

## Fall '07 Focuses on the Local and the Nearly Impossible

### IRAQ CONFERENCE

—By Kate Linebaugh '08

When editors from *The New York Times* called Ali Adeeb Al Naemi '08 late at night in his Baghdad home, his mother would chastise him if he spoke English too loudly. She was afraid the neighbors might hear and discover that her son worked for an American organization, a fact that could endanger them both.

As news editor for the *Times*'s Baghdad bureau, Adeeb Al Naemi took daily precautions to conceal his place of work. He hid in his socks all documentation and identification linking him to his employer until he walked into the *Times*'s fortified compound.



Ali Adeeb Al Naemi, left, John F. Burns, and Charles Eisendrath at the Iraq seminar held at Wallace House.

Adeeb Al Naemi, who had arrived in Ann Arbor from Baghdad the previous night, shared his experiences at a closed Knight-Wallace conference "Covering the War in Iraq" held in early November at Wallace House. The other panelists were John F. Burns, former *Times* Baghdad bureau chief; Jim MacMillan '07, who photographed the war

for the Associated Press; Richard Leiby '01, a feature writer for the *Washington Post*; and Mort Rosenblum, former Associated Press reporter and author of the recently published "Escaping Plato's Cave: How America's Blindness to the Rest of the World Threatens Our Survival."

For Iraqi journalists, Adeeb Al Naemi said, the disintegration of the security situation in their country and the danger it poses for them has become a daily obsession. And justly so.

Hundreds of Iraqis who work for international media face risks far greater than the foreign correspondents who get the bylines, appear on television, or narrate radio reports. Since the U.S. invasion of Iraq four years ago, it has been one of the bloodiest wars for journalists. According to the Committee to Protect

—continued on page 4



### LOCAL NEWS: QUALITY PAYS

—By Kevin Clemens '08

Although he was once deputy managing editor of the *St. Petersburg Times* in central Florida, John Costa '93 has found his calling in what may seem a surprising place for such an accomplished newsman: as editor-in-chief of *The Bulletin* of Bend, Oregon.

And in the decade since he took the helm, Costa has seen the small paper do something most editors would give their eye teeth for — grow in frequency, size, readership and revenue. Costa shared his passion for community newspapers and the keys to growth in an unlikely era when he gave the 22nd annual Graham Hovey Lecture, entitled "Local News: Quality Pays" at Wallace House in September.

Costa, a Vietnam veteran, began his journalism career in 1969 after leaving the Army. By the time he became a Knight-Wallace Fellow in 1992, he was deputy managing editor of the *St. Petersburg Times*. The Fellowship gave Costa the focus to realize where his real passion lay — in the community journalism of small-town papers. Shortly thereafter, he left the *Times* after 20 years, and served four years as executive editor of the *Idaho Statesman* before moving on to Bend in 1997.

It's no secret that the newspaper business has been in rapid decline of late and, during the Hovey Lecture, Costa maintained that it's a small newspaper's ability to focus on quality that allows *The Bulletin* to grow and prosper, bucking the trend of declining circulation and reduced advertising revenues. "Quality and profitability in newspapers should go hand-in-hand. I'm convinced that in the long run — and I emphasize the long run — profitability can't be sustained without quality," said Costa. He added that *The Bulletin* has not only increased circulation but has "outgrown

—continued on page 3



John Costa delivering the Hovey Lecture in the garden of Wallace House.

# From the Head Fellow

—By Charles R. Eisendrath '75

## NEW OWNERS, NEW SPIRIT, NEW OPTIMISM

*Dear Mr. Zell, I wrote last April, I want to repeat to you a suggestion I made to yesterday's (Wallace House) seminar speaker, Brian Tierney of The Philadelphia Inquirer/Daily News:*

*Consider becoming the first "new breed" newspaper owner to announce that profits exceeding the historical 12% norm will be re-invested in covering the news. The admiration attending this kind of statesmanship might surprise you. It would have a Larry King/Time cover dimension because everyone knows a country based on an informed citizenship can't function well without one, a result of so many news companies failing their audiences. In other words, here is an opportunity for true national service. There's a war on and an election coming. If you are so inclined, this is the moment, your new properties, the instrument.*

Not hearing back from Sam Zell isn't surprising. Although the Michigan alum visits Ann Arbor, we've never met. Nevertheless, I date my outing as journalism optimist (after decades of noisy gloom) to a crystallizing moment when I wrote the letter. New ownership has changed priorities at some old companies while online options burgeon all around them.

