislature was discussed in nearly all instances. Indeed, it is difficult to see any legislative reason for a majority of any legislative committee to meet with the governor, especially during the legislative session with the governor's political agenda pending before such committees.

"Other hair-splitting excuses have been offered, but we believe that any court which



interprets KOMA liberally as is required by law would find this practice to violate the law."

Taylor has begun his investigation.

KPA executive director Doug Anstaett told the Capital-Journal, "The argument that these are 'social gatherings' is blown out of the water by the fact they were targeted at a

majority of the members of specific committees. Such discussions trigger KOMA if there is not a legislative rule that exempts them. The public has a right to follow the discussion that legislators participate in to understand why this idea or that is good or bad. When these discussions are held outside a meeting room, they only serve to reinforce the public's understandable skepticism about government."

A number of KPA members have written editorials about the meetings at Cedar Crest.

On Page 3 today, you can read what John D. Montgomery, editor and publisher of the Hutchinson News, had to say about those meetings.

KPA's annual convention approaches

The 120th annual Kansas Press Association convention April 20-21 at the DoubleTree in Overland Park will feature the always-popular Kevin Slimp as the headliner.

Slimp, probably the nation's most sought-after speaker on newspaper technology, will provide information on a number of topics.

To lighten up the event, convention organizer Emily Bradbury, KPA's member services director, has lined up Charles Marshall, a motiva-

tional speaker who uses humor to teach life lessons.

Marshall will present "Living the Intentional Life," which is designed to help convention-goers learn how to implement change in their professional lives.

Slimp will discuss the latest technology available to newspapers, much of it low-cost or free, that you can buy today and implement tomorrow.

"Kevin will also let us in on the secrets from successful newspapers in his topic 'What I

Have Learned From Successful Newspapers,'" Bradbury said.

Of course, the popular Speed Topics are back as well.

Speed topics this year will include:

- Going Postal, with Steve Haynes.
- How Is My Legislator Voting? with Kevin Yowell
- Facebook and Your Newspaper, with Dan Thalmann.
- AOE Best Practices, with Ron Fields.

See KPA on Page 6

Columnist offers new guide to community news coverage

“Journalism Primer: A Guide to Community News Coverage” has been released by newspaper consultant Jim Pumarlo. The 49-page book, available in both e-book and print format, is intended to be a toolbox for practical and effective community journalism.

Pumarlo is a regular monthly columnist for the Kansas Publisher.

“Community news is delivered in an assortment of venues by individuals with varying backgrounds and skills,” said Pumarlo, former editor of the Red Wing (Minn.) Republican Eagle. “One premise is constant if news providers are to connect with their readers: Stories must be timely, relevant and substantive.”

For the rookies, this book offers the ABCs to covering the gamut of headlines from proclamations to business news to local public affairs. For the veterans, they can use this book to test and tweak some of the things they have been doing all along.

“If you can take away one or two fresh ideas for coverage, your news product – and, most important, your readers and community – will benefit,” Pumarlo said.

The book was endorsed by Ken Blum, publisher of Butterfly Publications and author of the “Black Ink” Newsletter.

“Journalism Primer is not designed as a comprehensive textbook for hometown news coverage, but as a series of brief reminders, tips and insights about how to handle the presentation of complicated



Jim Pumarlo

government issues, approach everyday stories, improve content and reader participation on the editorial page, and connect with readers via the Internet,” Blum wrote. “Anyone who writes for or edits a hometown newspaper can use these tips as a way to learn or remind himself about the most effective ways to write stories that make the complex understandable and readable.”

Journalism Primer, which costs \$9.99 for the e-book and \$14.99 for the print edition, was published by Romeii LLC. The e-book can be purchased at major book outlets like Apple, Amazon and Barnes & Noble, and the print edition is available through Amazon. Or it can be purchased directly by visiting Pumarlo’s website at www.pumarlo.com.

Chapters from “Journalism Primer” include:

- Chapter 1: Preparing for the story
- Chapter 2: The nuts and bolts of meat and potatoes
- Chapter 3: Examine approaches to everyday stories
- Chapter 4: Editorial page: Exchange of ideas
- Chapter 5: Public information: Access and management
- Chapter 6: Connect with readers

Pumarlo spent 27 years working at small daily newspapers in International Falls and Red Wing, Minn. He served as editor of the Red Wing Republican Eagle for 21 years.

