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From the December 2006 Issue

Cover Story : 20 Under 40

TWENTY Under FORTY

Inspiring Hope for the Future

For a time earlier in my career, I was director of recruiting and hiring for the newsroom of a large metro. As such, I had a bird's-eye view of the tremendous impact that talented and energetic hires can have at a paper when matched well to the job and given the support to thrive.



by **JEANNE FOX-ALSTON**

As we know, newspapers are in the midst of a transformation. Executives, directors and managers in all departments are thinking hard about strategies for increasing reach and profitability. But it's also important, I believe, to remember that a high-performance workforce is critical to the success of any business.

In recognition of that, my department (diversity) added talent management to our portfolio earlier this year. Accordingly, the NAA Talent Management and Diversity Department now offers tools and resources to help members attract and retain the talent they need to create an environment that will stimulate innovation.

So, I was pleased to assist with the judging for PRESSTIME's 20 Under 40 awards. It goes without saying that the honorees are an accomplished group and have continually taken on new challenges and responsibilities.

As I looked over the list, considering what conclusions could be drawn about the state of the industry today, several things jumped out. For one, this year's group includes more people of color than in recent years, demonstrating the strategic value of a diverse workforce to many companies.

It also struck me that many of the 20 Under 40s are smack dab in the middle of innovative efforts to grow audience and revenue at their papers or companies. Nearly half work largely on product development and/or multimedia platforms, and one publisher led her small-market paper in its conversion from a paid weekly to a twice weekly to a free daily over a few years.



Not long ago, I heard a panel of industry executives offer advice to up-and-coming young managers on managing their careers. Toward the end, one was asked, "What does the future hold?" Gesturing at the other executives, he said that if they weren't successful in figuring out a winning strategy for long-term success, he was confident that the young managers would be.

The same could be said for this year's 20 Under 40s. They are all truly change agents within their companies and in the industry, providing much-needed leadership and vision.

As a group, they inspire hope for the future of the newspaper industry.

JEANNE FOX-ALSTON is NAA vice president of talent management and diversity.
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TED ANTHONY by Michael Snyder

ONEIL CHAMBERS by Teddi Dineley Johnson

ROB CURLEY by Lisa Rabasca

KIRK FISHER by Lisa Rabasca

KIM BUCKNER LAND by Teddi Dineley Johnson

MICHAEL LANDAUER by Mary Lynn F. Jones

MICHAEL L. MANESS by Ann Lallande

DOMINI E. MOSTOFI by John Heys

MICHAEL O'LEARY by Michael Snyder

RAFAEL OLMEDA by Teddi Dineley Johnson

RAJIV PANT by Ann Lallande

JODY POE by Mary Lynn F. Jones

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From the December 2006 Issue

Cover Story : **20 Under 40 Winners**

Michael L. Maness

Vice President of Strategic Planning | Gannett
Co. in McLean, Va.

Michael L. Maness says he prefers the improvisation of cooking to the measurement of baking. Equally revealing is the name he chose for his cat: Thelonious, after jazz pianist Thelonious Monk, a master of improvisation and innovation.

It should be of little surprise, then, that Maness, vice president of strategic planning for the newspaper division of Gannett Co. in McLean, Va., considers innovation his strong suit. "I can see what's happening through new media, what's emerging, and then translate it into what we should do operationally," he says.

"Our credibility is enhanced by allowing the community to speak with and through us."

Maness, 37, joined his first newspaper, the Springfield (Mo.) News-Leader (average daily circulation, 60,247; Sunday, 86,675), as a marketer. But he says he crossed the divide to editorial to get closer to the real action.



"I was fascinated by the potential of the Internet to deliver news and information in a new way," Maness says.

He certainly has left his mark. Sue Clark-Johnson, president of Gannett's newspaper division, says Maness was "integral" to launching the first generation of Gannett Web sites. When he joined The News Journal in Wilmington, Del., Maness introduced online database marketing and a daily news Webcast. He later led the relaunch of the Web site of The Journal News in White Plains, N.Y., mixing breaking news updates and multimedia coverage, which increased site traffic nearly 40 percent.

Today, Maness is the primary architect of a Gannett initiative to make its newsrooms "platform agnostic." Test sites, Maness says, have already demonstrated that multiple platforms help newsrooms grow new audiences "pretty expansively," deliver news faster and in greater depth, and leverage their role as community watchdogs.

Says Jennifer L. Carroll, Gannett's vice president of new-media content, "Michael is a true visionary. He has an incredible knack for articulating the possible and helping those around him see how to build for the future."

Michael L. Maness

Vice President of Strategic Planning
Gannett Co. in McLean, Va.

Q: In what ways do you think your current position will change over the next five years?

A: As the pace of change continues to accelerate, my job will be increasingly devoted to examining how to incorporate, and even generate, emerging innovations.

What's the best career advice anyone ever gave you?

One of my publishers once told me that no one takes a job to fail, and if you have an employee struggling it's often a management problem. That has been very important to me as a manager.

What three things would you change about the newspaper industry?

- We need to realize that the Internet has created more opportunities than it has closed. The industry too often approaches this disruption from a defensive position.
- The industry needs to recognize that the public wants multiple voices in our products to generate a subjective experience along with objective coverage. Our credibility is enhanced by allowing the community to speak with and through us.
- Our future will be a mixture of professional journalism and amateur contributed content. This moves back into the center of community conversation and extends our watchdog role. The industry needs to recognize that these new media tools are enabling the industry to become more democratic, and the public should be involved in the discussion.

Personal Data

Date of birth: Nov. 5, 1969

Grew up in: Camdenton, Mo., on Lake of the Ozarks.

Family: Single.

Pets: Cat, Thelonious.

Hobbies/Diversions: Cooking, not baking, and jazz.

Education: 1988-92, B.A., English literature, Northwestern University in Evanston, Ill.; 1996-97, M.A coursework in communication and mass media, Southwest Missouri State University in Springfield.

Career: 1991-93, marketing account executive, Prairie States Health Management in Chicago; 1994, campaign manager, Citizens to Elect May in Jefferson County, Mo.; 1995-97, quantitative analyst and

media consultant, Stanton and Stanton in Springfield, Mo.; 1997-2000, market development coordinator, online and new media manager, Springfield (Mo.) News-Leader; 2000-05, director of online services, vice president/new media, The News Journal in Wilmington, Del.; 2005-06, vice president/new media, The Journal News in White Plains, N.Y.; 2006-present, vice president/strategic planning, Gannett Co. in McLean, Va.

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Domini E. Mostofi

**Retail Sales and New Business Development
Director | San Francisco Chronicle**

GOING DOOR TO DOOR to collect past-due subscriptions for The Oakland Tribune in the early 1990s, Domini E. Mostofi learned firsthand the strong feelings newspapers can elicit from readers.

"I got an earful about service, and about what should be in the paper and what shouldn't be," says Mostofi, 39.

She hasn't forgotten the experience over the course of her rapid rise through the circulation ranks. In 1995, Mostofi joined the California operations of New York City-based Dow Jones & Co., publisher of The Wall Street Journal, where she rose from regional circulation manager to single-copy sales manager in 2002, and to national accounts manager in 2005. This past February, she was named retail sales and new business development director at the San Francisco Chronicle, a property of The Hearst Corp. in New York City.

A 1989 graduate of the University of Southern California's renowned School of Cinema-Television in Los Angeles (other alums include George Lucas), Mostofi says the problem-solving skills she learned there help her find solutions that benefit retail partners and newspapers.

In 2005, Mostofi created an exclusive partnership with Einstein Bros. Bagels that placed the Journal into more than 350 restaurants around the country as part of a promotional effort for the chain's new breakfast menu. The partnership increased retail circulation by an estimated 5 percent nationally, Mostofi says.

Improved relationships with retailers at Los Angeles International Airport boosted Journal sales there by 16 percent from



2003 to 2004, and similar efforts helped halt a three-year decline in single-copy sales in Southern California, with a 16 percent gain in sales from 2004 to 2005, she says.

Despite her relatively short time at the Chronicle, Mostofi is forming new relationships with retailers, generating more than 400 new sales locations.

Says Chronicle Publisher and President Frank Vega, "She consistently comes up with new and innovative ways to market the paper."

Domini E. Mostofi

Retail Sales and New Business Development Director
San Francisco Chronicle

Q: In what ways do you think your current position will change over the next five years?

A: I think the role of circulation executives will continue to shift toward building audience through distribution of diverse products and promotion of print, online and niche publications. Distribution will become very specific to target demos at the address level, perhaps even within the household itself. This will increase the value of our products with advertisers as they try to reach a diverse and segmented consumer base. With the aid of audience data gained from our newspaper Web sites, I think publishers will provide more user-defined content to their readers, as customers will expect highly specific information and convenient purchasing and delivery options to fit their lifestyle.

What's the best career advice anyone ever gave you?

When I went off to college, my dad told me not to ignore the doors that would open to me as I progressed along my life journey, that I should take the time to weigh each option as they came and to know that life goals may change. And that's OK. For a goal-oriented person like me, that was a real epiphany, and, ultimately, these words helped me choose the path into the publishing industry.

What three things would you change about the newspaper industry?

- Seamless integration between print and online products. There should be more references from online to the print product and vice-versa. Each product should provide unique and complimentary content. Newspapers also need to collect reader demos and story interests from their Web sites. This extensive database information can then be leveraged to help define or highlight content in the print product.
- Newspapers should provide more user-defined content, especially as it pertains to younger audiences. This could include anything like informal daily polls from readers to printing stories or photos by peers. Create a dialogue with our audience. Give readers the opportunity to provide instant feedback to stories online. Allow for online community space and citizen journalism.
- As an industry, we need to market and brand ourselves as a trusted and reliable information resource. This is a commodity in a world where information is readily available from a myriad of questionable sources. We need to emphasize the value of trustworthy content. Newspaper Web sites should define free and paid content and access levels. We need to provide a wide variety of options for our audience to link to free and paid content. Build options to pay for content, from story reprints to archives. People will pay for information they want as long as it has value and is convenient to purchase.

Personal Data

Date of birth: April 20, 1967

Grew up in: Reston, Va.

Family: Single.

Hobbies/Diversions: Writing, road cycling and gardening.

Education: 1989, B.A., cinema-television production, University of Southern California in Los Angeles.

Career: 1990-91, San Francisco campaign manager, California Public Interest Group; 1991-92, associate producer, Hewlett Packard Television in Palo Alto, Calif.; 1992-95, independent contractor/customer service field representative, The Oakland Tribune; 1995-2006, regional circulation manager, single-copy sales manager, national accounts manager, Dow Jones & Co.; 2006-present, retail sales and new business development director, San Francisco Chronicle.

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Michael O'Leary |

Operations Director | Scripps Treasure Coast Newspapers in Port St. Lucie, Fla.

Michael O'Leary is no stranger to weathering storms. He braved Operation Desert Storm in 1991 as a Marine Corps officer and helped an operations facility owned by Scripps Treasure Coast Newspapers in Port St. Lucie, Fla., survive Hurricanes Frances and Jeanne 13 years later.

"Damage to [the building's] roof and interior was severe, and the wall of the new press hall failed twice, exposing the new press to the elements," says Thomas Weber Jr., president and publisher of Scripps Treasure Coast Newspapers, recalling Hurricane Frances.