Brian Tierney had just visited Wallace House, invited by his chief senior photographer, Jim MacMillan, a Pulitzer winner and then-current Fellow. The journalistic grapevine had offered me only bad stuff about Tierney, so I introduced him as "a reputed bum."

Tierney laughed, then amazed us. Instead of droning on about profit margins and stock price, the publishers' mantra for the last 25 years, Tierney talked about loving newspapers. Delivering them as a kid in West Philly. Hating to hear them whine about going broke while banking bigger

profit margins than most companies in America. At the end of the evening, I think half of '07 wanted to follow him home.

Since then the *Inquirer's* circulation has risen 2.3 percent, the biggest gain among the 50 largest dailies, while circulation among them dropped an average 3.6



Charles R. Eisendrath '75

percent. Bill Marimow, part of the dream team assembled by Eugene ("Pulitzer Gene") Roberts, who led the paper to 17 Pulitzers in his 18 years there, has returned home as editor. Will it reach Nirvana in cyberspace? Excuse me, but that's like faulting Abraham Lincoln for not having jobs for all the slaves after the Emancipation Proclamation. Some things you admire just because they are admirable.

Yes, I continue working on Tierney, who returns to Wallace House next semester. He's an adman. How can he resist my pitch that, since he says he isn't making anywhere near 12 percent anyway, he can be a hero for free?

Updates to come...and that's enough about old media.

A sea change is flooding the spirits of Fellows passing through Wallace House with a new taste for risk, adventure, entrepreneurship. Until recently that word implied journalistic impurity.

For example, just a few years back, "What's-he-thinking?" stares led me to withdraw a suggested seminar with David Farrell '93, whose new company was hiring journalists to revolutionize the corporate "clip sheet." Last fall, '08 couldn't get enough of him. Lone Buffalo, Inc. now employs 40 journalists — that's about as many as the *Ann Arbor News*, daily circulation: 50,000.

Debbie Caldwell '94 once called from the *Dallas Morning News* in a moral funk because a startup Web site wanted to hire her, a right-thinking newspaperwoman. How could they get her so wrong? She is now vice president and managing editor for content of Beliefnet Inc., the largest online player in the fast-growing field of religion/spirituality news, which was just snapped up by News Corp.

MediaFriendly — a creation of Ben Davis '92, formerly of NPR and ABC — locates camera crews for television networks and matches stories to expert sources at universities. Contracts include CNN, Fox and ABC on one side; Yale, Michigan and Stanford on the other.

In January 2005, the most unlikely of entrepreneurs arrived at my door for his second "Whither Me?" Fellowship conference. Chris Carey was a "Columbo"-style investigative reporter from the *St. Louis Post-Dispatch*. He suspected the paper's new owners would not support that kind of work and wanted help organizing a non-profit Web site around his study topic, "The Criminal Subculture in the Securities Industry." I refused. For-profits



are more viable because more potential funders want to amass money than disperse it. I would help with that.

Carey launched Sharesleuth.com with two emails to financier Mark Cuban. Elapsed time: one week. The site is not without controversy stemming from Cuban's behavior as a brand-new media mogul, but it is raising hell in an industry where that is a public service.

Far as I know, ReadTheSpirit.com is the latest KWF launch. Its creator/director is David Crumm '02, another unexpected proto-mogul who before last summer covered religion for the *Detroit Free Press*. It is a new kind of Web hub that connects readers with religious/spirituality media. The first of six books it will publish before the end of 2008 (about interfaith heroes) appears shortly.

Overall, Dan Gillmor '87 is KWF's most famous media innovator. Adding experience as tech critic for the *San Jose Mercury News* to a long newspaper career, Dan wrote the book "We the Media," which changed the way a lot of people think about reporting. Recently, he became founding director of The Knight Center for Digital Media Entrepreneurship at The Walter Cronkite School of Journalism and Mass Communication at Arizona State University.

The class of '08 is pawing at the future of all this. Ron Parsons from Yahoo! News led a survey of interesting local news experiments online. The research jibes with the study plan of Rochelle Riley of the *Detroit Free Press*: new journalism delivery systems. Several others have joined a freewheeling discussion. Will it become a start-up? You can't walk out the door without tripping over an opportunity that's been waiting for somebody to kick it to life...whether or not Zell, Tierney & Co. take my dare. ▀



—Quality Pays, continued from page 1

the rapid population growth of the area and added market share, which in this business is called penetration.”

