## MARK'S INTRODUCTION TO LOUISVILLE



In the early part of the next year its was 1936 Lisa and Jack Hagan, friends of ours, invited Mark and me to dinner to meet Mary and Earry Bingham of Louisville, was out of town, but Mark went and started the dinner off by knocking his goblet of water into his very handsome place plate and breaking both.

Bingham, who stathet time was owner and publisher of that to the Courier-Jornal and Louisville Times and the ambassador to the Court of St. James. Newspapers were the chief subject of the dinner conversation, and Barry told Mark that Mary's sister, Sarah (Mrs.

Tom Dew of New York), who spent a lot of time with thought mark her parents in Richmond, had told him he was doing a good job with the Times-Dispatch. Mark was pleased,

alexander

Shortly after that Barry invited Mark to come to Louisville to talk over the newspaper situation there. He stayed with Mary and Barry. Judge Bingham was there too having recently arrived from London. On his way to Louisville had stopped in Washington to see President Roosevelt

for she was an avid newspaper reader.

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Barry's pale on the papers? and had mentioned to the President that he had come home to find a new general manger for the papers.

"Have you thought of a young fellow on the Richmond Times
Dispatch named Mark Ethridge?" the President Roosevelt asked.

When Judge Bingham reached Louisville he relayed this to Barry, who said, "That's very interesting; he's the man I have in mind."

the papers that had been held for many years by Emanuel (Manny) Levi, who had left to take a position with Hearst 12 Chicago. At first Mark turned the offer down; he really didn't want to leave Richmond. But at the Bingham's insistence, he came back to Richmond, though the outless offer for a few days, and then accepted.

Mark. A more detailed version was given by Lewellyn White in the Reporter magazine. In a comprehensive article on the Counter Journal and Louisville Times, tracing the papers background from the time they were bought in 1919 by Judge Bingham, White wrote in part:

"Robert W.Bingham gave Louisville and Kemtucky a tremendous push toward the future....

"He was one of the first publishers to divorce his papers from traditional party affiliation and

inaugurate a policy of endorsing candidates on their merit. His editorial pages never ceased to deplore the lot of education, the Negroes, and the rural slum dwellings in Kentucky; and he ga√e generously of his personal fortune to alleviate social injustice.

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"But Bob Bingham was no newspaperman, and his papers were not great newspapers. They made money ... / and | For the judge this might have been glory enough, since his heart had long since crossed the Atlantic; for his tall, serious son, Barry, it was not....

"When his father went off to England, leaving the papers in his hands, Barry Worth Singham ... wanted desperately to make a truly great newspaper, knew that his father had not known how, and that he himi self would not have time to learn. His first assignf, was to find the 'ideal editor.'

"The old judge (and quite a number of other people) had spoken well of a young Mississippian then leaving the Associated named Ethridge, JEE & Pross to become assistant general manager of the Washington Post. 2 Barry Bingham waited. the Richmend Times Dispatch changed the new owners sent for Ethis go to be The time Bingham did not president and publisher. Young Bingham hastened which had already yielded him a handsome, sprited helpmater Mary Clifford Caperton), the acting editor publisher

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in the Southern Historical Collection, From the WILLY SNOW ETHRIDGE PAPERS, #4400 University of North Carolina Library, Chapel Hill. FOR REFERENCE ONLY: PERMISSION TO

aid siege to the fellow who was coming to be known

as the greatest newspaper doctor in the land.

In 1936, not long before his father's death...,

young Bingham landed his man.

"Mark Ethridge has a very sharp nose and a very persuasive drawl. Serenely convinced from boyhood that he wanted to be a newspaperman, he has deliberately chosen the papers for which he would work and to an amazing extent even the kind of work he would do....

"This is not quite the whole package Bingham bought. For in addition to knowing as much about how to produce an attractive, salable newspaper as anyone ever employed by the Chicago Tribune or the New York Daily News, and as much about how to sell it as any Hearst man, Mark Ethridge happens to be a genuine diberal."

Time magazine also carried a story about Mark's move to Louisville, including this paragraphs:

"Mark Ethridge's associates sorrowfully delicare that what was Louisville's journalistic gain was Richmond's loss.

"Times-Dispatch reporters especially morned Mr. Ethridge's departure, remembering that when he arrived in Richmond in 1934, one of his first

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official acts was to raise editorial salaries.