During the storm, O'Leary, operations director since 2002, provided comfort and leadership to 85 employees and family members at the Port St. Lucie facility. He also led the cleanup effort and worked closely with MAN Roland Inc. to get the press running within days.

Three weeks later, Hurricane Jeanne did identical damage to the facility. The storm also shut down three nearby production sites, which were being consolidated into the new facility. This forced O'Leary to implement the consolidation plan immediately.

Weber credits the smooth transition to O'Leary's emergency planning and training programs. "We leaned heavily on his technical skills, energy, dedication and high aptitude for leadership to weather the hurricanes...and to develop a very successful commercial printing operation from scratch," Weber says.

After the storms, O'Leary analyzed structural failures and oversaw repairs costing \$2 million. He also developed and maintained commercial printing contracts worth \$1.5 million for the new facility.

O'Leary, 39, says he honed his leadership skills during a 1993-94 management development program offered by the South Florida Sun-Sentinel in Fort Lauderdale. "The program placed me in different departments, which helped me understand the bigger picture," O'Leary says.

Since then, he has served in several production and managerial roles, implementing capital projects and reorganizations to improve productivity and quality.

Mike O'Leary

Operations Director

Scripps Treasure Coast Newspapers in Port St. Lucie, Fla.

Q: In what ways do you think your current position will change over the next five years?

A: Managers and executives in operations will need to stay focused on customer satisfaction and cost control. The next several years will continue to pose a significant financial pressure on the cost side of the business. In response, we need to be more flexible, find more creative ways to serve new commercial customers, and, if possible, be even more focused on financial effectiveness.

What's the best career advice anyone ever gave you?

Dick Malone, now with Tribune Interactive, suggested, when evaluating a potential job opportunity, to focus on what I would learn doing the job rather than the trappings—including pay—the job offered. At the time, I was completing the South Florida Sun-Sentinel's management development program and was thinking about my first "real job." I ended up taking an unglamorous position in the pressroom at the Sun-Sentinel. In that role, I developed leadership and project management skills that were crucial in later years, and I learned a lesson that applies to any career.

What three things would you change about the newspaper industry?

- I would like to see continued progress on teamwork and interaction among the functional departments of the organization. As an industry, we are a long way from our history of vertical silos based on departmental functions, but we need to continue to work in cross-functional teams to solve the complex challenges of today's business climate. To break down the walls further, we need to continue investments in team building and professional development.
- Obviously, we have to find even better ways to connect our core products with new audiences. One way might be to make a greater investment in Newspaper In Education, not as a simple means to count copies sold but as a way to grow readership in our traditional products. For example, I remember fondly a high school social studies class that took subscriptions from many papers around the country. Seeing how papers from far off, even mysterious places like Dallas, St. Pete and San Francisco covered the news was a poignant lesson for a teenager in suburban Chicago. The experience helped make me a lifetime fan of newspapers. We need to find ways to keep making long-term investments in new readers.
- I would like to see newspapers learn more lessons from outside our industry. We do a great job of paying attention to lessons learned at other papers and implementing the best practices of our peers, but we may be guilty of being too insular at times. Our audience and cost challenges are not unique. We need to find the inclination, time and resources to learn from other industries.

Why did you decide to enter the newspaper industry?

Newspapers have been a common theme in my life. From being a newspaper carrier as a kid to my interest and studies in school, I've always enjoyed the newspaper business. Newspapers play an important role in society and culture.

Personal Data

Date of Birth: Jan. 27, 1967

Grew up in: Chicago and Hartford.

Family: Married, Mini; two sons and one daughter.

Hobbies/Diversions: Jogging, reading and playing roller hockey once a week in a men's league.

Education: 1989, B.A., American studies (concentrations in history and communications), University of Notre Dame (Ind.); 1997, Executive M.B.A., Nova Southeastern University in Fort Lauderdale, Fla.

First job: Newspaper carrier for the Hartford Courant.

Career: 1989-93, first lieutenant, U.S. Marine Corps; 1993-2002, management associate, project manager, financial analyst, facility manager, packaging manager, South Florida Sun-Sentinel in Fort Lauderdale; 2002-present, operations director, Scripps Treasure Coast Newspapers in Port St. Lucie, Fla.

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Rafael Olmeda |

**Assistant City Editor | South Florida
Sun-Sentinel in Fort Lauderdale**

Great writers—like great artists—are born, not made. For a Hispanic born in the Bronx with ink coursing through his veins, the gift is as much a burden as a blessing.



Rafael Olmeda accepted the presidency of the National Association of Hispanic Journalists in June with a promise to bring "the whole story of the Latinos"—meaning stories that illustrate their contributions to society rather than just the burdens they sometimes bring to bear—to the pages of American newspapers.

"I want to do everything I can to make sure Latinos in America are presented in a truthful and honest light," says Olmeda, 37.

Sensitivity has been a hallmark of Olmeda's reporting since the Daily News in New York City hired him in 1994 to cover crime,

public housing and religion. Many of the most memorable stories he has covered were "borne of someone else's tragedy," he says, recalling the time in 1996 when he was sent to interview the families of some of the 230 people killed when TWA Flight 800 exploded south of Long Island.

"We have to remember at all times that we are dealing with human beings who have suffered, and we are intruding on them," Olmeda says.

Now, as assistant city editor at the South Florida Sun-Sentinel in Fort Lauderdale, Olmeda supervises and coaches six reporters, and satisfies his urge to write by working on a novel and teaching writing classes at Florida International University in Miami.

As a role model, Olmeda is second to none, says Sun-Sentinel Publisher Bob Gremillion, "not only for his reporters, but for all reporters."

Olmeda's love of teaching led him to create a new mentoring program through NAHJ that will address the high school dropout rate among Latinos, which is twice the national average. "We will never achieve parity in the newsroom," Olmeda says, "if we can't achieve parity on graduation day."

Rafael Olmeda

Assistant City Editor

South Florida Sun-Sentinel in Fort Lauderdale

Q: In what ways do you think your current position will change over the next five years?

A: The entire field of journalism is changing. The key word is "more." More will be expected of front-line editors as the media landscape changes. As print reporters continue to produce for broadcast partners and online operations, their editors are going to have to manage everyone's schedule to ensure that at the end of the day, a newspaper is produced.

What's the best career advice anyone ever gave you?

One editor told me, "The first rule of journalism is 'use your feet.' " He explained that a telephone is a very powerful tool but not as powerful as a pair of shoes. Your personal presence at a scene is far more valuable than a phone call. Another editor told me, "What you think is interesting, is." Our job as journalists is, in large part, finding the things that attract our attention, figuring out why they attract our attention, and communicating that to our readers.

What three things would you change about the newspaper industry?

- Increase diversity. The strides over the last 30 years are important, but the industry is still decades away from achieving its own goal of having newsrooms that reflect the communities around them.
- Restore competition. It's cost-efficient for a newspaper chain to share resources by consolidating state and national bureaus, but the cost to the newspaper reader is significant. Competition fuels quality coverage and ultimately serves the reader. Bureau consolidation should be kept to a minimum.
- Privatize ownership. Stockholders have valid demands that are not always compatible with the newsgathering process. Newsrooms should not have to choose between doing what they must to get the most thorough and accurate stories, and meeting the ever-increasing profit expectations of Wall Street.

Personal Data

Date of birth: Aug. 4, 1969

Grew up in: The Bronx, N.Y.

Family: Engaged to Christine Clark (met her at karaoke).

Pets: Two cats, Joshua and Judge.

Hobbies/Diversions: I'm a karaoke nut. Other diversions include devouring John Lescroart and Stephen King novels, working on a novel of his own and playing softball on the company team.

Education: 1994, B.A., journalism, Baruch College of the City University of New York.

First job: Delivering fabric swatches for an embroiderer at age 14. First earned money at age 8 or 9, when a neighborhood family asked him and his brothers and cousins for help turning a lamb on a spit.

Career: 1994-99, general assignment reporter, Daily News in New York City; 1999-2005, general assignment reporter, assistant city editor, South Florida Sun-Sentinel in Fort Lauderdale.

Connections: South Florida Sun-Sentinel, 200 E. Las Olas Blvd., Fort Lauderdale, Fla. 33301, (954) 385-7923, rolmeda@sun-sentinel.com

Rajiv Pant |

Chief Technology Officer | COXnet/Cox
Newspapers Inc. in Atlanta

AS A SECOND-GRADER, Rajiv Pant programmed simple computer games in BASIC. In fifth grade, he assumed the ad-hoc role of computer technology guru in his family's consulting business in New Delhi, India. And before the worldwide rush for a .com address, Pant claimed Rajiv.com.

Yet, despite the fact that his mother worked as a newspaper editor in India, and newspaper companies were clients of the family business, Pant says he never had much interest in working in the media industry.

That changed in the early '90s. As a sophomore at Temple University in Philadelphia, Pant was persuaded by a friend to work on an online classifieds project as a consultant to The Philadelphia Inquirer and Philadelphia Daily News. Pant joined the staff at Philly.com in 1995, leaving school behind.

Nine years later, he was hired by COXnet, the digital media division of Cox Newspapers Inc. in Atlanta, as its chief technology officer. Under Pant's direction, the technology group expanded

applications on Cox newspaper Web sites to facilitate user access from mobile phones and PDAs. The group streamlined search tools and it introduced blogs, user-generated content, and a single sign-on solution between Cox newspaper Web sites and external vendor-hosted applications.

"Newspapers should embrace the fact that online/digital products are our present, not just our future."

His rapid-response software engineering teams have adopted methodologies that promote collaboration with the client and prompt delivery of working prototypes, says Pant, 32. The result, he adds, has "greatly improved the quality and time to market of Web applications for our newspapers."

Together, the initiatives have "measurably improved the uptime, reliability and performance of all Cox Newspapers Web sites," says John Reetz, general manager at COXnet. "Pant is a great-blue-sky kind of guy. He can look down the road and think ahead to where the Web sites ought to go."



Rajiv Pant

Chief Technology Officer

COXnet/Cox Newspapers Digital Media in Atlanta

Q: In what ways do you think your current position will change over the next five years?

A: There are two aspects of technology leadership: strategy and operations. I believe the operations part of the technology leader role in newspaper companies will grow into an overall operations leader role, since in the online products space technology and operations merge. The strategic aspect of technology leadership will grow into "vp" and "fellow" type roles that technology companies have had for a while. As technology becomes more important, I'd expect the technology roles to become more important to their organizations.

What's the best career advice anyone ever gave you?

Don't make yourself indispensable. Make sure you arrange for others to be able to back you up. This will enable you to take on exciting new challenges.

What three things would you change about the newspaper industry?

- Newspapers should embrace the fact that online/digital products are our present, not just our future.
- Newspapers should fully accept that online/digital products are a combination of content, computers and community. Content is just one of the factors. Technology and end users are not

separate from the products in the digital era. Like EBay, Yahoo! and Google, we need to make technology and end users a part of our products and a part of our strategy and operations.

- Newspapers need to organize, function, hire and think like leading software product development companies. We need to innovate like them. We need to accept risks like them. We need to understand the unpredictability in the process of developing online software products. And, we need to take into account that online software products, like living organisms, have a long life and need resources to grow and maintain. You are never done with a product unless you decommission it.

Personal Data

Date of birth: Oct. 16, 1974

Grew up in: The small town of Bhowali in Uttaranchal, India, near the Himalayan foothills.

