

AMONG OURSELVES

PUBLISHED MONTHLY

Entered as second-class matter December 1, 1922, at the post-office at St. Paul, Minn., under the act of August 24, 1912.

Vol. II

ST. PAUL, MINN., DECEMBER, 1923

No. 1

REYNOLDS SPEAKS FOR THE DAIRY COW

Joseph E. Reynolds, editor of the Mankato Free Press, grew eloquent in praise of the dairy cow as a contributor to prosperity, in an address at the dinner which was one of the features of the annual meeting of the South-eastern Minnesota Ben Franklin club in Waseca, November 9. Mr. Reynolds had been investigating the service of the dairy cow in parts of Wisconsin and Minnesota, and urged on his fellow editors the duty of proclaiming her praises as a means of rebuilding prosperity. His tribute to the cow was greeted with generous applause, showing that the editors of southeastern Minnesota are "sold" on the cow.

C. C. Campbell, Ellendale, president of the club, after the applause had subsided, suggested that if editors were in doubt as to where to get the right kind of cows, they should visit Steele county and they would be "shown."

Other speakers on the after-dinner program were Dennis Bowe, secretary of the Waseca Chamber of Commerce, who expressed the gratification of his organization at having the club visit Waseca, and outlined some of the civic projects of the city, of which the club's members had seen something on a drive in the afternoon; F. H. McCulloch of Austin; L. W. Marshall, editor of The Squeal, published by the Hormel Packing company, Austin; J. P. Coughlin, Waseca, president of the Minnesota Editorial association, who pointed to the prevention of a 50 per cent cut in rates for legal notices as one of the distinctive services of the state association to the editors within the last year; John A. Henry, Janesville, who told of some of his experiences in politics, and suggested Mr. Reynolds as a proper gubernatorial candidate—a suggestion which won the applause of the assembled editors; E. K. Whiting, Owatonna, one of the staunch members of the club; F. E. Langworthy, Spring Valley, and W. K. Mickelson, Waseca.

Obligation of the People

The editor of Among Ourselves, also one of the after-dinner speakers, discussed the obligations of the people to the press. His idea was that the people were under obligations to support the press because of the service it gave them in carrying on their own affairs successfully and because it was one of the greatest agencies for the promotion of the public good, to which every person owed a large measure of duty.

The afternoon, following a drive through Waseca and around its lakes, was given, in part, to discussions of office problems. Mr. Campbell urged on the members the duty of trying to interest others in attending the club's meetings. Problems growing out of

the use of the Ben Franklin price list were also taken up. The feeling existed that a good many publishers used the price list rather blindly, not fully understanding its terms, and one, at least, expressed the view that the prices quoted were altogether too often used as a figure from which to cut, rather than as a minimum.

F. J. Landon of the printing department, Dunwoody Institute, Minneapolis, explained to the editors the organization of the institute and the work its printing department was trying to do, asking the members of the club for suggestions as to how the department might be of greater help to the printing business of the state.

Library Extension Service

A feature of the afternoon program, which greatly interested the editors, was an outline of the library extension work of the Owatonna public library, by Miss Maude Van Buren. Miss Van Buren told them of the growth of the work, until now, with adequate support from the county board, the library at Owatonna was serving the entire county very effectively.

The business session closed with the election of Harry D. Earl of Austin as president and the re-election of R. P. Willis of Grand Meadow as secretary-treasurer.

PEOPLE TO VOTE ON PREVENTION OF WAR

The people of the United States are to have a chance to vote on war prevention.

This opportunity is to be given them through the council of the peace award project being fostered by Edward Bok, formerly editor of The Ladies' Home Journal, with an offer of \$100,000 in prizes for the best peace plan submitted—such plan to be workable without the possibility of involving the United States in foreign wars.

The date limit for submitting such plans was November 15. The judges expect to announce their decision by January 1. It is the plan of those in charge in January sometime to submit the prize plan to the people of the United States through some 100 nation-wide organizations for a referendum. It is hoped that this referendum will result in getting votes from something like 50,000,000 American citizens, and that it will lead congress to approve and support the plan.

It is said that more than 22,000 contestants have submitted plans. Out of so much consideration of the problem something worth while ought to develop, and the press of the nation will doubtless take a large interest in the results. The announcement should be watched for by every newspaper man.