He currently is director of communications at the Minnesota Chamber of Commerce, the state’s largest business advocacy organization.

Pumarlo is also author of “Bad News and Good Judgment: A Guide to Reporting on Sensitive Issues in a Small-Town Newspaper” and “Votes and Quotes: A Guide to Outstanding Election Campaign Coverage.”

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THIS MONTH’S QUESTION

Q. Can you explain KPA’s relationship with Kids Voting Kansas and Kids Voting USA?

A. KPA is paid monthly management fees under which we provide office space, salary and oversight for the two organizations. Rachel Willis, who serves as KPA’s education director, is executive director of KVUSA. Emily Bradbury, who serves as KPA’s member services director, is executive director of KVK. Bradbury and Willis report to Doug Anstaett, KPA’s executive director, in both capacities, but also are responsible to their respective boards of directors.

Sailing and selling have much in common

If you are familiar with sailing, you know that you can't sail into the wind.

You can sail at angles to the wind, and you can sail with the wind behind you, but it's physically impossible to sail directly into the wind. If you try to sail too close to the wind, the boat will go "into irons." Your forward progress will stop, the sails will flap loudly, and the boat may even move backwards.

Experienced sailors have been in irons enough times to know how to avoid it — and how to get going again, after stalling on the water. They can tell by the feel of the boat when to make adjustments in rudder and the sail. It's all part of sailing.



John Foust

Sailing and selling have a lot in common. In a sales presentation, it's also impossible to sail directly into the wind.

If your prospect is countering what you are trying to communicate, you have to adjust to the situation and change direction.

While some resistance comes in the form of clearly stated objections ("The price is too high."), other negative reactions can be expressed in non-verbal terms (such as

frowns or closed body language) or general disagreement. Here are some steps to keep in mind, as you adjust your sails:

1. Acknowledge the issue. This brings to mind the standard Feel-Felt-Found formula ("I understand how you feel. Many others felt the same way, until they found..."). While this three-step formula can be effective in addressing specific objections, it has been around for so long that many prospects have heard it hundreds of times.

Even so, the formula emphasizes the importance of getting in step with your prospect. Instead of saying "I understand how you feel," say something like, "I understand completely that this issue is important to you."

2. Say why you understand. This goes beyond Feel-Felt-Found — and adds depth to your response. For example, you can say, "This issue is important to you, because you want to make the best use of your budget (or another stated issue). It's serious business to consider the possibility of re-allocating those funds."

3. Ask for clarification. Encourage him or her to expand on the issue. Say some-

thing like, "If you don't mind, help me better understand your ideas on this." You can even restate the other person's concern and ask if your impression is correct.

4. Listen carefully. This is crucial. For years, sales people have been programmed to talk. But in this case, talking is equivalent to aiming into the face of the wind. You'll go into irons, for certain.

Drill down. Without pushing, keep probing for clarification. Sometimes, you can simply say "Hmmm" in a curious, non-threatening tone of voice.

5. Look for points of agreement. As you listen and learn, you may

find that the other person's resistance is not as much of a deal breaker as you initially thought.

By taking a non-confrontational approach, you'll put some wind back into your sails.

John Foust can be contacted about his training videos for ad departments at jfoust@mindspring.com.

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If your prospect is countering what you are trying to communicate, you have to adjust to the situation and change direction.

Governor's meetings don't pass the smell test

By **John D. Montgomery**

Kansas Gov. Sam Brownback's invitation of legislative committee members to dinners at Cedar Crest provides an opportunity to demonstrate to legislators that the state's open meetings law applies to them, too.

Brownback hosted dinners in January at the governor's mansion, to which he invited a majority of 13 committees. The Kansas Open Meetings Act prohibits a majority of a legislative body from discussing government business without giving the public notice and access.

Brownback's spokeswoman defended the meetings by saying they were "social" gatherings. They don't look entirely social when the invitation list is tailored to legislative committee membership. Besides, a social occasion isn't an exception to KOMA if public business is discussed, and reports are that the conversations weren't entirely about kids and grandkids.

The governor's chief counsel changed the story Tuesday, releasing a statement saying precautions were taken to abide by the law and that Brownback and his staff "explained to legislators present that they could not conduct any discussions about committee business during the dinners."