Costa credited the family-owned Western Communications, Inc. — which has owned *The Bulletin* for more than 50 years — with three key strategies that have ensured quality: investment, patience and a focus on the community. “The money is important,” he noted, “but how we use it is just as important.”

Costa said that Western has steadily invested in improvements at the paper, aiming to pass an enhanced company to the family's next generation, rather than wringing out every cent of profit in the short term. Even with this long-term strategy, the newspaper group has remained profitable and increased circulation during the past several years. “The company's gross worth is many times what it was 10 to 15 years ago, and its return to its shareholders is very strong, indeed — even after a decade of substantial investments,” Costa said.

According to Costa, quality also requires patience: “Patience is probably the most undervalued and unrewarded quality in America today.” Building a business over the long run requires a long-term commitment to employees and consistency in leadership. To wit, *The Bulletin* has

had just four editors since 1910, and at ten years tenure, Costa has been there the shortest time.

Costa also observed that a reduction in newsroom staff, brought about by financial pressures for increased profits, usually reduces the amount of local news that a paper can cover. “Quality is the full complexion of a news story as it defines to meet the needs of the readership,” he said. *The Bulletin* covers national stories, but its focus remains on the local community.

Many view the Internet as the biggest threat to the daily newspaper, sensing that the instant news gratification offered by online reporting is making printed news obsolete. Most newspapers around the country have Web pages, even if the content and design simply mirrors their print editions. Costa sees two camps in the newspaper-versus-Internet question: “One side argues that the best days for newspapers are over, and therefore there is little point in investing in the future of print. So, let's rush to the Internet, as though there is clarity and certainty there,” he said. “The other side — including many of my fellow editors — refuses to believe that it is not 1955, and even given substantial resources, seem to want the role of curator rather than editor, digging in to

—continued on page 8

*The University community and beyond gather for the Hovey Lecture.*



—Iraq, continued from page 1

Journalists, 165 journalists and media support staff have been killed since the conflict started in March 2003. Of those, 142 were Iraqi.

“The largest price has been paid in the post-invasion phase by Iraqi journalists,” said John F. Burns. The general security situation in the country and the targeting of Iraqis who work for U.S. organizations has made it “harder and harder” to find Iraqis who are willing to work for American publications, he added.

In July, Khalid W. Hassan — a colleague of Adeb Al Naemi and Burns — was killed by insurgents on his way to work. “When you lose one who is close to you, it has a different impact. You feel like you’ve been touched by the fire. You’ve been burned. You’re not describing it, you’re feeling it,” Adeb Al Naemi said. “This killing broke a lot of things inside us.”

Jim MacMillan worked with a team of Iraqi and foreign photographers in 2004 and 2005. During that time he edited the work of photojournalist Bilal Hussein, who filed gripping photographs from his hometown of Fallujah. Both men were part of a team of AP photographers that won a Pulitzer Prize in 2005 for their coverage of Iraq.

On April 12, 2006, Hussein was detained by the U.S. military, which claimed the former cell phone salesman was a security threat. In November, the U.S. military handed Hussein over to an Iraqi court for criminal prosecution. Hussein is charged with being linked to terrorist groups, although neither the Iraqis or the U.S. military have disclosed detailed evidence to support the charges.

“Why is Bilal in prison?” MacMillan asked before showing a selection of Hussein’s pictures, which ranged from close shots of insurgents to wrenching images of the human cost of the war.

Hussein’s work “looks like the Iraq that I saw. It looks like the photos I edited every day and it didn’t look a whole lot worse than the Baghdad outside my window at that time ... It wasn’t the White House’s version of Iraq,” MacMillan said. “There was some kind of horrible disconnect between the reporting in Iraq and the presentation in newspapers in the U.S.”

Hussein was held in custody at Camp Cropper on the edge of Baghdad, according to MacMillan. He was allowed to see friends and family for one hour a month and to go outside for one hour a day. For most of the remaining time, his hands and



*Mort Rosenblum, author, and John F. Burns, The New York Times, in handsome headgear.*

feet were shackled. An AP colleague described Hussein as a ruined and broken man, MacMillan said.