PRESS PROBLEMS UP IN SEVENTH DISTRICT

The practice on the part of wholesalers and manufacturers of supplying retailers with stationery advertising wholesalers' or manufacturers' wares, national advertising versus local advertising, missing word contests, novelty advertising schemes, three or four meetings a year as against two, and the value of special editions—these were some of the problems discussed at the annual meeting of the Seventh District Editorial association in Milan, November 2 and 3.

It was declared the sense of the meeting that the wholesaler-manufacturer stationery problem should be brought to the attention of the National Editorial association, in the hope that the practice, which deprives local printers of business, might be discontinued.

Along with the foregoing, H. C. Sherwood of the Fairfax Standard entered vigorous protest against a too zealous pursuit of national advertising to the neglect of local advertising. Ludwig I. Roc of the Montevideo News, president of the association, said the problems of the invasion of national advertisers, with special appeals to local business men, could be met by a more intensive cultivation of the home advertising field.

Outsiders' Work Condemned

Missing word contests came in for a scoring from Theodore Christianson of the Dawson Sentinel. Mr. Christianson did not object to such contests, but did object to paying some outsider for the service of putting on such contest when publishers could do the thing for themselves. He cited the work of J. C. McGowan of the Swift County Monitor as a case in point.

J. R. Landy of the Olivia Times whacked the novelty advertising scheme. He told how promoters would visit a town, get the publishers' printing rates, and then go out and sell to business men some novelty advertising, which the publisher might as well have sold himself, saving the commission paid the outsider, and doing the printing at a price more advantageous to the buyer.

Special editions, promoted by itinerant agents, came in for criticism by J. C. Morrison of the Morris Tribune.

Schemes like the three mentioned, it was felt, could all be handled by publishers themselves, and the editor of Among Ourselves, who attended the meeting, suggested that if a publisher would inform Among Ourselves of the promotion of any such plan promptly, an outline of the plan could be published and distributed among editors so that the publishers might go after

(Continued on page 3, Col. 1)

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Published in the interests of the weekly press
of the State of Minnesota

by
The Division of Extension, Department of
Agriculture, University of Minnesota

Edited by W. P. Kirkwood, E. C. Torrey
University Farm, St. Paul, Minn.

Published monthly at University Farm,
St. Paul, Minn.

PROBLEM FOR EDITORS

A problem of deep concern to editors, because of their reliance on the print paper supply is that of the future of the forests in the United States, and, of course, in Minnesota. That future depends on the adoption of a sound forest policy by the United States. The Chamber of Commerce of the United States is trying to get an expression of opinion from some 1,500 chambers of commerce over the country as to such a policy, and is submitting a series of recommendations. It is worth considering by the editors of Minnesota, with a view to future support of such worthy measures as may be submitted to congress. Here are the recommendations:

That the federal government should, for protection of headwaters of navigable streams and to the extent permitted by existing law, acquire, reseed, and replant waste lands to which reproduction of forest growth cannot be obtained by natural means, with discretion in the secretary of agriculture to prefer lands in states which provide at least an equal amount of funds for acquisition of such lands.

That states and municipalities should acquire, reseed and replant such lands.

That congress should enact new legislation with reference to other classes of timberland to make provision for cooperation of federal government, state governments, and timber owners in protection and reproduction of timber.

That such new federal legislation should condition use of federal funds upon the state's having a forestry or conservation commission; formulating a code of forest management acceptable to the federal department of agriculture and aimed to secure continuous production, observance of the code to be obtained through voluntary agreements entered into between the proper public authorities and the land or timber owners of considerable areas within the state; maintaining adequate protection of timberlands from fire, with funds coming from the state and private sources at least equal to federal funds used for this purpose; basing taxation of growing timber upon the principle of the yield tax, with reasonable uniformity among the states in such taxation.

That congress should create a national forest council to have functions of advice to administrative officials and a membership of nine, one to be the federal forester and others to represent views of public, timber men, and foresters.

That congress should provide for a national survey and inventory of forest resources.

That congress should increase the

federal appropriations available for protection of timber lands against fire.

That congress should provide for enlargement of federal research and experiment in forest products.

ONE OF THE BEST OF GAMES

Journalism is one of the great games of the world. It has its drawbacks and its hardships for those who are in it, but it is still one of the best, and deserves all of the enthusiasm it develops among its devotees. Here is what Sir Philip Gibbs says in his book, "Adventures in Journalism," recently published by Harper & Brothers:

It is still one of the best games in the world for any young man with quick eyes, a sense of humor, some touch of quality in his use of words, and curiosity in his soul for the truth and pageant of our human drama, provided he keeps his soul unsullied from the dirt.