Family: Single.

Hobbies/Diversions: Photography and travel.

Education: 1994, attended Temple University in Philadelphia.

Career: 1995-2000, programmer analyst, senior programmer analyst, manager of online technology, director of online technology, Philadelphia Newspapers Inc.; 2000-03, director of technology for the northeast region, vice president of technology/engineering, Knight Ridder Digital; 2003-04, founder, Effectuation LLC in Ardmore, Pa.; 2004-present, chief technology officer, COXnet/Cox Newspapers Digital Media.

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Jody Poe |

Publisher | Sierra Sun in Truckee, Calif.

Although The Sierra Sun in Truckee, Calif., covers the Lake Tahoe resort community, there's nothing relaxing about Jody Poe's job.

In just over four years, the 36-year-old publisher has taken the Sun from a paid weekly broadsheet to a free weekday tabloid, doubling distribution to 10,000 papers. And she's not nearly finished. Poe says she is thinking about adding a weekend edition.

*"Our ability to be nimble, adaptable
and innovative determines our success
at capturing reader and market share."*

Poe, who earned her bachelor's degree in landscape horticulture, design and construction from Colorado State University in Fort Collins, says she entered the newspaper industry because she wanted a 'challenging' profession. Working in sales at the brand-new Nebraska Fence Post in Ogallala in 1995 gave her that. "There wasn't anybody we wouldn't talk to," Poe says. "Everybody was a new client."



As the Fence Post's publisher, Poe increased weekly circulation from 12,000 to nearly 15,000, and almost single-handedly brought the paper's Web site to life, says Robert Brown, chief operations officer at Swift Communications in Reno, Nev., which owns the Fence Post and the Sun.

In addition to her current publisher duties at the Sun, Poe is the general manager of Swift's North Shore Group, which includes the Sun; Tahoe World, a weekly tall tabloid in Tahoe City, Calif. (circulation, 25,000); and the thrice-weekly North Lake Tahoe Bonanza in Incline Village, Nev. (5,800).

In a community where a majority of readers enjoy Tahoe's ski and golf scenes for just part of the year, Poe partners with hotels, resorts and homeowners' associations to reach readers. She says she expects to increase market penetration from its current 77 percent to 85 percent in the next 12 to 18 months.

Moving to a free model was key to increasing penetration initially, Poe says. Her advice to other publishers considering the shift to free: "Look at your market, listen to what the market's saying, be bold and go for it."

Jody Poe
Publisher
Sierra Sun in Truckee, Calif.

Q: In what ways do you think your current position will change over the next five years?

A: Even in the small community newspaper world, change is happening daily. I see my role evolving from publisher of a rather traditional print product to publishing in the multimedia arena, evolving from a push media to an interactive media. In the next few years we will certainly be faced with adapting our current operation of print to the ever-changing needs and desires of our readers. What do they want, when and how? These are questions we're asking now. Print, electronic, multiple language, various publishing day options, delivery on demand—all of these things will combine to shape our operation during the next five years.

What's the best career advice anyone ever gave you?

Listen. Listen to your customers, your readers, your staff, your community, your gut. Listen to what the market is saying through data, through business trends, through research and through good, old-fashioned conversation. Listening and hearing what's being said will give you a great deal of insight and direction into what decisions you should be making.

What three things would you change about the newspaper industry?

- Make the newspaper industry more nimble and more adaptable. I would like to see us become more innovative and responsive. We have the talent, the sources, the resources, the access that other media dream of. We are the leaders in news and information gathering. By being more nimble, we could leverage those strengths instead of doing things the same way we've always done them and playing catch-up with a world that moves at light speed. Our ability to be nimble, adaptable and innovative determines our success at capturing reader and market share.
- Become a more interactive media and involve readers in the game—blogs, citizen reporters and contributors, editorial and reader boards, youth writers and citizen photographers. Involving our readers in the newsgathering and reporting experience, instead of pushing information to them, is one way to encourage involvement. I do not mean sacrifice the true journalism that is the foundation. I do mean welcome other voices. Involved, engaged readers make for a dynamic conversation that attracts readers and advertisers.
- The newspaper industry needs to take a hard look at our dependence on paid circulation. I am obviously a "free" believer in the right markets and see the battle changing. We are in a fight for readers, and in my mind that means paid and nonpaid. Removing the barrier to entry at the newsstand radically changes the reach and readership of the print product in a positive way.

Personal Data

Date of birth: Nov. 8, 1970

Grew up in: Longmont, Colo.

Family: Married, Craig; son, Shane, 5.

Hobbies/Diversions: Cooking, watching the Food Channel, golf and boating activities.

Education: 1992, B.S., landscape horticulture, design and construction, Colorado State University in Fort Collins.

Career: 1993-95, landscape designer, Horticulture Unlimited in Scottsbluff, Neb.; 1995-2002, sales representative, general manager, publisher, Nebraska Fence Post in Ogallala, Neb.; 2002-present, publisher, Sierra Sun in Truckee, Calif., and Tahoe World in Tahoe City, Calif.,

Connections: Sierra Sun, P.O. Box 2973, Truckee, Calif. 96160, (530) 587-6061, jpoe@sierranevadamedia.com

Sharon Prill |

**Vice President of Interactive Media &
Marketing | Milwaukee Journal Sentinel**

Bringing people together, encouraging collaboration and embracing cultural viewpoints defines the career of Sharon Prill, vice president of interactive media & marketing at the Milwaukee Journal Sentinel.

After moving from the West Coast to the urban Midwest last year, Prill, 37, hit the ground running, conceiving and building community-oriented Web sites for the newspaper and simultaneously bringing collaboration and diversity into the newsroom.

Prill developed 18 Milwaukee community Web sites, 11 of which are paired with zoned weekly print editions. Prill's team also rolled out a local shopping Web site (MilwaukeeMarketplace.com) and the newspaper's first specialty Web site for parents (MilwaukeeMoms.com). Area residents use the Web sites to share experiences, opinions and photos.

"Together, [these Web sites] let us understand more about how to build community online," says Elizabeth Brenner, president and publisher of the Journal Sentinel.

Page views have increased 50 percent each month since March, while online retail advertising jumped 72 percent for the first eight months of 2006, compared with the same period a year ago, Brenner says.

Prill also is a collaborative leader. For example, she moved her online news producers into the newsroom where they now sit next to—and frequently collaborate with—Journal Sentinel reporters. She works closely with the Journal Broadcast Group to develop cross-media synergies, too.

"If you give smart people an opportunity to share in the vision and contribute ideas, you get far superior results," says Prill, who has served as treasurer, secretary and finance committee chairperson of the national Asian American Journalists Association since 1999. "Ultimately, you learn a lot more through collective brainpower."



Prill says she gained valuable sales and marketing experience as an online and print advertising manager at The Seattle Times, where she worked from 2001 to 2003. She later served as interactive media director at The News Tribune in Tacoma, Wash.

Sharon Prill

Vice President of Interactive Media & Marketing
Milwaukee Journal Sentinel

Q: In what ways do you think your current position will change over the next five years?

A: As once-separate media converge online, the delineation among print, broadcast and interactive will blur, and it will simply be all about audiences consuming media in the ways they find most appropriate

to their lifestyles. My position will still be about strategy and reaching new market segments, but definitely platform-agnostic and focused on the jobs consumers want done.

What's the best career advice anyone ever gave you?

I've been very fortunate to be mentored by some of the most talented people in the business, and their words of wisdom have guided much of how I have approached challenges as well as opportunities. Four powerful messages I have been taught are:

- Learn to match your impact with your intent. With impact and intent in alignment, you are never misunderstood.
- If you hate sales, then you don't understand one of the basic fundamentals to success—everyone sells. Whether it is an advertising product, a story pitch or your ideas, you need to be able to communicate your vision and employ your skills of negotiation and persuasion to lead people.
- It takes great people to build great companies. Don't underestimate the impact one person can have.
- Taking risk is a part of life. If you always win, you don't learn how to take risk and be resilient. If you always lose, you don't gain self-confidence and learn to be bold. A balanced life is full of wins and losses, and in the end it really is about how you played the game.

What three things would you change about the newspaper industry?

- Stop thinking of ourselves as a newspaper and realign our resources around the areas that present the greatest opportunities for reinvention and innovation.
- Greater technology cooperation between regional companies in the industry to provide uniform and easy solutions for our advertising customers.
- Increase investment and emphasis in marketing and R&D. If we are to remain relevant to an increasingly fragmented audience with greater choices, we need to understand what their decision drivers are. We can't do that effectively without market intelligence and a healthy appetite for experimentation.

Why did you decide to enter the newspaper industry?

I love how this business is never the same from day to day. I am passionate about my work, and I still believe I can make a difference in the world with what I do.

Personal Data

Date of Birth: Aug. 3, 1969

Grew up in: Honolulu.

Family: Single.

Hobbies/Diversions: sailing, learning to play electric guitar, reading and listening to music.

Education: 1994, B.S., political economy, University of Washington in Seattle; 2005, Advanced Executive Program, Northwestern University in Evanston, Ill.

First job: Making pizzas for one week in college.

Career: 1992-93, chief editor and cofounder, Pacific Rim Network (monthly college community newspaper) in Seattle; 1993-94, conference program coordinator, Columbia Resource Group in Seattle; 1994-98, circulation information systems team leader, circulation marketing specialist, advertising marketing specialist, The Seattle Times; 1998-2001, Seattle Times fellow: marketing client services manager, human resources employment manager, operations manager, new media special projects

lead, general assignment reporter, advertising projects lead, The Seattle Times; 2001-03, online-print advertising manager, The Seattle Times; 2003-05, director of interactive media, The News Tribune in Tacoma, Wash.; 2005-present, vice president of interactive & marketing, Milwaukee Journal Sentinel.

Connections: Milwaukee Journal Sentinel, P.O. Box 371, Milwaukee, Wis., 53201, (414) 225-5036, sprill@journalsentinel.com

TED ANTHONY by Michael Snyder

ONEIL CHAMBERS by Teddi Dineley Johnson

ROB CURLEY by Lisa Rabasca

KIRK FISHER by Lisa Rabasca

KIM BUCKNER LAND by Teddi Dineley Johnson

MICHAEL LANDAUER by Mary Lynn F. Jones

MICHAEL L. MANESS by Ann Lallande

DOMINI E. MOSTOFI by John Heys

MICHAEL O'LEARY by Michael Snyder

RAFAEL OLMEDA by Teddi Dineley Johnson

RAJIV PANT by Ann Lallande

JODY POE by Mary Lynn F. Jones

SHARON PRILL by Michael Snyder

MICHAEL RIGGS by Mary Lynn F. Jones

BRAD ROBERTSON by John Heys

JULIO SAENZ by R.S. Pollack

ALISON SCHOLLY by R.S. Pollack

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STACY B. SIMONET by John Heys

MAE STOKES by Jeff Lemberg

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From the December 2006 Issue

Cover Story : **20 Under 40 Winners**

Michael Riggs |

Chief Financial Officer/Senior Vice President for Finance and Information Technology | Star Tribune in Minneapolis

Michael Riggs owes much of his success in the newspaper industry to football.

As an outside linebacker for the North Dakota State University football team in the late 1980s, Riggs helped the Bison win three NCAA Division II national championships. Goal setting, working in a team environment and not allowing excuses to get in the way of success were all lessons he first learned on the gridiron, Riggs says.