Richard Leiby referred to what he saw as a complicity of the media in the early days of the war. “Not many people seemed to be asking, should we be going into war?” he said, “but rather [were] making strategies on white boards as to how we would cover the war.”

Driving into Baghdad on May 1, 2003, Leiby heard a report that electricity had been restored to half of the city. Outside his window, however, was fully black. “I thought, where are they getting this from?” he said. “Well, they were getting it from Pentagon spin. It was pretty clear to me that this city was in a lot of trouble.”

Mort Rosenblum said he has struggled to determine the true number of Iraqi casualties since the war began. He cited the Iraq Body Count which says there are as many as 83,000 documented civilian deaths and contrasted that with a Johns Hopkins Bloomberg School of Public Health study released a year ago that estimates 655,000 Iraqi civilians have been killed in the conflict. “No one really seems to know. Tommy Frank says he doesn’t keep body counts,” Rosenblum said. “Where’s the outcry? Where is the demand from the public to actually know?”

Adeb Al Naemi said he remains hopeful that he can return home, but Burns described the current situation in Iraq as a perfect storm: “It’s not that there are no good options. All the options come at prices that are unacceptably high.” ▶

*Fellows, faculty and guests absorb the Iraq battle seminar.*





## 2008 Knight-Wallace Fellows



### Front row, left to right:

**Kyoungho Suh**, staff writer, *Joongang-Ilbo* (Seoul), A New Approach on Writing Business Stories

**Kate Linebaugh**, reporter, *The Wall Street Journal*, Asia's Wealth Gap: Capital, Consumption and Inequality

**Gonca Senay**, political reporter, CNN Türk (Ankara), Global Energy Policies

**Patricia Whitehorne**, senior broadcaster, BBC, On-Line Social Network Sites

**Ronald Pereira Parsons**, assistant managing editor and director of production, Yahoo! News, The Role of Automation and Technology in the Next Generation of Online Journalism

### Second row, left to right:

**Kevin Clemens**, editor at large and columnist, *European Car Magazine*, Solving America's Automobile Related Transportation Energy Needs

**Miles Harvey**, freelance (*Outside Magazine*), The Missing Link between Men and Apes

**Matthew Moyer**, freelance photographer (*National Geographic*), Documentary Films and Building a Photo Agency

**Colleen Kenney**, reporter, *Lincoln Journal Star*, Applying Poetry Techniques to Narrative Writing

**Sam Skolnik**, reporter, *Las Vegas Sun*, The Rise of Problem Gambling in America

**Carol Ann Alaimo**, military writer, *Arizona Daily Star*, Challenges Facing the U.S. Military

**Charles Eisendrath**, director, Knight-Wallace Fellows

**Birgit Rieck**, program administrator, Knight-Wallace Fellows

**Rochelle Riley**, columnist, *Detroit Free Press*, How Multimedia Empires are Built

**Steve Edwards**, host, WBEZ (Chicago Public Radio), How Latino Immigrants Reshape American Politics, Economics and Culture

**Tracy Davis**, reporter, *The Ann Arbor News*, Globalization and World Ecology

**Jamaal Abdul-Alim**, education reporter, *Milwaukee Journal Sentinel*, The Impact of Incentives on Student Achievement

**Brad Schrade**, court reporter, *The Tennessean*, The Intersection of Money and Politics

### Not pictured:

**Ali Adeeb Al Naemi**, news editor, *The New York Times* Baghdad bureau, Media Coverage of the American Enterprise in Iraq

**Telma Luzzani**, foreign editor, Clarin (Buenos Aires), International Affairs

**Charles Partridge**, managing editor, BBC Radio Lincolnshire, What does "Local" Mean in Today's On-Line World?

**Ipek Yezdani**, reporter, *Milliyet* (Istanbul), International Affairs and their Influence on Turkish Policies

# Our Great Geniuses

**John Bacon** '06 published "Bo's Lasting Lessons: The Legendary Coach Teaches the Timeless Fundamentals of Leadership." The book was co-authored with the late Bo Schembechler, celebrated University of Michigan football coach, and recently earned a spot on the *Wall Street Journal's* list of bestselling business books.



Vanessa Bauza

**Vanessa Bauza** '06 left the *South Florida Sun-Sentinel*, where she was the Caribbean correspondent, to cover immigration for the *Chicago Tribune*.

**Bora Bayraktar** '05 was promoted to CNN Türk International News Desk Editor in March. In addition, and while pursuing his PhD, Bayraktar has written and published his second book, "Hamas."