Few who have been in the game will dispute Sir Philip's findings. It is a business for young men, and that is one of the joys of the game—in it, one never grows old. It is worth playing, "provided one keeps his soul unsullied from the dirt."

CITIZENS TO EDIT PAPER

The editor of Among Ourselves in a talk before the Southeastern Minnesota Ben Franklin club recently expressed the belief that if private enterprise should suddenly cease to publish newspapers over the country, business men and others would get together to start community publications, simply because of the worth of the newspaper to community progress.

Evidence that this was sound is found in the announcement, which comes from Butternut, Wis., that the citizens of that community have appointed a committee to continue the publication of the Butternut News, whose editor, W. K. Currie, recently announced that he would discontinue the paper.

The citizens of Butternut are wise.

CHRISTMAS SHOPPING

Last year, in advance of Christmas a good many Minnesota papers contained editorials urging the people of their communities to do their Christmas shopping at home—among the home town merchants. The idea is good.

But one of the best ways in which merchants can go about it to get the Christmas trade of their home town folks is through the right kind of advertising. Such advertising does not consist of big ads, saying: "See Brown & Smith's supplies of Christmas goods." It lists the things which Brown & Smith have for sale and gives prices. It is full of suggestions that will help people to solve their gift-puzzles. Every buyer of gifts is puzzled to know what to get this or that friend. The advertiser ought to help him to know. Again, publishers can help the merchant to frame up his ads.

Let the advertising be such as to sell home goods to home folk, before the home folks, unable to reach decisions, go off to get suggestions somewhere else.

STATE EDITORS IN
SIGMA DELTA CHI

Five of Minnesota's country weekly editors became members of Sigma Delta Chi, the national journalistic fraternity, on Monday evening, November 19.

The men initiated were H. C. Hotaling, Blue Earth County Enterprise, field secretary of the National Editorial association, and secretary of the Ten Thousand Lakes of Minnesota association; H. Z. Mitchell, Bemidji Sentinel, a vice president of the Minnesota Editorial association; J. P. Coughlin, Waseca Herald, president of the Minnesota Editorial association; Herman Roc, Northfield News, president of Country Weeklies, Inc., and Ludwig Roe, Montevideo News, commander Minnesota department of the American Legion.

Along with these men were initiated George Akerson, Minneapolis Tribune; William Bastido, Minneapolis Tribune; M. M. Opegard, northwestern manager of the Associated Press, and five university students: Conrad H. Hammar, Odin, Minn.; Harry Sweet, Hopkins, Minn.; Helmer O. Olson, St. Paul; Carl Langland, Minneapolis, and Chester Day Salter, Davenport, Iowa.

The initiation was made a feature of the program following a dinner given by the Minneapolis Journal in its editorial rooms in honor of delegates attending the national convention of Sigma Delta Chi at the University of Minnesota and of the University of Minnesota chapter. Delegates were present from 38 institutions. Perry Williams of the Journal staff, and president of the Minneapolis alumni chapter of Sigma Delta Chi, presided. H. V. Jones, publisher and editor of the Journal extended greetings and gave the prospective journalists and others present some interesting suggestions as to how to get on in journalism. Other members of the Journal staff outlined the work of their several departments to the intense interest of the students. A trip over the plant was another feature of the evening.

The Minneapolis Tribune entertained the convention, with the new initiates at a dinner at the Leamington hotel, Minneapolis, Tuesday evening, November 20. Following this dinner Mr. Hotaling and Mr. Mitchell were speakers, the former discussing journalism as a profession, and the latter, with the subject, "The Future of Journalism," entertaining the guests and hosts with a string of laughter provoking stories. T. J. Dillon, managing editor of the Tribune, extended greetings. Ward A. Neff, Chicago; T. Hawley Tapping, Ann Arbor; F. W. Beckman, Iowa State College, Ames, Iowa, and Edward Price Bell, Chicago Daily News, were the other speakers. W. A. Frisbie, formerly editor of the Minneapolis Daily News, was toastmaster.

Mr. Mitchell made a hit at the Tuesday afternoon session of the convention with a talk on "The Modern Cinderella," a title he gave the country weekly of today.

The convention adjourned Wednesday, the delegates going away with a high appreciation of Minnesota's editors and of Minnesota's warmth of hospitality.