Publisher Ethridge further endeared himself to his staff by buying every Coca-Colas and encoraging colorful writing. Mr. Ethridge understands reporters because he has been one himself.

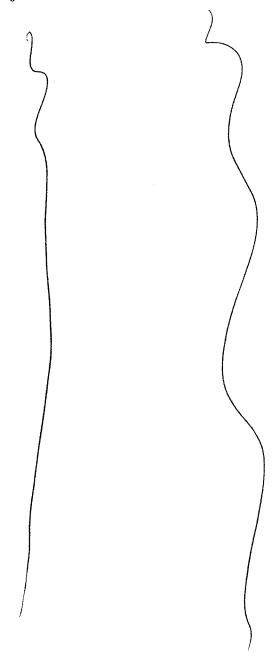
"When gray-eyed they are really blue Mississippishorn young Mark Ethridge returned from the War to his newshawking job on the Macon [Ga.] Telegraph, he shortly lost all his pay in a crap game, and in a gesture of extreme indigence, whowed up for work in his Navy uniform. Such traditional didoes did not impair Mark Ethridge's progress on the paper. Soon he was city editor, later managing editor.

"Under Editor Ethridge the Macon Telegraph regained much of its old\_time prestige, became 'South Georgia's Bible' and 'The Georgia Bombshell.' Editor Ethridge loaded his bombshell with many a charge of what in the South was authentic editorial dynamite. He drided the Ku Klux Klan. He came out for Negro rights. He sympathized with poor white tenant farmers. He lambasted Prohibitionists. He took to task the paternalistic Mill Village system of the potent Bibb Manufacturing co. For such activities, Editor Ethridge was tagged an outstanding U.S. Liberal."

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Instead of Mark's mother bursting with pride over this laudatory massages article, sue sent him a shocked telegram: "I didn't know, my son, that you shot crap."



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side of bacon."

The papers were making money, but the transcale making and their quality was very bad. In Judge Bingham's absence, Levi and Stodgill had formed an insurance company to sell insurance policies, both accident and life, as a come-on for subscribers to the papers. They actually had sixty-four people selling insurance and, incidentally selling subscriptions. Levi and Stodgill repeated all the money from the insurance sales which, of course, amounted to much more than the subscriptions to the papers. At the time Mark took over the management, 2117,811 policies, were cuted as high ask the year before as

It was a grave matter to abandon the insurance sales, because the year before there had been 101,850 renewals in connection with insurance and 5,092 new subscriptions attributed on the books to insurance. There might be, Mark knew, the most serious reaction from the publick which might feel that the papers were taking something away when they quit selling this cheap form of insurance.

Mark had nobody's experience to guide him. The Virginia

papers had cut out insurance; but it was done by state law. Mark
wished for a law. But he decided, nevertheless, to take the plunge.

\*\*Toguired about a year are a nail to work the picture down, but out
be used to provide the plunge of 117,000 policy holders, the papers had only 5 complaints, Undoubeted, however, the papers suffered some in the failure ext to obtain
ptions,
subscription from persons who would have bought the policy and got
the paper on the side, but, as Mark commented at the time, "I'm not
interested in throwing the paper in like a piece of candy with a

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There were other gimmicks, too., such as giving away turkeys to the paper boys for subscriptions. Mark did away with these gimmicks two, and Cuping also, but he still encouraged newsboys tip win trips to Washington.

The Louisville job paid \$4,000 less than what Mark had been making in Richmond, but Barry explained that he could make up the difference at the end of the year with a bonus. Mark soon found out that the bonus was divided by the top management, which meant that Levi and Stodgill had been taking almost all of it for themselves. Mark we thought this was wrong. The very first year he divided the bonus, according to salaries, to all the people on the paper's, who were not in unions. Later, nowever, he did away with the bonus entirely. He belived everybody would prefer night wages to bonuses, so he upped everybody's salary to match what the bonus amounted to.

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Levi was gone, but Mark still had Stodgill. Mark had a heart-to-heart conversation with him, telling him he had an entirely different phylosophy on selling papers from him. He didn't like Stodgill's way and was doubtful whether Stodgill could change. If he felt he could change, he could continue with the papers; otherwise he's have to leave. Stodgill saw the writing on the wall and quit.

Before Judge Binham returned to London, Mark asked him to call a meeting of all the advertisers and tell them—that Barry was succeeding his father as publisher—and that Mark—was the new general manager.

According to Barry Bingham, Mark reversed completely the attitude of "Mark—the adversiers. The talked everything over with them," if he told me.