Today, Riggs is putting those skills to work in Minneapolis at the Star Tribune as its chief financial officer and senior vice president for finance and

"I really enjoy the challenge of helping us to figure the whole thing out."

information technology. Figuring out how to move the industry forward is "what excites me," says Riggs, 38, who has spent most of the past 10 years at the company.

As the paper's interactive media advertising sales and strategy director before starting his current job in March, Riggs helped the interactive media division increase revenues by 43 percent in 2005. He focused on growing the retail interactive segment by maintaining prices and driving banner advertising through more consistent and aggressive selling of the newspaper's audiences in print and online.

Riggs has "strong financial credentials and [a] keen—and unique among finance executives—understanding of our advertising business," says J. Keith Moyer, publisher and president of the Star Tribune.



The married father of three joined the paper in 1996 as a senior financial accountant. Riggs left in 1998, but he was lured back in 2000 after The McClatchy Co. in Sacramento purchased the paper.

Although the newspaper industry faces myriad business challenges today, Riggs says newspapers can regain their glory of old by applying the same tactics he learned playing football in Fargo years ago.

"There's only one way out of this," he says. "To work hard, get creative and make things happen to improve the picture as we move forward."

Michael Riggs

Chief Financial Officer/Senior Vice President for Finance and Technology
Star Tribune in Minneapolis

Q: In what ways do you think your current position will change over the next five years?

CFOs will need to be more strategic partners as newspapers expand their vehicles in which they deliver information.

What's the best career advice anyone ever gave you?

Don't make it about you.

What three things would you change about the newspaper industry?

- Move to total audience-based measurement and away from the traditional circulation measurement.
- The industry's collective reluctance to market itself in ways that will better drive demand for all our products.
- More willingness to focus on emerging technologies for delivery of our products.

Personal Data

Date of birth: April 26, 1968

Grew up in: Fond du Lac, Wis.

Family: Married, Kim; daughter, Lauren, 8; two sons, Mitchell, 6, and Ryan, 3.

Hobbies/Diversions: Spending time with his children, fishing, golf and Green Bay Packers football.

Education: 1991, B.S., accounting, North Dakota State University in Fargo; 1993, M.B.A., North Dakota State University.

Career: 1993-94, staff auditor, Abdo, Abdo & Eick in Minneapolis; 1994-96, audit senior, Grant Thornton in Minneapolis; 1996-98, senior financial accountant, Star Tribune in Minneapolis; 1998-2000, SEC reporting specialist, Graco Inc. in Minneapolis; 2000-present, finance manager, director of business planning, interactive media advertising sales and strategy director, senior vice president of finance and information technology, and chief financial officer, Star Tribune.

Connections: Star Tribune, 425 Portland Ave., Minneapolis, Minn. 55488, (612) 673-7130, mriggs@startribune.com

Brad Robertson | Vice President of Advertising | The Des Moines Register

Brad Robertson got his first taste of newspapers at age 7, helping deliver copies of the Rockford (Ill.) Register Star on weekends with his father, who worked in the publication's circulation department.

"I would sit in the back of the car folding papers," says Robertson, 34, whose fast-track career has spanned circulation, business development and advertising positions at six Gannett Co.-owned newspapers in the past 12 years.

"Having the deepest and richest amount of local information will not do us any good if we cannot present it in a form that is easy and convenient for the target audience to use."

Along the way, Robertson has developed a knack for helping newspapers hatch new products and keep pace with new media. In 2001, Gannett, based in McLean, Va., tapped Robertson for its 25-to-34-year-old audience task force. He would lead the team that created NOISE, a free weekly tabloid targeting young adults in Lansing, Mich.

Gannett properties have launched similar publications in nine other markets since 2002.

After joining The Des Moines Register in 2003 as director of business development, Robertson led a team that launched 12 new publications in less than a year, producing nearly \$2 million in revenues. Despite his bottom-line results, Register General Manager Laura Hollingsworth says Robertson's greatest talents are his ability to work with people and his sense of humor—skills he has put to good use since being promoted to vice president of advertising in 2005, on his 33rd birthday.

"He's brought a sense of reward, recognition and spirit to the department," Hollingsworth says.

In the past year, Robertson has restructured the retail and recruitment divisions of the department to spur more local advertising sales. At presstime, he was developing an advertising strategy for a new local online search product and implementing a new customer relations management system to track contacts with advertisers.

"I just think we need to be more inspired by than afraid" of new technology, says Robertson, who writes his own blog, www.chewshop.typepad.com, on new-media innovations affecting the industry. "Change is the only constant you can count on."



Brad Robertson
Vice President of Advertising
The Des Moines Register

Q: In what ways do you think your current position will change over the next five years?

A: In advertising, small will be the new big—tons of new small customers. We will have moved away from the typical newspaper revenue mix of 80 percent of the revenue coming from 20 percent of clients. CRM sales channel trafficking, account profiling/modeling and lead generation will transform the sales staff into an efficient cost-of-sale machine, with hyperlocal products on multiple platforms reaching customers when they need us—all with technology-infused ad delivery ensuring a strong ROI for our clients. Waste will be eliminated from the entire process. No more wasted sales time, raw materials or distribution costs over delivering a client's message to nontargets, and no more wasted billing a client for customers they are not trying to reach.

What's the best career advice anyone ever gave you?

My father taught me to surround myself with people who believe in me. In my 12 years working for Gannett, I have been fortunate enough to do just that: work for some incredible leaders who believed in me and stretched my skills well beyond what I thought was possible. In these changing times, it is critical to surround yourself with people who know you can do amazing things if given the chance and are patient with you as you learn a new skill set.

What three things would you change about the newspaper industry?

- We need to learn how to partner with other companies, and that might mean, at times, that we cannot control the partnership 51 percent to 49 percent. We have a culture and a past history that did not need to partner with another company or share any of the profits, but those days are quickly disappearing. Not only do newspapers need to enter into more partnerships together, but there are plenty of digital companies out there that have smarter ways to deliver our content and advertiser messages than we do. Having the deepest and richest amount of local information will not do us any good if we cannot present it in a form that is easy and convenient for the target audience to use. Let's learn from others and expand our partnerships now.
- Embrace technology. Let's work smarter and not always have to fall back to working harder to find those incremental gains in revenue. Newspapers need to completely overhaul their billing systems, build dynamic and deeply populated consumer and business databases, and be able to deliver audiences to advertisers, especially in the digital environment, in a far more sophisticated and ROI-driven way than we do today.
- Be aggressive about offering our best and brightest employees the opportunity to learn/grow their skills through M.B.A. executive programs, attend conferences outside the newspaper industry, offer three-month sabbaticals to explore new ideas to help the company find new revenue streams, etc. The daily grind of the newspaper industry takes its toll on many, and we are guilty of never being able to pause long enough to reinvest in our people to help them grow as a person.

Personal Data

Date of birth: Sept. 11, 1972

Grew up in: Rockford, Ill.

Family: Married, Marianne; son, Grant, 7; and daughter, Nora, 1.

Hobbies/Diversions: Golf and spending time with his family.

Education: 1994, B.A., communications, Northern Illinois University in DeKalb.

Career: 1994-97, circulation specialist, The News Journal in Wilmington, Del.; 1997, circulation sales manager, Fort Collins Coloradoan; 1997-99, circulation sales and marketing manager, Springfield (Mo.) News-Leader; 1999-2002, director of circulation sales and marketing, director of classified sales, Detroit Newspaper Partnership; 2003-present, director of business development, vice president of business development, vice president of advertising, The Des Moines Register.

Connections: The Des Moines Register, 715 Locust St., Des Moines, Iowa 50309, (515) 284-8384, brobertson@dmreg.com

Julio Saenz |

**General Manager and Editor | ConXion/
Democrat and Chronicle
in Rochester, N.Y.**

AS THE MARKETING DIRECTOR for a nonprofit housing organization in Rochester, N.Y., earlier this decade, Julio Saenz faced a difficult challenge. Different foundations would award him money to reach out to the local Latino community, but there were virtually no ways to do so en masse.

Despite a Latino population estimated at between 50,000 and 60,000, the Rochester area lacked a Spanish-language publication—and a voice—until 2003, when Saenz tapped into his college journalism training and created ConXion, a monthly newspaper in Spanish and English that he produced virtually by himself.



Two years later, the publication had become such a success that Rochester's daily newspaper, the Democrat and Chronicle, purchased it and brought Saenz aboard. By then, ConXion had expanded distribution to Albany, Buffalo and Syracuse.

"That was a moment I will never forget," says Saenz, 36. "It was a validation of all the hard work we had done."

With more financial and staffing support, ConXion continues to grow. At the same time, Saenz is bringing his creativity and entrepreneurial spirit to other nondaily niche products developed through the Democrat and Chronicle's custom publications department.

"Julio is very creative, very driven and very entrepreneurial," says Jane Sutter, general manager of custom publications for the Democrat and Chronicle.

This year, Saenz was named an NAA Marketing Fellow, one of 10 selected for a six-month program in which minority professionals in revenue-generating positions attend the NAA Marketing Conference and Future Leaders seminar.

Although ConXion has greatly evolved in just three years, Saenz says he is proud that the publication he created has remained true to the principles on which it was founded. "For me, it's a chance to really give people useful information that will help make their lives better."

Julio Saenz

Editor/General Manager

ConXion/Democrat and Chronicle in Rochester, N.Y.

Q: In what ways do you think your current position will change over the next five years?

A: As the lines blur between media, the general manager of the future will have to be adept at all forms of communication. Even if he doesn't know the technical details, he must understand how our

customers interact with it so proper content can be built and revenue streams identified.

What's the best career advice anyone ever gave you?

A former boss once told me, "People don't give you money if you look like you need it." This means people want to be part of success, whether it's an advertiser giving you money, staff over-performing or readers feeling they belong to a cool thing. You have to convey this.

What three things would you change about the newspaper industry?

- I would chase "fear" out of the building. As a relative newcomer I have found a number of people that fear change as if it were a hunter chasing down the newspaper industry. Change can make our mission more dynamic, powerful and enjoyable.
- I'd like to see us referred to as the information industry. We are so much more than newspapers each day. The newspaper is still the primary engine that drives what we do, but we become more of a hybrid everyday.
- Increase diversity. I am not a big believer in quotas; I believe more in self-selection. But programs must be established to bring more minorities into the industry.

Personal Data

Date of birth: Feb. 5, 1970

Grew up in: Rochester, N.Y., Costa Rica and Miami.

Family: Single.

Hobbies/Diversions: Composing music, playing guitar and playing tennis.

Education: 1994, B.A., international relations, Florida International University in Miami. Currently in M. B.A. program at Rochester (N.Y.) Institute of Technology.

Career: 1997-2005, director of community relations, The Housing Council Inc. in Rochester, N.Y.; 2003-05, publisher, ConXion, ConXion Media LLC in Rochester; 2005-present, editor and general manager of ConXion, Democrat and Chronicle, Rochester.

Connections: Democrat and Chronicle, 55 Exchange Blvd., Rochester, N.Y. 14614, (585) 258-2385, jjaenz@gannett.com

Alison Scholly |

**General Manager | Chicago Tribune
Interactive**

Long before there were blogs, before there was streaming video, and even before there was a Google or a Yahoo!, Alison Scholly was pioneering online journalism.