**Cynthia Barnett** '05 was featured this summer on both NPR's Morning Edition and in a *New York Times* article in conjunction with her book "Mirage: Florida and the Vanishing Water of the Eastern U.S."

**Christopher Carey** '06 was profiled in the October 2007 issue of *Wired* magazine about his investigative reporting Web site Sharesleuth.com.

**Chris Cook** '82 took home two local Emmy awards in June, one each in the "Best Series" and "Public Affairs" categories. In addition, "Where Do the Children Play" — a documentary Cook produced for Michigan Television — aired this summer on WFUM-TV. Cook, also won first place for criticism in the annual awards of Society of Professional Journalists Awards, Detroit Chapter. He was honored for res-

taurant criticism for *HOUR Detroit*, the city magazine, where he is also the wine columnist.



David Crumm

for the *Detroit Free Press*.

**Bill Duryea** '05 is an editor for PolitiFact.com, an online project of the *St. Petersburg Times* and *Congressional Quarterly* that examines claims by presidential candidates and rules on their veracity.

**Scott Elliot** '05 was recognized by the Ohio Society of Professional Journalists in their 2007 awards. Elliot won in the Best Weblog category for "Get on the Bus," his *Dayton Daily News* education blog.



Jon Entine

*Corporation* magazine in the U.K., a consultant and a fellow at the American Enterprise Institute.

**Gady Epstein** '07 won a 2007 Gerald Loeb Award in the medium newspaper category for "Crab Factory." The *Baltimore Sun* series, explored globalization and entrepreneurship of Maryland's blue crab industry.

**David Crumm** '02 has launched ReadTheSpirit.com, an "online home for important voices in religion and spirituality." Crumm spent more than 20 years as the religion writer

In addition, Epstein has been named Beijing bureau chief at *Forbes*. Prior to his Fellowship, Epstein had been the *Sun's* Beijing bureau chief.

**Hayes Ferguson** '99, COO of Legacy.com, was featured in a November 6 *New York Times* article. The Web site publishes newspapers' death notices and obituaries and offers virtual guest books for mourners.

**Ron French** '03 was named Journalist of the Year by the Detroit chapter of the Society of Professional Journalists. The *Detroit News*, was honored for his series "The General and The Beast," examining the effects of rising health care costs on the auto industry. The same series also won French the Golden Wheel Award for excellence in automotive journalism from the Detroit Press Club.

**Kyoko Gasha** '92 was featured in a workshop at the Tribeca Film Institute's Asian American Film Festival in New York for her documentary "Going Beyond Japan." The film examines the lives of Japanese women who have emigrated to New York.

**Vindu P. Goel** '06, formerly an editorial writer for the *SanJose Mercury News*, is now a business columnist for the paper.



Tereza Gomes

**Tereza Gomes** '00 has left her post heading up Abril Group's *VOCÊ S/A* magazine in Brazil to run the company's new cable TV channel, TV Ideal. In addition, Gomes

hosts a program on the business-oriented channel, where she interviews CEOs in front of a live audience of MBA students.





Dan Huntley

**Dan Huntley '03** and **Scott Huler '03** were both featured on NPR's "The Splendid Table," in separate segments, on August 25.

Huntley discussed "contraption cooking" and shared a recipe from the barbecue book "Extreme Barbecue: Smokin' Rigs and 100 Real-Good Recipes," which



Scott Huler

he co-authored with **Lisa Grace Lednicer '03**. Huler humorously lamented the proliferation of zucchini in late summer.



Rose Ismail

**Rose Ismail '89** celebrates two years at the helm of her own Salt Media Consultancy, which publishes books, reports and magazines in Malaysia. Before

that, Ismail served as deputy group editor for the *New Straits Times*. Ismail is also a co-founder of the NGO Sisters in Islam, which conducts research and advocacy studies aimed toward creating space for women's rights within the religion.

**Jack Kresnak '90**, of the *Detroit Free Press*, was recognized by the Michigan Supreme Court for nearly two decades' coverage of children's issues. It is the court's first time honoring a journalist with a resolution, which states that Kresnak's work is "journalism at its best: holding those in authority accountable and giving a voice to those who have none."

**Peggy Kuhr '82** has been named dean of the School of Journalism at the University of Montana. Kuhr was previously the Knight Chair on the Press, Leadership and Community at the University of Kansas.