Why, then, invite committees as a group. It doesn't pass the smell test.

And this generally is the problem with "social" gatherings of

public bodies. It is virtually impossible to avoid public business. The law can't stop a chance encounter of public officials at the same social event. But the governor's office needs to show more respect of the law — and of open government — by not orchestrating private gatherings where public business is bound to be discussed.



John D. Montgomery

House Speaker Mike O'Neal, R-Hutchinson, said he thought the meetings were clear of illegality because binding action hadn't taken place. But binding action is terminology that refers to an executive session, a mechanism by which a governmental board can meet behind closed doors — but one with specific instructions and provisions about how to adjourn from a public meeting to executive session.

Our state leaders are showing a severe lack of expertise on the state's open meeting law. Maybe it is because so rarely do they worry about it. Much of state government is done behind closed doors.

While the KOMA applies to a legislative committee, it hasn't been extended to the Legislature as a whole and specifically to the party caucus meetings where most of the process of legislating gets done.

It should.

John D. Montgomery is editor and publisher of the Hutchinson News and past president of the Kansas Press Association.

EDITORIAL

KPA NEWS BRIEFS

Retired C-J employee explosion victim

Lucinia “Lucy” Tolliver, 81, died Feb. 3 after being injured in a natural gas explosion at her Topeka home, her nephew Mark Meers said.

Tolliver had been admitted to The University of Kansas Hospital in Kansas City, Kan., after a sudden natural gas explosion shortly before 11:40 a.m. Jan.30 at her home at 1905 S.W. Navajo, authorities said.

Tolliver worked 22 years in the newspaper’s composing department before retiring in December 1995.

Topeka Fire Department Investigator Mike Martin said a contractor excavating late Monday morning in a yard at 1912 S.W. Arrowhead Road, directly west of Tolliver’s home, hit a natural gas service line and caused it to separate from the main line about 6 feet underground.

Martin said natural gas, which is lighter than air, dissipates as it rises into the atmosphere and follows the path of least resistance to escape.

Funeral services are Feb. 9 at Christ the King Catholic Church in Topeka. Memorials are suggested to Christ the King Grade School or St. Jude Children’s Research Hospital in care of Kevin Brennan Family Funeral Home, Topeka.

Management tune-up is newest KPA offering

Murrel Bland, chairman of the Kansas Newspaper Foundation Board of Trustees, will be at the Kansas Press Association annual convention to gather information to put the finishing touches on a new program offering, the Community Newspaper Management Tune-up.

The idea is for retired publishers to meet one-on-one with publishers who want to discuss business issues and other topics related to newspaper management.

Bland and Doug Anstaett, executive director of the Kansas Press Association, have developed a checklist of potential subjects to be covered, but the final decision on information to cover will be up to each publisher.

Cost of a stipend for the presenters will be covered through a special grant from the KNF. Just like our other tune-ups — the Community Newspaper Tune-up and the Technology Tune-up — the only expense for the local newspaper will be mileage and lodging if needed.

“We’ll try to line up publishers with retirees and others interested in providing this expertise who are as near to the newspaper’s location as possible to cut down on those expenses,” Anstaett said. “Murrel’s goal at the KPA convention is to make sure our checklist has the right items on it so these visits are meaningful for publishers.”

Webinar available on postal discounts

A webinar opportunity for Kansas Press Association members includes tricks on cutting costs and improving delivery efficiency through the use of exceptional dispatch and flat trays.

Max Heath, a postal consultant and long-time chair of the Postal Committee at the National Newspaper Association, will present the one-hour webinar on March 1 through onlinemediacampus.com.

KPA is a partner in the effort by the Southern Newspaper Publishers Association and the Iowa Newspaper Foundation, so KPA members get in on the basic \$35 registration fee. To register, go to onlinemediacampus.com. Deadline for this webinar is Monday, Feb. 27.

Other upcoming webinars include: Managing Your Changing Workload, on Feb. 10; and Extending Ad Campaigns ... Looking Past “Now,” scheduled Feb. 16.

Changing rates? Be sure to tell KPA staff

When we prepare bids for advertising in Kansas newspapers, we want to make sure we have accurate rates from each newspaper.