The Albert Lea Publishing company has discontinued its weekly, the Times-Enterprise.

**BUILDS FARM—AND
SUBSCRIPTION LIST**

L. A. Kaercher, managing editor of the Ortonville Independent, has worked out a plan for building circulation and at the same time promoting the prosperity of the farms of his county through the use of better sires.

Mr. Kaercher's plan works whether the farmer is interested in cattle, hogs, sheep or poultry. It is an "all-round" better-sires campaign all in itself.

Among Ourselves is not able to give the details of the plan, because it is Mr. Kaercher's own, and he is putting it on the market for use by other publishers. It seems, however, to eliminate the objectionable features of the automobile premium, or voting, contest, and to have a number of very decided advantages, chief among which is that it promotes the prosperity of the community by encouraging greatly the use of purebred sires as a means of building up farm prosperity.

It was this same idea which was mentioned in a note about the Alexandria Citizen-News, under the heading "Boosting Better Sires," in the November issue of Among Ourselves.

(Continued from page 1, Col. 3)

the business on their own initiative and save the costs of outside assistance. This possibility commended itself to the publishers present.

Shop-Talk Meetings Favored

The question of additional meetings as discussed brought out the desirability of getting together oftener for exchange of ideas as to methods and practices. It was felt by some that too much attention had been given sometimes to entertainment and not enough to practical matters. Mr. Christianson, however, urged the desirability of keeping up contacts with business men through such entertainment as business men frequently offered. Such contacts promoted a better understanding among business men of the service offered by the press and the print shop. As a result of the discussion, it was decided, on motion of Mr. Morrison, to retain the present winter meeting and the summer outing, but to add a spring meeting, the place to be decided by the officers, merely for the discussion of press problems.

The claims of a sound forestry policy on the part of the United States and the State of Minnesota to the support of the newspaper publishers of the state were urged in a brief talk by W. P. Kirkwood, University Department of Agriculture.

An invitation from Charles W. Henke of the Dassel Dispatch, to hold the summer outing of the association at Washington lake, near Dassel, was accepted; also an invitation from Mr. Landy to hold the next winter meeting in Olivia.

Officers for New Year

Officers elected were: President, Theodore Christianson, Dawson Sentinel; vice-president, E. W. Nobbs, Bellingham Times; secretary, M. J. McGowan, Appleton Press, and treas-

urer, H. C. Sherwood, Fairfax Standard.

A very delightful feature of the meeting was a dinner served by the Milan post of the American Legion and the business men of Milan, with the assistance of the Ladies' Auxiliary of the post. "Lud" Roe made a hit as toastmaster.

At the close of the meeting, on motion of Mr. Christianson, a rising vote of appreciation for the entertainment provided by the post, the auxiliary, the business men, and Andrew Bromstad of the Milan Standard, with Mrs. Bromstad, was unanimously carried.

HELPFUL HINTS

Christmas is approaching, and Christmas features will be in order. Why not discuss the costs of Christmas dinners—with and without the standard turkey as a piece de resistance? How is the turkey supply in your neck of the woods or prairie?

Bert A. Teeters of Springfield, Ohio, suggests in Editor & Publisher the working up of a double page feature for the New Year edition on "Starting the New Year Right." Starting the New Year right is something the advertiser ought to consider, and he may be induced to make plans for consistent advertising through the year.

The editor of a community paper will get a lot of fun and give his readers something interesting if he will watch for the little things that come his way in his contact with the people of his community—such things as he hears at dinners, lodge meetings, and elsewhere; a story about Jim Poindexter or any one else on whom a joke is current. But perhaps, most editors do this.

Public School News

One of the problems of the country editor is the gathering of school news. The problem is one which also concerns the school folks. An aid in solving the problem is to be found in "Newspaper Publicity for the Public School," prepared by Rollo George Reynolds, director of the bureau of educational service of Teachers College, Columbia University, New York City. The following headings indicate the content of the treatise:

The Amount and Character of School News Found in the Daily Newspaper.

School News from the Editors' Viewpoint.

School News from the Superintendent's Viewpoint.

School News from the Reader's Viewpoint.

A Program for School Information Service.

Completing Dowling Fund

The Dowling Memorial committee, with M. M. Cochran as chairman, has begun an active campaign to complete the Dowling Memorial fund. According to a notice circulated in St. Paul on November 6, \$7,000 remained to be subscribed to make the necessary \$100,000.