"I was the kid in the room who could work a computer and knew what the Internet was," says Scholly, who joined Tribune Co. in Chicago in 1994 as an information specialist for Tribune Media Services, hosting chat rooms, posting content and monitoring message boards.

Scholly, 38, has progressed and grown along with the medium, expanding outside the editorial and content side, which was the base of her involvement. General manager of Chicago Tribune Interactive since 2003, Scholly remains on the cutting edge as newspaper Web sites hone their revenue-generating techniques and keep pace with technology.

"One of the more interesting parts of the business now is the development of the advertising model," says Scholly, who with more than a dozen years in online media can be considered a veteran. "Our challenge now is to create whole new sets of products that capitalize on the technology available today."

For Scholly, meeting that challenge means working closely with her team of about 65 staff members, a group, her supervisors say, that benefits greatly from her vision.

"She's open and candid, and she inspires others to think critically," says Dick Malone, Tribune Interactive's senior vice president for local market operations. "Her managers thrive under her style."



Over the years, Scholly has played leadership roles in Tribune's partnership with AOL's Digital City program. She also helped grow Metromix, a prototype for what newspapers can do with an entertainment site, from 300,000 to 3.9 million page views per month.

"To be in Chicago building media, with a company that has lots of media outlets," Scholly says, "that's what makes me think I have the coolest job in the world."

Alison Scholly

General Manager

Chicago Tribune Interactive

Q: In what ways do you think your current position will change over the next five years?

A. I think the role of the Interactive general manager will be more sales-focused and less product development-focused. Right now, I spend most of my time trying to figure out how to grow and evolve our sites—both its editorial and advertising products. Once these products and services are in place, the focus will be on growing interactive sales.

What's the best career advice anyone ever gave you?

“Do what you love, and the money will follow.” I’m not sure who first passed along this advice, but it’s about putting a premium on finding your passion, first—all other concerns will fall into place.

What three things would you change about the newspaper industry?

- More open to partnering to achieve success. To win, we’re going to have to work together closely.
- Greater entrepreneurial spirit. We, as an industry, have to move with great speed and a strong focus on execution in order to continue our role as dominant local news and information providers in our markets.
- More savvy in brand management and product portfolio management. As our audiences move online, or make choices to opt for media other than our core newspapers, we need to expand our product portfolios to include more print products (e.g. RedEye) and Web sites (e.g. Metromix) to serve our customers in new and different ways.

Personal Data

Date of birth: July 12, 1968

Grew up in: Glenview, Ill.

Family: Married, John Summy; daughter, Josie, 6; son, Bennett, 3.

Hobbies/Diversions : Cook, do yoga and go bike riding any chance she gets.

Education: 1990, B.S., anthropology, Vanderbilt University in Nashville; 1993, M.S., journalism, Northwestern University in Evanston, Ill.

Career: 1987-1989, disc jockey and general manager, WRVU-FM in Nashville; 1989, programming intern, WXRT-FM in Chicago; 1991-92, desk assistant, ABC News, Southern Bureau in Atlanta; 1994-96, electronic information specialist, development coordinator, senior producer, Tribune Media Services in Chicago; 1996-97, online communities manager, Tribune Interactive in Chicago; editor, Digital City Chicago and Metromix, Chicago Tribune; 2000, project manager, 2000-02, executive producer, 2003-present, general manager, Chicago Tribune Interactive.

Connections: Chicago Tribune Interactive, 435 N. Michigan Ave., Chicago, Ill. 60611, (312) 222-4813, ascholly@tribune.com

Dominique Shwe |

Advertising Director | The Desert Sun in Palm Springs, Calif.

THERE IS GOOD REASON why Dominique Shwe's co-workers call her "The Snake Charmer."

Over 16 years as a member of The Desert Sun's advertising team in Palm Springs, Calif., Shwe has built a reputation for winning over tough clients ("I love the challenge," she says) and then immediately advocating on their behalf.

"Dominique has a unique ability to understand what is in the best interest of her customers," says Bob Dickey, senior group president of Gannett Pacific Newspaper Group and a former Desert Sun publisher. "She always understood that customers came first."

"If you want to be a leader, you must act like one, regardless of your position."

The secret to her success? Shwe, 39, says she makes it a point to listen.

"As an industry, we've been guilty of being a bad first date," she says. "We talk about ourselves."

Instead of telling potential advertisers what the newspaper can do for them, Shwe says she focuses on discovering what the client needs. She then presents ways the paper can help meet those needs.

Listening also can help turn clients into friends of the newspaper, says Shwe, who started as a sales assistant at The Desert Sun and worked her way up the ranks, becoming advertising director in October 2005.



Along the way, Shwe helped build The Desert Sun's portfolio of niche publications, which led to a 149 percent increase in nontraditional revenue since 2004, Dickey says.

"We are at the forefront of niche products," says Shwe, who works closely with other departments within the newspaper to create publications such as the monthly Real Estate Source. Shwe also has played a key role in generating revenue through newspaper sponsorships of local events, such as the Bob Hope Chrysler Classic golf tournament in Palm Springs.

"The thing I'm most proud of," she says, "is being an ambassador for the newspaper in the community."

Dominique Shwe

Advertising Director

The Desert Sun in Palm Springs, Calif.

Q: In what ways do you think your current position will change over the next five years?

A: To continue to be successful, the structure of sales and the business model used by newspapers

must change dramatically. I see my current position as being key to helping initial change within the industry, meaning ad directors must be more nimble and adaptable to embrace selling across multiple platforms through multiple sales channels. We must be the ones to recognize and anticipate the changes in consumer behaviors and customer needs, and develop solutions to addresses both.

What's the best career advice anyone ever gave you?

I've had several great mentors over the years, and here are a couple of nuggets of advice that have helped me grow as a leader:

- Always act as if you were in the position you want, not the position you're in. If you want to be leader, you must act like one regardless of your position.
- Don't expect every salesperson to sell the way you sold. Find their individual talent and cultivate those talents. They don't have to have your specific style, as long as they have the work ethic you expect.

What three things would you change about the newspaper industry?

- As an industry, we really need to spend more time understanding our customers' businesses. The more we understand their businesses and their best customers, the more we will be able to develop marketing solutions that will help them grow. Let's learn to speak in their language instead of spouting newspaper lingo. How many times have you heard a sales rep pitch "ROP" to a client and seen the client's eyes glaze over?
- Despite all our resources—people, information systems, delivery systems—we struggle to be competitive to quickly launch new products and initiatives. We must start experimenting with reallocation of resources and more flexible technology that allow us to quickly launch products and services.
- As an industry, we need to do a better job recruiting and training talented people. We have to get more involved at the high school and university level, encouraging people to seek careers in newspapers. Part of that is making students in journalism, advertising and graphic programs understand the innovative and dynamic initiatives newspapers across the country are doing. I can't think of a more exciting environment for someone who wants a career in media.

Personal Data

Date of birth: June 10, 1967

Grew up in: San Bernardino, Calif.

Family: Married, Keith.

Pets: Dog, Bran.

Hobbies/Diversions: Reading , rock climbing and tennis.

Education: 1989, B.A., communications, with emphasis on media studies, Loyola Marymount University in Los Angeles.

Career: 1990, advertising assistant; 1991-96, retail account executive; 1996-98, majors/national sales manager; 1998-2001, retail sales manager; 2001-03, retail advertising manager; 2003-04, classified advertising manager; 2004-05, advertising manager; 2005-present, advertising director, The Desert Sun in Palm Springs, Calif.

Connections: The Desert Sun, 750 N. Gene Autry Trail, Palm Springs, Calif. 92263, (760) 778-4699, dominique.shwe@thedesertsun.com

Stacy B. Simonet |

Publisher | Teton Valley News in Driggs, Idaho

When Dean Miller couldn't attend a readership conference this past spring, the managing editor of the Post Register in Idaho Falls, Idaho, sent Stacy B. Simonet in his place.

Some at the conference scoffed at the presence of a circulation director. But Simonet, 36, was hardly just a circulation director.

"Stacy is somebody who truly loves change," says Miller, who calls Simonet the linchpin of the Post Register's circulation growth and credits her for halting a 10-year circulation slide.

The former reporter, editor and general manager of a weekly focused on the basics when she became circulation director in 2000 of the Post Register (average daily circulation, 26,524), a property of The Post Co. in Idaho Falls. Simonet offered carriers incentives for the fewest number of complaints from subscribers, and the staff was trained to better handle calls from customers.

"The lines between newsrooms and circulation departments need to be blurred, better yet erased."

The Wyoming native also worked closely with the newsroom to launch two redesigns. Among the changes: more color on A1, different story forms and shorter articles. "These things all help sell the newspaper, too," Simonet says.

Average paid circulation increased 3.7 percent from 2003 to 2004, and 4.7 percent from 2004 to 2005, according to the Audit Bureau of Circulations (www.accessabc.com). An audit was under way at presstime, but another gain is expected this year, Miller says.



In September, Simonet embarked on a new career challenge, becoming publisher of the Teton Valley News in Driggs, Idaho, a weekly owned by Pioneer Newspapers Inc. in Seattle.

First hooked on newspapers while studying journalism at the University of Wyoming in Laramie, where she was a reporter for the student paper, Simonet doesn't claim to have the magic formula for growing circulation. But hiring the right people and giving them clear goals are a start, she says.

"I think the best thing is to make a game plan and stick to it."

Stacy B. Simonet

Publisher

Teton Valley News in Driggs, Idaho

Q: In what ways do you think your current position will change over the next five years?

A: I think publishers will be responsible for more products than ever, as newspapers develop more and more niche products (both print and online) to meet the demands of readers. I also believe publishers are going to need to be more knowledgeable about technology and be willing to incorporate the use of the latest and greatest technological toys into their product offerings. The podcasts of today may be the virtual reality news coverage of tomorrow.

What's the best career advice anyone ever gave you?

"Take a little longer and write a little shorter." Those were the words of the publisher at the Alaska Star Newspaper. He knew readers wanted less. Only for the really interesting and important stuff did they want more. He also made me realize that not every story was the really interesting and important stuff. His advice made me a good managing editor, but also a great circulation director.

What three things would you change about the newspaper industry?

- The first thing I would change is the j-school mentality. People new to newspapers need to understand they are writing for readers, not for themselves or to win awards. What may be a textbook news story is more than likely a total yawn for readers.
- The lines between newsrooms and circulation departments need to be blurred, better yet erased. These two departments are serving the same customers. The only way to serve them effectively is to work together. Circulation should be the eyes and ears for the newsroom when it comes to reader satisfaction. If readers aren't satisfied, the two departments should work together to give them more of what they want in the way they want to receive it.
- More emphasis needs to be placed on readership models rather than on straight-paid circulation models. While knowing the number of copies sold is useful, the true picture lies in the number of readers that read each copy. If the product has enough eye candy and the stories are easy and interesting to read, the paper will get passed around the table in the morning—multiplying the advertisers' investment.

Personal Data

Date of birth: March 21, 1970

Grew up in: Worland, Wyo.

Family: Married, Louis; one daughter, Kaeli, 11; and two sons, C.J., 12, and Cole, 10.

Hobbies/Diversions: Family activities, hiking, camping and skiing.

Education: 1988-93, three credits shy of a degree in journalism, University of Wyoming, Laramie.