He explained to the advertisers what he hoped to do with the papers and what it would mean to them. He treated them entirely different from Levi and Stodgill, who had ignored them. He treated them as friends, as co-workers. That very first day he announced he was doing away—the name of the column for the subject of the column for the subject of the subject of

That rule, by the way, was later declared illegal by the attor nry grants I. zenedi

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Mark function the Louisville advertisers generally fair. In all his years there, he knew of only one who tried to dictate the editorial policy of the papers. That was at the time that city was tax had been proposed to raise much needed money and the papers were supporting it whole-heartedly. The manager of the local Sears Roebuch, one of the papers biggest advertisers called thirty-three advertisers to a luncheon meeting. He also invited the advertising manager and Mark. He wanted the advertisers to withdraw their advertising until the papers changed their policy about the sales tax.

Mark let the man finish his talk, then got up and

nobody except the editors of the papers fixed their editorial policy. Before he got back to the office the advertisers began to call up and say they didn't support the suggestion of the Sears Roebuck manager. Evidently the top management of Sears didn't support their he was out of a local manager either, for soon king job waxxy yearst.

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of Sears Roebuck, Mark kept hands off the advertising department and took no active part in the selling of advertising. When he arrived in Louisville fad henry Mc Clasky, who had just been made advertising director of the Courier and Times that he wouldn't be able to sell any advertising for him; that he didn't know anything about it; in fact, he expected to learn a great deal more from him this sales force than they would ever learn from him. His approach to advertising would be to give the advertising department a better product to sell, to do all he could to build the market, and to undertake to provide a stage setting of good will upon which they could operate.

His first step to achieve those goals was to

learn about the market in which the papers circulation area.

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what sort of town it was. He found out that its popplation was

250,000 to 100,000

Surprising to Markwere the variety and the
amount of manufactured goods: whiskey, cigarettes, plumbing fixtures,
flour, farm machinvery, tractors, baseball bats...Yet the department store sales, which were so important to the papers, were shockeckingly low. A single store in Des Moines, lowe, had the same sales
volumne of the two biggest department stores in Louisvillex combined,
and that in Richmond (both of these cities 50,000 to 150,000

fewer in poulation than Foulsville) the same thing was true; the
biggest department store in Richmond had a greater sales solumne than
Louisville's two largest together (Box Miles Julis Low Smalls population)

Mark realized something of the was very wrong in Louisville, and it was up to him to find out what. He couldn't say to the
advertising department, "You should have some many bundred thousand
or a million lines a year" unless he shouldered the responsibility
of doing something about it. That, naturally led to more studies to
determine just what caused—such discrepancy in sales in Louisville.

He discovered, first, bad roads. Kentucky was called "The Detour State." The booklets and phamphrets of the American Automobile Association warned tourists in bold type, "Avoid Kentucky. Roads Impossible." While other states, such as North Carolina and Tennessee, were issuing road bonds, Governor Albert (Happy) Chandler was refusing to borrow money for highways. His boast was that he governed a state that lived within its income. The state, or course, couldn't save up enough money from its annual tax revenues to build roads.

Second, bridge tolls. Louisille is directly across the Ohio fliver from New Alabany and Jeffersonville, Indiana withoractically but the high tolls made them seem quite distants and customers 50,000 population between them Sears Roebuch had a separate store in New Albany, two miles from the store in Louisville. And there were toll bridges over the Green and other rivers in thouth South (Western part of Kentucky whose citizens could have been expected bridges without tolls and to come frequently to Louisville if there had been/decent roads. Lrusville Lou-Entte 1sville was isolated from the rest of the state; it was

## almost sufficeated.

Third, Mark found an antipathy between the bural Louisville. sections/and theccity, The feeling on the part of Louisville/that it was gutile to try to do anything about it and on the part of the MANDOS conttry beople that Louisville was too hoity-toity to do anything to deelop/Louisville as about it. There had been a complete failure an entertainment and shopping center,

Well, in the effort to provide the setting in which Louisville newspapers could sell advertising, the Courier Journal and Times did many things/ > They started a vigorous, continuing campaign for better roads, and at the end of five & years for the first time, had main highways running all over the state. The papers secured reduction in bridge tolls from thirty-five to twenty-five cents and finally by 1941 to twemty cents one way and six for a dollar for commuter tickets. The six for a dollar tickets really began to move traffic over the Ohio River.