**SOME SPECIAL "AD"
LINES FOR DECEMBER**

Advertising in advance of Christmas is not difficult to get. It comes in rather freely, especially if merchants realize that the way to get their home folk to deal at home is by telling them what they have and how much it will cost; if they realize that through their local paper they can make suggestions which will bring buyers to their stores. Nevertheless, there are certain lines of advertising which may be worked with special success in December, and which will help swell the volume of business for the month. Here are a few suggestions, which may bring to the minds of editors still others:

Christmas trees.

Dairy stock for sale.

Plants and cut-flowers for Christmas gifts.

Ice harvesting tools.—Ice tongs and saws.

Poultry breeding stock for sale.

Cabbage and other green vegetables as necessary part of winter diet to maintain human health.

Advertise your newspaper for renewals and subscriptions.

Insect powders for lice on livestock and poultry.—Druggists.

Printed forms, statements, letterheads, etc., at your print shop.

**WEEK FOR FARMERS
AND HOME-MAKERS**

The staff at University Farm, St. Paul, is getting ready for the 1924 Farmers' and Home-Makers' Week, January 7-12.

Farmers' and Home-Makers' Week is one of the important events for the farm men and the home women of Minnesota. It offers the farm men a chance to hear leaders in the farm business of the country discuss the outstanding problems of agriculture, and, at the same time to study the problems of farming as it relates to their own activities. It offers courses in the handling of the soil and in cropping, in the raising of livestock of all sorts, in farm management, in the fight against animal diseases, in the marketing of farm products, in the handling of bees. Again, the week offers courses for women in the care of children, the making of garments, in the cooking of family meals, in textiles, and much else.

Along with all of this, and much more, it offers a chance for sociability and entertainment.

It has been interesting to note, as the result of a questionnaire sent out to those who attended last year, that a large majority of those who attended received notice of the "Week" through their local papers. Farmers and home-makers will, therefore, be looking to their local papers for announcements of the coming "Week." The event is one which is offered as a means of making the University Department of Agriculture of as much use as possible to the people of the state. It is a service offering, and the department frankly seeks the co-operation of the press in its efforts to make known to farmers and home-makers what the "Week" offers.

WHAT TO PRINT, AS SEEN BY A STUDENT

"Should newspapers print what their editors think the public wants, or what the editors think the public should read?" That is a question which Tulley Nettleton, a student in the University of Oklahoma and a member of the Sigma Delta Chi journalistic fraternity, undertook to answer, and answered so well that he was awarded first honors in a contest promoted by The Quill, the organ of his fraternity.

Mr. Nettleton's answer to the question is, "Yes." That is, he holds that newspapers should print both what the people want and what they should read. He holds that the two kinds of things overlap, and it is for the editor to make selection of this kind of material.

As the question raised is one frequently discussed when editors get together, Mr. Nettleton's essay is reproduced in full:

"Should newspapers publish what their editors think the public wants, or what the editors think the public should read? To speak in paradox, the answer is: **Yes.** Yes, the editor should think what the public wants and should think what the public ought to read.

"Newspapers should publish what the public wants and what it ought to read, both in one. Every story, if it is to be real news, must fill both qualifications; it must be what people want to read or they will not read it; it must be what people should read or they might as well not read it.

Plight of the Editor

"The plight of most editors is the plight of Stephen Leacock in his attempt to answer his own puzzle, 'Can you fold a square piece of paper in such a way that with a single fold it forms a pentagon?' His solution was, 'Yes, if I knew what a pentagon was.'

"Many an editor would print the best of what the public wants if he were sure he knew what it wanted. So he must mentally inquire what it really wants.

"Try as you may to say what the reading public desires by estimates of how many readers ask trash, by estimates of how many ask quality—separating the sheep from the goats—you get nowhere. They defy your classification. And why? Because the line of demarcation between good tastes and evil tastes is not a line between reader and reader, but a line through the middle of every individual one. Your question is not so much, 'Which reader will you appeal to?' as it is, 'Which side of your reader will you appeal to?'