**Baris Kuyuçu '07** of CNN Türk was honored by Turkey's International Fellowship of Automobile and Motorsports Rotarians in their annual awards ceremony. For the third year in a row, Kuyuçu was recognized as producer of the Best Up-to-Date and Neutral Motor Sports TV Program of the Year.

**Robyn Meredith '99** has published "The Elephant and the Dragon: The Economic Rise of India and China and What It Means for The Rest of Us." Meredith covers India and China for *Forbes*.

**Harris Meyer '91** won first place in local political reporting for small newspapers in the 2007 Sunshine State Awards, sponsored by the South Florida Society of Professional Journalists. Meyer won for his *Daily Business Review* series examining police misconduct towards political protesters during the 2003 Free Trade Area of the Americas conference in Miami. Meyer is now city editor for the *Yakima Herald-Republic* in Washington.



Khalid Mohammed

**Khalid Mohammed '89** is the longest-serving editor-in-chief of *Utusan Melayu*, the leading Malay language newspaper in Malaysia.

Mohammed took the post in 1998, after serving as the paper's chief news editor, then deputy editor-in-chief.

**Jon Morgan '01** has been named assistant managing editor for metro enterprise at *The Baltimore Sun*. Previously, Morgan was the paper's regional editor.



Kimberly Porteous

**Kimberly Porteous '06S** was among a team of *Sydney Morning Herald* reporters that won a Media Peace Award from the United Nations Association of Australia. Their multimedia project

"Beyond a White Australia" took top honors in the Best Online category.

**Gerard Ryle '06** was named a finalist for two Walkley Awards for Excellence in Journalism, Australia's highest media accolade. Ryle, investigations editor for the *Sydney Morning Herald*, was nominated in the Sports News Reporting and Business Journalism categories.

**Alvin Sanoff '75** succumbed to pancreatic cancer in May at age 65. Sanoff was formerly a managing editor of the undergraduate and graduate rankings at *US News & World Report*, senior vice president for communications at Maguire Associates and a project manager for Arthur Levine's Education Schools Project at Columbia University. He was also a contributor to *The Washingtonian* where features editor **Drew Lindsay '06** remembers him as "a wonderful family man and an interesting fellow."

**Tim Wendel '96** was interviewed on CNN and CNN International on August 8 regarding Barry Bonds surpassing Hank Aaron as baseball's all-time home run king. Wendel's latest book, "Far From Home: Latino Baseball Players in America" is due out next March from National Geographic Books.

**Andrew Whitehead '04** has been named Editor, Core News at the BBC World Service in London, following two and a half years as Director of BBC World Service Trust India. Whitehead's book, "A Mission in Kashmir" was published this fall by Penguin India.

—Quality Pays, continued from page 3

defend all the operational virtues of the past, even when they are meaningless today.”

Rather than trying to compete with the “instant news” format other newspapers are trying to achieve, *The Bulletin* does what local newspapers do best, Costa said. “We decided that we would break the grip of television and the Web on our front pages, which mostly affects national, foreign, and sports news. We offer eight to 12 pages of foreign and national news a day, but reality is several 24-hour news and sports channels, which leave traditional front pages looking stale and worn even before the foreman starts the press,” he explained. “Please don’t get me wrong. We also have a hard-hitting news report, a fine and respected editorial page, and a legacy of great project reporting. But we had those 10 years ago, and they weren’t enough to keep up with the market... The point is that we have the resources to offer information that no one else in our area can match, whether in print or on the Web.”

Costa finished the Hovey Lecture by delivering something perhaps only a small town perspective can provide today’s larger newspaper community: hope. “As an industry, we seem to be racing forward when we really don’t know what the sustaining model of the future looks like,” he said. “We are scared and we’re grasping for



*David Lampe, new University VP for Communications, welcomes Fellows and the audience to the annual Hovey Lecture.*

concepts as we would life rings, except they are called ‘convergence,’ and ‘mobile journalism’ and ‘podcasting.’ We are not kidding ourselves about the threats to old-fashioned print readership, but we also believe that for the foreseeable future there will be a lot of print readers out there, and we want them all as we calculate new approaches for the future.”

Based on his success at *The Bulletin*, Costa believes that the direction for maintaining quality newspapers, even in a complicated future, is clear and simple: “Go beyond the obvious and give readers information they can’t get anywhere else.”

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