Career: 1994-98, general assignment reporter, managing editor, Alaska Star in Eagle River; 1998-99, assistant copy desk chief, Post Register in Idaho Falls, Idaho; 1999-2000, general manager, Fremont Current in St. Anthony, Idaho; 2000-06, circulation director, Post Register; 2006-present, publisher, Teton Valley News in Driggs, Idaho.

Connections: Teton Valley News, 75 North Main St., Driggs, Idaho 83422, (208) 354-8101, publisher@tetonvalleynews.net

Mae Stokes |

Vice President of Sales and Marketing | Atlantic and Mid-South Divisions, Newspaper Holdings Inc., Valdosta, Ga.

OPPORTUNITIES RARELY present themselves by luck or happenstance. More often, they are the result of hard work and foresight.

Take the career of Mae Stokes, for instance.

Since 2003, Stokes has twice been promoted without applying for the jobs. First, she was named the advertising director of The Valdosta (Ga.) Daily Times, from her previous position as national ad manager for the paper. Less than two years later, Stokes was offered her current job as vice president of sales and marketing for the Atlantic and Mid-South divisions of Newspaper Holdings Inc., a wholly owned subsidiary of Community Newspaper Holdings Inc., which owns the Daily Times.

"I've always set out to be an overachiever," says Stokes, 35. "I always ask for more things to do."

However, it has been Stokes' long list of accomplishments—including helping to bring three niche magazines to market, totaling more than \$350,000 in new revenue—that have led others to come looking for her.



In 2003, just three days after giving birth to her second child, Stokes received a phone call at her home from then-Daily Times general manager J.H. "Sandy" Sanders. The position of advertising director had just opened up, and Sanders *really* wanted Stokes to take it.

"Mae has always stepped up to everything I've ever asked her to do," says Sanders, today the publisher of the Daily Times. "And it's not about résumé building; she really gets into the things she's doing."

In addition to her professional responsibilities, Stokes is actively involved with numerous community service groups. In 2005, she was named Woman of the Year by the Valdosta Junior Woman's Club, which supports local service projects.

Not surprisingly, Stokes says supporting 26 advertising directors is among the most fulfilling aspects of her job.

"Going to the sites, helping to re-energize them," she says, "it's nice to see the light in their eyes."

Vice President of Sales and Marketing, Atlantic and Mid-South Divisions
Newspapers Holdings Inc. in Valdosta, Ga.

Q: In what ways do you think your current position will change over the next five years?

A: I think I will be more focused on overall revenue growth. Along with advertising, we will put the spotlight on circulation, Internet, commercial printing and profitability of individual sections. Developing people will be another important aspect of my position. We need to be focused on recruiting, hiring and training the kind of people who are going to move us forward. We need to be looking at new ways of delivering our message to the community. Can technology give us different avenues to deliver news and advertising besides relying only on our printed product? Managing change is also going to be vital. Change is no longer the exception but the rule, and we are going to have to be ready to ease any transitions.

What's the best career advice anyone ever gave you?

Always put the customer first. No matter what industry you are in, this is your key to success. In the newspaper industry, we should always strive to provide editorial content that is interesting and pertinent to our readers, have over-the-top customer service in our circulation department, and always choose advertising promotions that entice our readers and advertisers. Our success is solely dependent on our customers' needs and how well we meet them.

What three things would you change about the newspaper industry?

- Changing mindsets and always questioning our procedures to see if they need to be updated to keep up with a changing community and industry. We are not the only choice anymore, and we need to do away with some of our old "rules" and do what makes sense and is best for our customers and our growth.
- We need to be a leader in change, not a follower. We need to be more versatile and open to technology, Internet, forums, etc.
- Because there are so many ways to access and receive information, community newspapers need to focus on what they do best: covering their local community, its people and delivering the message in the most beneficial way to readers.

Personal Data

Date of birth: June 21, 1971

Grew up in: Dawson, Ga.

Family: Married, Chris; two sons, Chase, 6, and Connor, 3.

Pets: Two dogs, Little Man and Claus.

Hobbies/Diversions: Loves to read, mostly mystery novels; actively involved in community service organizations and her children's schools.

Education: 1995, B.A., marketing, Valdosta (Ga.) State University; one year of study toward an M.B. A. at Albany (Ga.) State University.

First job: Worked in early teens with father at family-owned construction company, sweeping and carrying equipment.

Career: 1995-97, regional salesperson, The Albany (Ga.) Herald; 1997-98, advertising sales representative, The Valdosta (Ga.) Daily Times; 1998-2003, national advertising manager, South Georgia Media Group, Valdosta, Ga.; 2003-05, advertising manager, The Valdosta (Ga.) Daily Times;

2005-present, vice president of sales and marketing, Atlantic and Mid-South divisions of Newspaper Holdings Inc. in Valdosta, Ga.

Connections: The Valdosta Daily Times, P.O. Box 968 , Valdosta, Ga. 31603 , (229) 244-3400, ext. 243, mae.stokes@gafnews.com

TED ANTHONY by Michael Snyder

ONEIL CHAMBERS by Teddi Dineley Johnson

ROB CURLEY by Lisa Rabasca

KIRK FISHER by Lisa Rabasca

KIM BUCKNER LAND by Teddi Dineley Johnson

MICHAEL LANDAUER by Mary Lynn F. Jones

MICHAEL L. MANESS by Ann Lallande

DOMINI E. MOSTOFI by John Heys

MICHAEL O'LEARY by Michael Snyder

RAFAEL OLMEDA by Teddi Dineley Johnson

RAJIV PANT by Ann Lallande

JODY POE by Mary Lynn F. Jones

SHARON PRILL by Michael Snyder

MICHAEL RIGGS by Mary Lynn F. Jones

BRAD ROBERTSON by John Heys

JULIO SAENZ by R.S. Pollack

ALISON SCHOLLY by R.S. Pollack

DOMINIQUE SHWE by R.S. Pollack

STACY B. SIMONET by John Heys

MAE STOKES by Jeff Lemberg

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From the December 2006 Issue

Cover Story : **20 Under 40 Winners**

TWENTY Under FORTY

Ted Anthony |

Editor, asap | The Associated Press in New York City

WORDS AND STORYTELLING have long played a huge role in the life of Ted Anthony, the son of two linguists at the University of Pittsburgh. Anthony's work as editor of The Associated Press' "asap" news service in New York City will likely play a similarly profound role in the newspaper industry's efforts to reach 18-to-34-year-old readers.

"I like being in the middle of things, and I always try to recognize that history is playing out in many ways that we often don't think of," says Anthony, 38, who led the group that developed the prototype of asap.

"Abolish the culture in newsrooms that often confuses opinion with voice--the former is to be avoided, the latter is to be heartily encouraged."

An accomplished author, seasoned national and international reporter, and a multimedia editor, Anthony continues to push the boundaries of storytelling. To this end, asap staffers create podcasts, photo galleries, interactive graphics and post diaries "torn from the notebooks" of AP correspondents around the world to make news come to life for young-adult readers. Content from asap is available online, in print and via mobile devices.



"In shaping asap, Ted listened to what was needed: something fresh, funny and relevant; something that can reach readers wherever they consume news...something that never, ever talked down to them," says Sally Jacobsen, deputy managing editor at the AP.

Since its launch in September 2005, asap has amassed 358 subscribers, the AP reports.

"To create and maintain a space where people feel safe experimenting with alternative storytelling techniques is probably our greatest success at asap," Anthony says.

By thinking across different platforms and drawing upon his talents for writing, photography and reporting, Anthony has given the newspaper industry a variety of innovative tools for reaching younger readers.

"The features he created have been hallmarks of the service and have made the most of the AP's global resources," Jacobsen says. "Some journalists can only flap their wings over certain skies. But Ted is a world flyer."

Ted Anthony

Editor

ASAP / The Associated Press in New York City

Q: In what ways do you think your current position will change over the next five years?

A: I think the editor of asap will have to stay way ahead of the curve and remain committed to alternative storytelling and new narrative techniques. This means, before anything, recognizing that today's new technologies and new fads are very quickly tomorrow's old guards. My position—any innovative, online-based position in the industry, frankly—will require the canniness to recognize that things aren't slowing down and that change and innovation are now constants to be embraced rather than feared or dreaded.

What's the best career advice anyone gave you?

"Don't be afraid to show your enthusiasm. Enthusiasm gets you a lot further than acting detached."

— Ann Terbrueggen Anthony, my mother (paraphrased)

What three things would you change about the newspaper industry?

- Help folks in the newspaper business realize that an online future does not reduce our opportunities for good journalism but enhances them.
- Abolish the culture in newsrooms that often confuses opinion with voice. The former is to be avoided; the latter is to be heartily encouraged.
- Reduce people's instinctive reliance on paper as the best method of conveying a story.

Why did you decide to enter the newspaper industry?

"I love words and writing, I like being in the middle of things and I like recognizing when history unfolds in front of us."

Personal Data

Date of birth: April 16, 1968

Grew up in: Pittsburgh, Singapore and Beijing.

Family: Married, Melissa Rayworth; son, Mason, 3 1/2. Ted and Melissa are expecting a second son, to be named Wyatt.

Pets: Cat, Smite.

Hobbies/Diversions: Writing, photography, genealogy and Star Trek fan.

Education: 1990, B.A., history, The Pennsylvania State University in State College.

First job: Bagging groceries at Shop & Save on Route 8 in Gibsonia, Pa.

Career: 1989-92, full-time freelancer, general assignment and state reporter, The Patriot-News in Harrisburg, Pa.; 1992-present, reporter/editor, international news desk editor, national correspondent, foreign correspondent, national correspondent/editor, editor of asap, The Associated Press, in Charleston, W.Va., and Philadelphia; news editor in Beijing, Baghdad and New York City.

Connections: The Associated Press, 450 West 33rd St., New York, N.Y., 10001, (212) 621-5428, tanthony@ap.org

Oneil Chambers |

Chief Technology Officer | Daily Press in Newport News, Va.

AS CHIEF TECHNOLOGY officer at the Daily Press in Newport News, Va., Oneil Chambers is often one step ahead of emerging technology, convinced that there's always a better, more efficient and less costly way to do something.

Chambers, 38, is immersed in the challenge of his career. He is leading a core newspaper system upgrade that will culminate with the three largest systems—in circulation, editorial and classified—going live almost simultaneously.

Choosing Chambers to head that effort was a wise decision, says Rhonda "Ronnie" Matthews, publisher and chief executive officer of The Sun in Baltimore and former publisher of the Daily Press. Both papers are owned by Tribune Co. in Chicago.

"His ingenuity in redirecting existing resources has minimized the investment required for countless new projects," Matthews says.

Chambers' resourcefulness isn't borne of self-promotion but of lessons learned hard, such as the realization in 1990 that Boston winters can be wicked—especially for a freshman from Jamaica with no overcoat and no money to buy one. Chambers borrowed an old coat from a roommate and wore it faithfully during that frigid winter at Northeastern University. The following fall, he transferred to Florida Atlantic University in Boca Raton.



"It felt more like home there," he recalls. "And I didn't need a coat."

But he did need a job to pay for school, so Chambers delivered newspapers for the South Florida Sun-Sentinel in Fort Lauderdale, also a Tribune property. With each copy Chambers delivered, he says he grew increasingly fascinated with the technology that went into putting a completely new product together every 24 hours.