The rural cultivation program was a long story. Mark sent Henry Mc Claskey and John Hoagland, promotion manager of the papers, to St. Louis, Des Moines, Dallas, Fort Worth, Memphis,

were doing to cultivate rural trade. In every city, they called on the secretary of the chamber of commerce, of the retail merchants' association, the president of the biggest department store, the advertising director and business manager of each of the newspapers, and learned one fact that was vital and that was borne out in other studies we made: that in a normal city rural trade supplies between twenty and forty percent of the customers of its stores. That was a highly significant fact....

It certainly was with us. It indicated to withat

had to set up a trade-relations program.

trade parers, proclaiming howmuch circulation whad and so on, and put it into this market program.

The reversed the idea of the average good\_will concept, where a bunch of fellows get on a train and go out to a town where nobody expects them or wants them, say.

Good will to you and go on to the next town and say,

Good will to you. The made a study of Kentucky and Southern Indiana by which we tried to find out every event of local significance to those people, and on those occasions we sent John Hoagland to the town to ask, What can we do to help you make your program a success? Paris Paris, Kentucky, that is

hote security

had, and I suppose still has, a Tomaca Day at the opening of the market. The papers furmished radio entertainment and previded upon the Louisville Chamber of Commerce to send buses with 100 business men aboard there on the day that Paris wanted at men there.

The papers made similar efforts for Mule Day at Franklin and Mayfield, for homacomings, county fairs - well, just everything of that sort. The idea was that Louisville's good will was rooted must be rooted in some definite help for those events in which the people were interested.

The Courier Journal and Times also set up a a home and darm program along the line of the Memphis Commercial Appeal's program.

It developed into a tremendous home and farm improvement campaign that went all year long and still continues. The papers didn't spend so very much money on it - probably around five or six thousand dollars each year, plus about three thousand dollars for prozes. It was the recognition that seemed to please the country people most.

In their effort to get people to come into Louisville and see that city people did not have horns, the papers brought the graduating classes of every high school in their circulation area at the time of their graduation. They gave them a sight-seeing tour, a luncheon and took them to a baseball game or some other form of entertainment.

and underwrote half the coat of light opera for six weeks in the summer in an outdoor ampitheatre. Three or four of the main actors and singers were big-name stars from New Yorklocal talent filled in the bit parts and made up the chorus.



**支拍免刑免刑免刑犯刑犯刑支由执刑支制犯刑关刑处刑之刑**处刑必刑处刑处刑 For many years the spars, operas in fly=killing time, where people could find some We also origif thing attractive about Louisville. nated a week of entertainment in October right in that period between the end of summer and the beginning of the fall season, so people would come to Louisville instead of going to Cincinnati or Indianapolis or anyplace else when they began to the had during that buy their fall wardrobes. week a bridge tournament, an art exhibit, a photof a cooking school and they graphic show,/andxwe brought in such drawing cards 200 as Rudy Vallee, Mrs. Roosevelt, Wayne King, Gene andzai Krupa, Paul/ Whiteman, Count Petocki, and a hundred others. They also waged war against taxes that hampered legiti mate amusement Thw papers XXe Decame pretty much the booking bureau

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for all local entertainment. Wexbooked and handled

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Kay Kyser and turned over mar proceeds to the

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infantile paralysis fund. We booked Dorothy

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Thompson for Bundles for Britain. We underwrote

in part the Louisville Symphony Orchestra and they

sponsored concerts for the University of Louisville

projects
XAll thesexmexis and more we that for the
betterment of Louisville and, incidentally, for

music school.

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the financial betterment of the advertising departments. To have department successful advertising /meant money to better the news and editorial end of the papers. Mark's gast was to improve the papers, especially the morning Courier=Journal, and every step he took was toward that goal.

After his first four years in Louisville, on May 22, 1940, he told the Southern Newspaper Publishers Association convention in Mineral Wells, Texas, what he and his fellow workers had accomplished X

"They the newspapers must make momey, of course, " he said,
"but before anything else they must be newspapers and they must be
useful.Barry Mingham and his father invited me to come out there
Louisville because they felt about newspapers as I did, and I went
because I felt about newspapers as they did. They felt that publishing
a newspaper was the primary function of newspaper purlishers and that
all other functions ancillary."

He admitted without apologies he had improved the paper and by improving it had enhanced the value of the property and put it in a competitive position against other media and improved its chances of living in a business that had too high a mortality rate.

pointed out. and a great many more had lost their identy by mergers.

