

---

# THE PRESS

---

ELLIS COSE

WILLIAM MORROW AND COMPANY, INC. NEW YORK

---

# CONTENTS

AUTHOR'S NOTE	7
PROLOGUE	11

## **PART ONE** **THE UNDERDOG: THE *WASHINGTON POST***

CHAPTER 1	AN EDITOR AND HIS <i>POST</i>	27
CHAPTER 2	MOVING INTO THE MAJOR LEAGUE	55
CHAPTER 3	A NEW GRAHAM, A LAST STRIKE	66
CHAPTER 4	CHOOSING A TEAM	77
CHAPTER 5	A NEWSROOM IN TRANSITION	91
CHAPTER 6	MATTERS OF RACE	101
CHAPTER 7	FACING THE FUTURE	109

## **PART TWO** **THE CONTENDER: *TIMES MIRROR***

CHAPTER 8	IN PURSUIT OF PERFECTION	123
CHAPTER 9	KINDRED SPIRITS	138
CHAPTER 10	CONFLICT AND CONFUSION	155
CHAPTER 11	PASSING THE BATON	164

**PART THREE**  
**THE CATHEDRAL: THE *NEW YORK TIMES***

CHAPTER 12	LESSONS IN LEADERSHIP	187
CHAPTER 13	A WHIRLWIND IN THE NEWSROOM	200
CHAPTER 14	BUILDING A BUSINESS, TAKING A STAND	214
CHAPTER 15	REMAKING THE <i>TIMES</i>	231
CHAPTER 16	SULZBERGER'S LEGACY	254

**PART FOUR**  
**THE CHAINS: GANNETT AND KNIGHT-RIDDER**

CHAPTER 17	EXPANDING HORIZONS	283
CHAPTER 18	BUYING INTO THE BIG TIME	299
CHAPTER 19	A BID FOR RECOGNITION	312
CHAPTER 20	CONSOLIDATION	333
CHAPTER 21	THE CHALLENGE	344

NOTES	357
INDEX	373