"I was very curious about how they started all over again. How they got all the editing, the illustrations, the classified, everything pulled together basically overnight," says Chambers, who joined the Sun-Sentinel directly out of college, in 1993, as an associate programmer analyst.

Thirteen years later, Chambers continues to work to make that process more efficient.

Oneil Chambers

Chief Technology Officer

Daily Press in Newport News, Va.

Q: In what ways do you think your current position will change over the next five years?

A: I think the newspaper business will continue to face increased competition from new media/advertising businesses such as Google, MySpace, craigslist, etc. Newspaper technology departments need to become more involved in the innovation and leading the change in our business. More focus needs to be placed on researching and developing advanced technology solutions to remain competitive. I see my job as leading the group to think of a whole new box, not just outside of the box.

What's the best career advice anyone gave you?

Jim O'Dell, one of my many mentors, once told me: "Don't be afraid to ask 'why?'" The answer may surprise you. Do everything you can to surround yourself with smart people."

What three things would you change about the newspaper industry?

- Be nimble! Historically, newspapers are very cautious and slow to react to change. We tend to spend a lot of time reviewing standards, gathering consensus and making sure that all the risks, even the inconsequential ones, are mitigated. However, if we look at our "new" competitors, they are way ahead, developing new products and testing the waters with an approach of "changing the engine on a jet while it is in flight." We need to develop the same kind of tolerance to take risks and move much faster.
- Focus more on research and development of new products that are not necessarily related to a printed newspaper. Our advertisers are having trouble reaching their customers because of fragmentation and new technology. We need to figure out innovative ways to reach their targeted audience in media that they use.
- Be more interactive and local. Create more opportunities for people in the community to interact with each other through us. Additionally, focus on being more relevant to the local community we serve since national and international news is widely available from numerous sources. The newspaper needs to connect more with the local community and be their "water cooler."

Personal Data

Date of birth: Jan. 1, 1968

Grew up in: Kingston, Jamaica.

Family: Married, Elena.

Hobbies/Diversions: Working on computers, home renovation, reading trade journals and spending

time with family.

Education: 1993, B.S., computer information systems, Florida Atlantic University in Boca Raton; 1999-2001, attended and completed Tribune Co.'s two-year Technology Leadership Development Program in Chicago.

First job: At 18, software programmer in Jamaica. From a very early age, he enjoyed helping his father, a carpenter, build houses and make furniture. Got first set of tools at age 10.

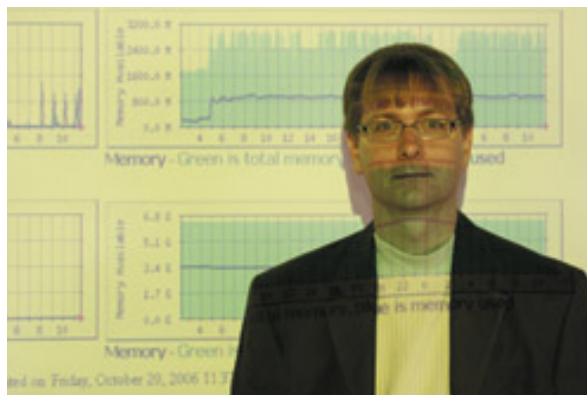
Career: 1993-97, associate programmer analyst, programmer analyst, network analyst, South Florida Sun-Sentinel in Fort Lauderdale; 1997-99, network analyst, Tribune Information Systems in Chicago; 1999-2001, Technology Leadership Development associate, Tribune Co. in Chicago; 2001-present, chief technology officer and technology director, Daily Press in Newport News, Va.

Connections: Daily Press, 7505 Warwick Blvd., Newport News, Va. 23607, (757) 247-4930, ochambers@dailypress.com

Rob Curley |

Vice President of Product Development | Washingtonpost.
Newsweek
Interactive in Arlington, Va.

IT'S RARE TO FIND Rob Curley driving only 6 mph, but on a Thursday morning in late September the new-media guru is caught in a traffic jam on I-95. He just left his position as director of new-media and convergence at the Naples (Fla.) Daily News and is driving his black Lincoln LS to Arlington, Va., and his new job as vice president of product development at Washingtonpost.Newsweek Interactive.



"My gut tells me the phone and the iPod will become one. When that happens, I will be listening to my local newspaper."

"It's not your grandpa's Lincoln," says Curley, 35. "It's a cool Lincoln."

In Curley's ideal world, the daily newspaper wouldn't be your grandpa's, either. It, too, would be cooler.

"I want our newspapers to work on any device, even if it hasn't been invented yet," he says. "I want it to work on iPods, phones, Sony PlayStations. I want to see it on YouTube."

Newspaper companies should no longer just be in the business of putting news on paper, Curley says. Instead, they should "document the living history of the community and give it to residents however and wherever they want it."

Curley began his career in 1996 as an education reporter and online editor at The Ottawa (Kan.) Herald. In just 10 years, with stops in Topeka, Kan.; Augusta, Ga.; Lawrence, Kan.; and Naples, he has become "one of the most critically acclaimed, award-winning Web developers in the world," Gregg K. Jones, president of Jones Media Inc., in Greeneville, Tenn., and NAA chairman

in 2004-05, wrote in nominating Curley for 20 Under 40.

How did Curley move from ink to pixels? "In 1996, I had an e-mail address," Curley says. "I was one of almost none in the newsroom. [The editors] said, 'OK, he's a reporter, he's a nerd, let's make him do the Web thing.'"

Ten years later, traffic clears on I-95, and Curley drives 80 mph thinking of new ways to give readers content they want.

Rob Curley

Vice President of Product Development

Washingtonpost.Newsweek Interactive in Arlington, Va.

Q: In what ways do you think your current position will change over the next five years?

Right now, even after 10 years of online publishing for most newspapers, there still is a feeling in our industry that there are newspaper people and there are new media people. I have little doubt that in five years there won't be that kind of distinction. We'll all be on the same team, and the word "newspaper" will mean the organization that helps its community live a better life by communicating through printed pages, video, audio, online, via cell phones, and in ways we haven't even thought of yet.

Reaching our readers in many different ways will just be something that we all do. We won't even think twice about it.

What's the best career advice anyone ever gave you?

While I was at the Lawrence (Kan.) Journal-World, Bill Snead taught me that it's not about the technology, which can be more than a shock to the system for a person whose career is new media. Yet, I'm not sure it can be said enough. He emphasized to me that what our industry really is about is connecting with our audience. Technology is nothing more than developing new ways of connecting with our audience and giving them something that they never knew they needed, but love having.

Bill always said we have to give our readers these little gifts and surprises whenever we can. The key is the connection, not the delivery method or the software. With every project, I now ask myself a million times, "How does this connect to our readers and what are they getting out of this?" Taking newspapers into the digital world isn't about the coolest software; it's about the coolest connection we can make with our audience.

What three things would you change about the newspaper industry?

- Sometimes, I get the feeling that I'm viewed as a radical. Yet, I don't see myself as a radical—instead as a realist who loves this industry. I say that because there seems to be so much doom and gloom out there right now when it comes to the newspaper industry, and, to be honest, there is no other period in American journalism that I wish I was a part of. We should be excited about our current challenges, not freaked out about them. The doom and gloom has got to go because it just feeds upon itself. Talk about an industry with a self-esteem problem!
- We can't be afraid of changes in our business model. It seems like things are definitely more complicated than they've ever been, but the opportunities also are greater. We shouldn't be afraid to reinvent a dying revenue stream before it dries up completely. We shouldn't be afraid of margins that look differently than they did five years ago. It seems like we spend so much time worrying and talking about the industry and the institution, when instead I think we should be talking about what our readers and advertisers want. My gut tells me that if we focused more on what our readers and advertisers, everything else would take care of its self.
- We should be investing more in new ways to serve readers and advertisers. When I worked at the Lawrence newspaper, our publisher there always said we need to be driving with our brights on, and man, oh man, was he right. Right now, it feels like there aren't enough people in the newspaper industry driving with their brights on.

Personal Data

Date of birth: Jan. 10, 1971

Grew up in: Osage City, Kan.

Family: Married, Betsy; daughter, Jazmin, 12; two sons , Johnny, 5, and Zak, 6 months.

Pets: Cat, Mercury; two turtles, French Fry and Flash.

Hobbies/Diversions: 24-hour computer nerd, movies, music and sports. Favorite sport is baseball; favorite team is the University of Kansas Jayhawks. Loves all things Disney, especially history of the company and visiting Walt Disney World theme parks whenever possible.

Education: 2001, B.A., integrated studies, Emporia (Kan.) State University.

Career: 1996, education reporter/webmaster, The Ottawa (Kan.) Herald; 1996-98, political/state reporter, new media editor, The Topeka (Kan.) Capital-Journal; 1998-2000, manager of Internet content development, Morris DigitalWorks, Augusta, Ga.; 2000-02, director of new media, The Topeka Capital-Journal; 2002-05, general manager, director of new media/convergence, Lawrence (Kan.) Journal-World; 2005-06, director of new media and convergence, Naples (Fla.) Daily News; 2006-present, vice president of product development, Washingtonpost.Newsweek Interactive in Arlington, Va.

Connections: Washingtonpost.Newsweek Interactive, 1515 N. Courthouse Road, 11th floor, Arlington, Va. 22201, (703) 469-2758, robert.curley@wpni.com

Kirk Fisher |

Operations Director and Business Manager | The Advocate in Baton Rouge



Although Kirk Fisher has been in the newspaper business only since 1999, he has been around The Advocate in Baton Rouge his entire life.

His mother, Dianne Lively Manship, worked at the paper for 40 years as an administrative assistant to Doug Manship Sr., the paper's former publisher. Fisher recalls doing his homework in the lobby after school and hearing the presses start.

So when Doug Manship Jr., the paper's publisher and Fisher's stepfather, asked him to leave the insurance industry and work for The Advocate, Fisher couldn't refuse.

Despite his family connections, Fisher, 35, has had to work his way up the company ladder. "He wanted me to understand the fundamentals of putting ink on paper," Fisher says.

From his start in the pressroom, Fisher joined the advertising department, where he moved sales reps from a salary-based compensation

structure to commission. Fisher's next stop was the circulation department, where he helped set up new distribution centers.

But just as the new centers opened for business last year, Hurricane Katrina hit the Gulf Coast. Baton Rouge quickly saw an influx of about 150,000 people, and The Advocate's circulation increased between 7,000 and 12,000, depending on the day of the week, Fisher says.

Meanwhile, The Advocate began construction of a \$70 million production plant. Fisher led the negotiations for all mailroom equipment and participated in negotiations for a new MAN Roland Regioman press, Manship says. The plant went live Nov. 5.

Manship credits Fisher with getting the equipment for the company at the lowest possible price. "It's safe to say Kirk's negotiating skills saved the company at least 5 to 6 percent," Manship says.

Three weeks before the press's first unit was to arrive in spring 2006, Fisher discovered he had a brain tumor and needed immediate surgery to prevent permanent blindness, or possibly death. The tumor was benign, and Fisher is proud to say he was at the new facility when the equipment arrived.

"This year has been full of challenges, both personal and professional," Fisher says.

Kirk Fisher

Business Manager and Operations Director
The Advocate in Baton Rouge, La.

Q: In what ways do you think your current position will change over the next five years?