And 460 had died in the past ten years. And it wasn't due to the high

resulting costs of production ally (that had played its part; but the impact cof competition had been the number one killer. In

those early Louisville years radio took spot news and a good deal of entertainment value away from newspapers. Magazines, especially the news magazines, invaded the newspaper field and assumed the functions of weekly newspapers. Other magazines, too, offered fine color and printing. Plainly, newspapers, to surge ahead, had to do a better job in their news and editorial departments.

The Courier Journal particularly/needed a complete overhaul. It was using the same type it had been using for fifty years. Even the fourteen-point headline type was set by hand.

Spent \$70,000 a lot of money in those days modernizing the plant. He made an entire change of type, but beyond that he checked every process from linotype mats to bearings on the press to see that the papers would get good printing. He put in a new comics press that enabled the Courier to print four colors throughout and also to cut the comic pages from sixteen to twelve, though the subscribers got more comics. He junked the old roto press and made color available there.

"We kinking an art director who aid the or editors and styled new pages xxxxx sections," Mark

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elaborated. "I felt there was no more reason for a paper to look frowzy than there was for a woman to dress like a hag. I put considerable store in the appearance of the papers, though, of course, the appearance is not as important as the content.

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to the subsoribers, we made every reasonable effort to find out what our readers like. As we did in Richmond, we made a great many surveys of one sort or another of our whole field rural as well as We consider them necessary because the while general patterns may govern, there must be variations. interested teachenghendhishananimumanananankintimann For instance, in a survey we made in Washington several years as Frecall when I was working on the Post, we found that Washington was perhaps the best movie town in The reason is obvious: its payro/15 We know now, to are steadier than any other city's. treteree. frankinexpolis, for instance, that Louisville is a good race town, a good tennis town, and a great poor football town. The studies extended down to the last detail of likes and dislikes and even to can tell ypu We faundxaut where the women bearing by trade channels. their sixty-five-cent stockings and where thous they buy baught their \$1.50 stockings and knameyracts formed basis

the faundatation of a great many things wexticizen have done

"To make the content of the papers more relevant

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while
It must always be kept in mind that/a survey can tell you what readers think of a feature, it can never tell teax you what a reader thinks of a feature you may be passing up...."

Mark pasted he had increased the news content of the papers from the ninety columns daily that they had knew carried back in 1935, the year before he arrived, to 121.2 daily average by 1939. Their percentage was 57 news, and 43 advertising. The net increase was strictly for news and interpretive pieces, for he did not up the feature content. However, every feature was reworked; a great many were changed, and the papers gave the readers wax the hitexnews every worthwhile news and picture service.

He put in a picture page; a section page for state news on the early editions and local news on the final. The most important of the news pages he created was the Opposite Editorial, which a The editorial staff great many newspapers have added since. He used it for think pieces, from the heads of the papers Washington bureua, and the Frankfort bureau; the Merry-Go-Round column, which was a Washington column by Drew Pearson and Robert Allen; a homespun philosophy or hillbilly type of column; a gently written, informal essay bu some membeers of

Ethridge

the Courier Journal
the staff; and once a week wex carried a column
written by some distinguished Republican, whom invited to be its west, as well as a column from a Negro weekly. Also a round up of the best recorded music.

The Op-Ed page was and stricts an extension of the editorial page, with heavy emphasis on interpretation of what was going on in the world.

Car The shington correspondent worked under the editor. He had only the rarest chance to scoop the AP, the MP, and the INS on a news story, but he was free to think and write interpretative pieces without being hedged in by rules and restrictions.

The Courier

"We also carried on the editorial page the

very conservative, Republican-oriented Frank Kent

the paper's
as an antidote to out liberal leanings, except

it on Saturday mornings when we frequently had knock
down-and-drag-out debates on live subjects. For

it instance, we had a heated debate on birth control
in the late thirties-between the mother of three

children, an advocate; and a Catholic priest, in

opposition of course; and another on whether the

Derby was good or bad for Louisville.

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early years were in the Supday (Courier Journal, with the manazine local ly edited, replacing the syndicated magazine; the roto section, which was opened x up as a news feature; the Passing Show or brain section with the rediew of the week's news, the heavy, interpretive articles, and other features; and the Women's section, done in magazine style, in which the paper tries to capitalize on what well learned from the surveys about women's habits and preferences.

In conclusion be he repaired his simple formula

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