When you receive a request from our office to fill out a form that tells us at what rate we can sell advertising into your publication, please fill it out and FAX or e-mail it back to our office. If we don’t have accurate rates, it hurts our credibility, and yours.

Lori Jackson has sent a form to the advertising contact at each KPA member newspaper. Please fill it out and return it if you haven’t done so already. Thanks to all who have already responded.

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KPA

Continued from Page 1

- Ask the Media Lawyer, with Mike Merriam.
 - Community Newspaper Leadership, with Doug Anstaett.
 - Community Management Tune-up, with Murrel Bland.
 - Technology Answers with Ron Fields, KPA's technology consultant.
- We'll also have breakouts on a number of subjects, including:
- Photo Editing and Color Correction Tips to Increase the Quality of Your Publication.
 - What You Need To Have a Successful Community Newspaper.
 - Customer Service.
 - Advertising Training and Best Practices.
- So, what's new for 2012?
On Saturday morning, we're going to

feature a "Bring Your Family to Breakfast" event. If you're registered for the convention, you can include your children for free at the Saturday breakfast.

"We've even decided to start a little later to accommodate those who don't like to get up so early on Saturday morning," Bradbury said.

The AOE Advertising Awards will be presented separately during lunch on Saturday, while the News Awards will be give at the usual time beginning late on Saturday afternoon.

The hotel has a personalized KPA reservation page. Find it at http://doubletree.hilton.com/en/dt/groups/personalized/M/MCIMSMT-KPA-20120419/index.jhtml?WT.mc_id=POG#reservation

The hotel deadline of March 17 is a bit earlier this year, so please make your reservations early and remember that you can cancel up until 6 p.m. on the date of arrival. Rooms are \$92.

The official registration form will be available by March 1.

K-State plans Career Fair for journalists

The Miller School of Journalism and Mass Communications and Career and Employment Services (CES) will host a "JMC Networking Night" from 4 p.m. to 7 p.m. on Thursday, March 1, in the K-State Student Union Courtyard.

"We want employers from advertising and public relations firms, news organizations and campus offices available to discuss internship and career opportunities, critique resumes and portfolios, and give career advice to the Miller School's journalism and mass communications students," said Gloria Freeland, assistant professor.

Please confirm your attendance to Mary Ewing in CES as soon as possible. Her e-mail is: mewing@k-state.edu.

There is no charge to participate.

Candy Crowley set to receive coveted National Citation at KU

The annual meeting of the William Allen White Foundation Thursday and Friday (Feb. 9 and 10) will feature the naming of Candy Crowley as the latest National Citation winner.

Crowley, CNN's political reporter, will receive the citation and then speak at 1:30 p.m. Friday at Woodruff Auditorium in the University of Kansas Union. She also will speak to journalism students, faculty and staff at 9 a.m. Friday in the Stauffer-Flint Hall Resource Center.

The Foundation Trustees meet annually at KU. A dinner on Thursday night features the National Citation winner.

At a luncheon on Friday, the annual winners of the Burton W. Marvin Kansas News Enterprise Awards will be announced.

Crowley joined CNN in 1987 as a congressional correspondent from NBC News. She began her broadcast journalism career as a newsroom assistant for Metromedia radio station WASH in Washington, D.C., after graduating from Randolph-Macon Women's College. Crowley later served as an anchor for Mutual Broadcasting and as a general assignment and White House correspondent for the Associated Press during the Reagan presidency before moving to NBC News. She became the anchor of

CNN's "State of the Union With Candy Crowley" in February 2010.

"Candy Crowley is an expert on politics, politicians and the events that have changed the world over he last two decades," said Ann M. Brill, dean of the School of Journalism and Mass Communications, and she joins "a distinguished list of journalists."