I don't think my position will change in terms of responsibility. Most of the changes I will see are in the strategic direction of our company. We have just launched our new production facility. The new technology will give us a leveraged advantage in our market. For the past five years I have focused on positioning our company for the future. I look forward to the next five to continue to grow and diversify.

What's the best career advice anyone ever gave you?

For newspapers to survive, we must reach outside our comfort zones. Question everything and run your business as it should be run, not as it has always been run.

What three things would you change about the newspaper industry?

- More family ownership.
- I would like to see the newspaper industry not be so focused on the profits. This may sound crazy, but readers do not see value in a newspaper with a 70 percent to 30 percent ad-to-news ratio. I feel many of the problems newspapers are having, such as declining circulation, can be linked to a lack of focus on news.
- Change the public perception of political bias. Several scandals have tarnished the newspaper industry over the past several years. Our industry was built on the trust of our readers. Once the trust of our readers is gone, we have nothing.

Personal Data

Date of Birth: June 2, 1971

Grew up in: Baton Rouge, La.

Family: Married, Michelle; two daughters, Claire, 8, and Sydney, 4; son, Grant, 2.

Hobbies/Diversions: Boating, yachting, guitar. Children and wife are his biggest pastime and joy.

Education: 1994, B.A., business management, Louisiana Tech University in Ruston.

Career: 1995-98, claims and litigation manager, assistant manager of Baton Rouge territory, manager and litigation manager for Progressive Insurance, Lafayette, La.; 1999-president, manager of operations, director of operations/business manager, The Advocate in Baton Rouge, La.

Connections: The Advocate, 525 Lafayette St., Baton Rouge, La. 70802, (225) 931-4058, kfisher@theadvocate.com

Kim Buckner Land | Marketing Director | Spartanburg (S.C.) Herald-Journal

Since 2002, residents of Spartanburg, S.C., have seen the faces of various Herald-Journal employees on huge billboards, along with the words "Nobody delivers like we do."

One face that hasn't appeared in the ad campaign is that of Marketing Director Kim Buckner Land, who created the promotion to emphasize the newspaper's local commitment. Despite the exclusion, those at the Herald-Journal (average daily circulation, 48,116; Sunday, 55,082) are well aware that few deliver like Land does—to the tune of at least \$1.5 million in revenues.

Land, 30, joined the Herald-Journal in 2000 to spearhead 'Celebrate Community,' a program through which the paper supports various area nonprofit programs. The Herald-Journal sells sponsorship and partnership packages to local businesses to help offset the costs. To drive sales, the paper takes top-tier advertisers on an annual group trip, such as this year's Baltic cruise. Land helps plan the trips and is an enthusiastic chaperone.



"It is absolutely the coolest thing I get to do on my job," she says.

But it's far from the only thing.

Under Land's leadership, "Celebrate Community," which boasted flat sales of \$450,000 in 2000, has blossomed into a \$1.7 million annual revenue program, with a target of \$2 million in 2007.

As facilitator of the process-management initiative for the Herald-Journal and the News-Times in Hendersonville, N.C.—both papers are owned by The New York Times Co.—Land has identified inefficiencies in processes and resources, and has developed ways to save money and employee work hours in every department.

Working with the Times Co., Land acquired updated market research data, developed new sales-support material to incorporate the data, and trained sales reps to use it.

"She brought marketing back to the sales process," says Publisher David O. Roberts. "With this research material, we have acquired or saved hundreds of thousands of dollars in business with a sales force trained to back up our claims."

Kim Buckner Land

Marketing Director

Spartanburg (S.C.) Herald-Journal

Q: In what ways do you think your current position will change over the next five years?

A: Marketing is constantly becoming more involved in all aspects of the newspaper industry. As we continue to nurture a strong online presence and develop more niche products, marketing will play a key role in directing strategy and promotion. All industries are moving toward a more results-driven focus, requiring a greater emphasis on front-end planning and effective resource allocation. Understanding our customers, both advertisers and readers, and how to reach them is central to this planning and a primary marketing task.

What's the best career advice anyone ever gave you?

Figure out what it is that you really enjoy doing—whether writing, crunching numbers or playing the piano. Then choose a career path that enables you to utilize those skills. If you don't enjoy your work, you will never be fully fulfilled.

What three things would you change about the newspaper industry?

- Increase the use of cross-functional teams. In leading the process management effort, I have witnessed firsthand the problem-solving capabilities of cross-functional teams. So many times in the newspaper industry our projects are bound by traditional departmental lines. It is educational for the employees involved, provides a broader operational viewpoint and allows us to tackle problems or projects from all angles.
- Develop more programs targeted for the nontraditional advertiser. We often fall into the trap of cannibalizing our own revenue by consistently introducing new products and selling them to the same core group of advertisers. I would like to see an industrywide push to market to businesses that are more interested in image advertising or branding themselves as good corporate citizens. It is important to the growth of our industry that we continue to diversify our advertising base to support the expanding product repertoire.
- Offer cutting-edge online capabilities. Online is a huge growth opportunity for newspapers. With a trusted brand name and solid reputation, we are poised to become the go-to sites in our markets for local news and information. I believe it is important for newspapers to be on the forefront of adapting new Web technologies—blogging, podcasting, audio/video streams, etc. If we can stay ahead of the curve in adopting the newest online tools, we will continue to cement our position as the online leader for all age groups.

Why did you decide to enter the newspaper industry? Land decided to find a job closer to Spartanburg after growing weary of the 40-minute commute to Greenville. She found her Herald-Journal job through a recruitment ad in the newspaper's classified section—"not online but in the actual newspaper," she says with a laugh.

Personal Data

Date of birth: Dec. 1, 1976

Grew up in: Spartanburg, S.C.

Family: Married, Jason.

Hobbies/Diversions: Carolina Panthers and University of South Carolina Gamecocks football, genealogy, planning family reunions, reading and traveling. She is researching the history of all sides of her family and recently completed a 110-page genealogy report, with 22 pages of photographs, to be distributed at a family reunion.

Education: 1998, B.A., journalism and mass communications; 2002, M.B.A., University of South Carolina in Columbia.

First job: Modeling at a local mall at age 4 or 5. During high school, she worked as a salesclerk at a JCPenney.

Career: 1999-2000, public relations and Internet marketing account executive, KWB Advertising in Greenville, S.C.; 2000-present, marketing director, Spartanburg (S.C.) Herald-Journal.

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Michael Landauer |

**Assistant Editorial Page
Editor | The Dallas Morning
News**

PAULA ABDUL, of "American Idol" fame, has nothing on Michael Landauer.

As assistant editorial page editor for suburbs of The Dallas Morning News, Landauer, 32, spends part of his time scouting for talent among area readers who want to become regular columnists in the paper's metro opinion pages. Readers are selected for the yearlong volunteer position based on their unique perspectives, diverse viewpoints and writing abilities, Landauer says.

But the "Voices" section, published in three zones Thursday through Sunday, is just one way Landauer has expanded the News' local opinion coverage from three pages a week in 2003 to 16 pages this year with few additional resources. He has built an e-mail list of more than 500 students, teachers and "regular people" whom he polls weekly on different issues, writes several editorials a week, and helped launch the paper's editorial board blog in 2003. He joined the paper in 2001 and became the youngest person ever named to the paper's editorial board, at age 28, one year later.

Voices, which is scheduled to expand to the Morning News' entire coverage area this year, provides "a level of community introspection that journalists would have a hard time doing," Landauer says.

His work earned high praise from Jim Moroney, the paper's publisher and chief executive officer, who called Landauer "an artist extraordinaire."

But he entered journalism almost accidentally. Faced with taking choir or journalism in high school, Landauer opted for the latter. "I had great respect for music, so I knew I shouldn't sing," he says. Landauer soon wrote a column for the school paper and was hooked.

"I just love the personal voice and the personality that can come through," says Landauer, who wrote recently about finally learning to make repairs to his aging home. "You have to share a little bit of yourself."



Michael Landauer

Assistant Editorial Page Editor

The Dallas Morning News

Q: In what ways do you think your current position will change over the next five years?

A: I expect technology to play a larger role in the Voices programs I have launched. What we have started would not even be possible without e-mail. Ten years ago, you could not have formed groups of regular folks supplying a steady stream of meaningful commentary with instant editing, feedback and interaction. But I expect that to go one step further.

I want the contributors to interact with one another more and for the whole debate to be accessible to all readers online. I want our printed pages and online presence to reflect one seamless conversation, at least one issue at a time. We can put people in a virtual room and let them go at it. Right now, I think blogs and chats and podcasts are great, but I envision something packaged with a little more care than the average unwieldy blog, for instance.

What's the best career advice anyone ever gave you?

"Don't be shy about your ambition. If your editor doesn't know where you want to go from here, how will he or she help you get there?"

It was especially important to me at the time I heard it during my junior year in college because I had recently been told by my school newspaper's editor that I needed to keep my goals to myself to avoid rubbing fellow staffers the wrong way. It was a pretty transparent attempt to ask me to shut up so friends of his would emerge as challengers to me for the position I wanted, but it bothered me.

So to hear a highly respected Dallas Morning News editor tell me the complete opposite really gave me confidence. I immediately knew I wanted to work for that editor as soon as I graduated, and as things worked out, I did.

What three things would you change about the newspaper industry?

- First, and I realize how obvious this sounds coming from someone who works on the editorial pages, I would put more emphasis in the print product on commentary. It's one major aspect of journalism that sets print apart from other media. Nowhere else can you have such a high-quality forum for informed debate. Talk radio doesn't come close. Point-counterpoint segments on TV news are a joke. But in print, you have to deliver more substance. Sound bites just won't cut it.
- I would make sure advertising and marketing staffs understood on a deeper level the journalism that they were trying to sell. It seems like the focus for advertising is on selling space one column inch at a time. I wish we could, as an industry, send a clear message that advertisers should want to be associated with us because of the quality of the work we do, because of how important we are to readers' lives.
- I wish we would realize how important we can be to readers' lives. I love a great investigative piece. I love a good, inspirational personal profile. But more than anything, I love to know what is happening in my world. I think there has been a trend, for example, away from covering meetings. Covering meetings is beneath a good journalist, it seems. But the truth is, important stuff happens at meetings that I need to know about. I want someone to go to those tedious meetings and tell me what is important, what happened. Not every meeting needs to yield a 20-inch story, but if you don't cover the meetings, where do you get your ideas for the great long stories and the investigative pieces?

Personal Data

Date of birth: Nov. 7, 1974

Grew up in: Katy, Texas.

Family: Married, Holly.

Pets: Dog, Parker.

Hobbies/Diversions: Texas A&M and Big Ten football, playing with his dog and working on his home for which he made the shutters.

Education: 1997, B.S., journalism, Texas A&M University in College Station.

Career: 1997-2001, copy editor, page designer, business wires editor, editorial writer and editorial page editor, The Arlington (Texas) Morning News; 2001-present, editorial writer for suburban pages, assistant editorial page editor for suburbs, The Dallas Morning News.

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ONEIL CHAMBERS by Teddi Dineley Johnson

ROB CURLEY by Lisa Rabasca

KIRK FISHER by Lisa Rabasca

KIM BUCKNER LAND by Teddi Dineley Johnson

MICHAEL LANDAUER by Mary Lynn F. Jones

MICHAEL L. MANESS by Ann Lallande

DOMINI E. MOSTOFI by John Heys

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