"To be sure your public displays a craving for sensation, ink splashes, fireworks, controversies, inquisitions, prize fights, jungle terrors, lynchings, blood, stolen sweets, confessions of adulterers, bolshevism, bomb plots, thrills. But are those its real, ultimate, intelligent wants? Baby wants the pretty red poker, but we won't love you for letting him touch it. A man may want to take money from his employer's cash register, but he wants even more to retain his good name, and he stays honest; the latter is his

real desire. A girl may want the thrill of illicit amours, but she wants even more the joys of the real home that may be hers, and she keeps straight; the latter is her real desire. A reader may want excitement and sensualism, but he wants even more the satisfaction of having got something out of what he has read; that is his ultimate, intelligent, real want.

Question in Another Form

"The editor's question is, Which are the impulsive, the unintelligent news wants and which are the ultimate, the intelligent news wants?

"The sensationalist says, 'Listen to what people talk about if you want to find out what news is. Yet if we grant that sensational stuff makes talk, the purpose of a newspaper is not alone to give people something to talk about; it is to give them something to think about. A man would never know he liked turkey if he never had a chance to taste turkey. When you try to say what a man wants, you have to read his thoughts. How shall we get at a man's better news desires unless we read his subconscious better motives and offer him a meal of constructive news? Though the public wants a lot of other things, too, the public does want what it should read.

"Many an editor has forsaken his actual ideals and turned cynic in thinking to 'give the public what it wanted,' when he could more truly have served his public in catering to its intelligent instead of its animal appetites. Other editors have leaned backward in their effort to maintain dignity, thinking to give the public 'what it should read.' They must question themselves what the public really needs to read.

How to Distinguish

"To distinguish the real or intelligent wants of readers does not mean to cut out everything that is attractive, appealing or light. News that entertains performs a purpose when it gives men a refreshed, sympathetic, optimistic view of their fellow beings, just as news that informs fills its purpose when it gives men an intelligent, accurate, reliable view of their surroundings. It is when feature stuff depraves instead of entertains, just as when straight news informs falsely or not at all, that such matter becomes objectionable. If the story you have is cake—that is, if it is really rich with human appeal—serve it on a cake platter, and make no apologies for the fact that it is not bread. Clean feature material and human interest material have their places which no one will deny them.

"Perhaps the people want to eat their cake when the editor thinks they should save it, but ethics does not necessarily demand that he should start a cake conservation campaign. The reasonable thing to do with cake is to eat it. Try to keep it, and it gets stale. It is up to the public to learn that cake will not fill the place of beef-steak.

"Perhaps there is a difference between what the editor thinks the public needs to read and what the public actually needs to read. The editor who damns the public for not reading

THE MORRIS TRIBUNE FARM BUREAU EDITION

The Morris Tribune's farm bureau edition of November 2 was an excellent special edition. It was made up in three sections, two of which were given over to farm bureau articles and special material for the farmer, and one to the regular news of the week. The farm bureau sections contained a history of the Stevens County Farm Bureau, a discussion of the activities of the state farm bureau, an agricultural program for Stevens county, stories of the work of certain farmers' clubs, the uses of sweet clover for pasture possibilities in soybeans, tuberculosis eradication, cow-testing, clothing demonstration work, boys' and girls' club work, public health nursing service, the worth of alfalfa, the care of poultry, and a review of county agent work in the state. The edition was a kind to promote the growth of sound agriculture throughout the county.

PI A LA MODE

Reports say that Sir Frederick Becker of Montreal is making arrangements for the establishment of a mill in Western Canada for the manufacture of news print from straw pulp.

By way of the Editor & Publisher comes the announcement of the recent marriage of Josephine Morganthaler, city editor of the LeSueur Herald, to Edward Cronin.

George H. Ballard, 67, formerly editor of the Mankato Union News, died recently of apoplexy.

Don H. Haislet, son of H. W. Haislet of the St. James Independent has become managing editor of the Rogers Park Star of Chicago.

The Middle River Pioneer has suspended publication.

Alvah Eastman, editor of the St. Cloud Daily Journal Press has been spending some time in the east, including parts of Canada.

what he thinks it should read is as much mistaken as is the editor who lowers his standards to what he thinks the public wants.

Editor Must Judge

"The editor must judge which are the real, intelligent, healthy cravings of his readers in the light of what he knows they should read. Whether the things he thinks they need to read are the things they actually need to read he must judge in the light of what they show a normal appetite for.

"No newspaper is large enough to give its readers everything they want, nor is any newspaper comprehensive enough to print everything they ought to read, but any newspaper does have news resources enough to win and hold the attention of its readers by devoting itself wholly to the news which falls within the overlapping of the two requirements, that news which is at the same time the thing the public wants and the thing that it needs."