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JOB OPENINGS/FOR SALE

NEWS

Managing Editor — The Daily Union, a five-day a week newspaper and daily website in Junction City, Kansas is seeking an experienced managing editor to direct the day-to-day print and online news operation to include supervising news and sports editors, reporters, page designers and web manager. The managing editor will also need strong writing, editing, design and pagination skills to ensure stories are accurate, fair, complete and always a good read. The position serves as a backup to the print and online editors. You must also possess sound news judgment and journalistic ethics, solid coaching, management and departmental budgeting skills. Experience with military oriented reporting helpful. The managing editor will participate as a member of the senior leadership team. We provide an excellent benefits package including health, dental, 401k, paid vacation and holidays. Please send resume and salary requirements to Tim Hobbs, publisher/editor at: t.hobbs@thedailyunion.net

Reporter — Small Southeast Kansas daily in historic Fort Scott seeks reporter to cover county and school beats, plus general assignments; photography, design skills and knowl-

edge of AP style preferred. Reliable transportation a must. Some night and weekend work required. Full benefits package. Send resume and clips to Ruth Campbell, Managing Editor, at rcampbell@fstribune.com, or mail to The Fort Scott Tribune, 12 E. Wall St., P.O. Box 150, Fort Scott, Kan. 66701.

DIGITAL MEDIA

The Hays Daily News' Pixel Power Haus wants to give you control over the directory residents use to find information about the businesses that make up your coverage area. BizLink is a searchable database of businesses and organizations that provides considerable upsell opportunity for newspaper seeking new revenue streams. You've seen expensive "subscription-based" models ... try one that works with your budget. Call Patrick Lowry at (785) 628-1081 to hear how we can help.

NEWSPAPERS FOR SALE

Two hundred-year-old weeklies in Sumner County for sale. Owner is moving out of state. The Belle Plaine News (legal publication for city, county 2012 year, school, several TWP's) and The Oxford Register (legal publication for city, school, several

TWP's). Steady subs and advertising. No cash flow problems. Comes with computers, software, archives, other big and small equipment. Mac-based office. Small towns, farm communities. Serious inquiries only. Phone owner at home, 620-488-3695 after 5 p.m.

□

KPA is aware of other Kansas newspaper owners who are interested in talking. If you have an interest in purchasing a newspaper, please contact Doug Anstaett at danstaett@kspress.com and he will provide your name to the owners, who wish for now to not advertise publicly. It will be their decision whether they initiate a conversation.

FOR SALE

CTP Unit for Sale — Have 2 and only need 1: ECRM Computer to Plate unit with plate processor, computer and all software. Everything you need to replace your entire camera room and eliminate the need for film. Call 620-626-0840.

□

Extra press — Web Leader Press with two quad units for full color. Operating right now in Liberal, but we have a second press. Award-winning color printing. Call 620-626-0840.

Inland offers compensation survey to non-members

Newspapers face a number of challenges. Business models are changing. Readership is shifting. Staffing limitations pose a particular threat to a newspaper's health.

Providing compensation that fits budget but still attracts, motivates and retains employees adds extra pressure to this delicate balancing act.

Inland provides newspapers a tool to make this task easier. The Newspaper Industry Compensation Survey (NICS) and its predecessors have been helping newspapers make smarter decisions for nearly 100 years. It has long been considered the industry standard in newspaper compensation surveys. While it might be well-known in the industry, it is worth taking a closer look at the utility of this survey.

A key task newspapers must perform is determining a pay level for the skills they need that is competitive in the market. Compensation packages that are not competitive lead to a severe talent drain and frequent turnover that make daily operations that much harder.

The NICS supplies crucial information about pay levels in the newspaper industry. Individual newspapers can use this infor-

mation to quickly determine where their compensation packages stand in relation to the industry.

The Kansas Press Association is partnering with Inland on the project, so KPA members can participate even if they are not Inland members. There is a charge for participating in the survey, however.

Inland has been conducting salary research for 96 years with an unblemished record for handling confidential financial information. The NICS in its current form has been produced by Inland for the past 24 years. The survey compiles data from approximately 500 newspapers including roughly 75 percent of the top 100 dailies in the nation.

"As the original designer of the survey and ongoing expert adviser, I have come to realize just how critical a valid and reliable survey is to the industry," said Robert Greene, CEO of Reward Systems Inc. consulting firm.

"Whenever I am consulting with a newspaper client, the NICS is often the sole source of competitive information for pay planning, pay administration and bargaining on pay-related issues" he added. "This is particularly true for jobs that are relatively

unique to the industry."

The survey has continually been adapted to meet the needs of newspapers. Outdated jobs are removed. New jobs are added. This attention to detail is crucial to making the survey relevant and valuable.

The NICS features data covering more than 100 job titles in these areas:

- managerial
- editorial
- circulation
- operations
- advertising
- sales/marketing
- finance
- IT
- web-based/online

All data are reported by circulation and revenue categories so users can compare their pay levels to similar organizations.

In addition to salaries, the survey also contains data on employee benefits and incentive compensation programs.

Executives have found the NICS to be a useful tool in projecting the impact of changing compensation strategies and programs. The NICS has also been used to

Every law should apply to every citizen

The goings on at the governor's mansion these past few weeks only help to emphasize the disconnect between those in state government and the constituents they represent.

If you continue to exempt yourselves from the same laws that you expect everyone else to follow, there should be no surprise when respect for government falls to new lows.

We say concealed carry is a wonderful idea — and it may well be — but then we say “not in our backyard,” and ban concealed weapons in the place legislators work.

Why should legislators be treated differently from you or me?

If you want to know how the other half (the new phrase is “the other 99 percent”) lives, you need to walk in their shoes.

You can't do that when you don't venture out occasionally and actually witness what life is like for those who work hard every day, try to live a good life yet find themselves falling farther and farther behind.

If you say a legislator is so important that his or her retirement plan should be adjusted so it's on a par with those state workers who work 12 months a year, then you're simply out of touch with the concept of a citizen legislature.

You cannot say you believe school teachers (or police officers and firefighters) should be paid more in line with their value to society, yet continually turn your back on

them when they need you most.

When you suggest a change in the rules that would allow a teacher's performance ratings and feedback from parents to be shared with everyone on the internet — fine — as long as all legislators are willing to have a similar web site at a central location where voters can rate them on the job they're doing.

Pardon me for stealing something that Stephen Colbert recently said, but it bears repeating because we hear so much in government today about returning to our Judeo-Christian values.

I certainly agree. But we seem to have a somewhat different interpretation of what those values actually represent.

Colbert, who offers up great humor and profound truths on Comedy Central, said this:

“If this is going to be a Christian nation that doesn't help the poor, either we've got to pretend that Jesus was just as selfish as we are or we've got to acknowledge that he commanded us to love the poor and serve the needy without condition ... and then admit that we just don't want to do it.”

Kansas legislators and the governor apparently believe if you call an open meeting a “social gathering” or an “information sharing session,” then that's what it is.

And how dare you, KPA and Topeka Capital-Journal, question “our” ethics by

filing a complaint that the Kansas Open Meetings Law was violated.

I've got a news flash for you: the people of Kansas who don't make up their minds based solely on their political affiliation don't buy your story that those meetings at Cedar Crest were within the spirit of the law.

No, the ones I talk to are particularly appalled at what has happened since those meetings, the way the story has changed.

These attempts at equivocation are examples of politics at its worst, designed to insinuate that you are somehow special and, therefore, the law does not apply to you.

That's not how our country works. Every one of us is subject to the law

of the land — no exceptions — and that's why our system has survived for almost 236 years.

We don't have kings and queens in America; we have citizens.

If you want to do the public's business, then let the citizens of Kansas in on the action.

If your ideas are good ones, they'll fly; if they're not, they won't.

Do us this one favor: Never exempt yourselves from another law you think is important enough to apply to the rest of us.

We “citizens” would appreciate it.

Doug Anstaett is executive director of the Kansas Press Association.



Doug Anstaett

These attempts at equivocation are examples of politics at its worst, designed to insinuate that you are somehow special and, therefore, the law does not apply to you.

Inland

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aid decisions on the feasibility of reducing payroll or benefits expense and the impact of these actions on employee recruitment and retention.

To make the most informed decisions, newspapers need the highest quality and most relevant data. The NICS provides this. The data sample is large enough and so comprehensive that custom reports are available. Newspapers can define a specific set of competitors and study the pay levels in those organizations.

If you or your newspaper need a cost-effective tool that makes decision-making easier, call Karla Zander at 847-795-0380 or e-mail at kzander@inlandpress.org.



Kansas Press Association

ADVERTISING DIRECTOR

The Kansas Press Association is looking for a dynamic individual to lead the advertising sales effort for the association. Applicants should have extensive experience selling newspaper advertising to both large and small clients, a can-do attitude, great customer service skills, a self-starting approach to selling and the ability to work as part of a team. Competitive salary, commission and benefits package available.

Please send a cover letter of introduction and resume to Doug Anstaett, Executive Director, Kansas Press Association, at danstaett@kspress.com