

## Chapter 10

# Producing the Book on Schedule

**A**LL PERIODICALS, such as newspapers and magazines, which must be delivered to their readers on a specified date, follow a detailed production schedule that makes on-time delivery certain. The school yearbook, if it is to be delivered on the specified day, must follow a production schedule that will guide the staff and each craftsman working on the book in the execution of duties at the proper time.

When you remember that school yearbooks are prepared by students who often are inexperienced and who usually are carrying a full assignment of school work, it reflects credit on the staff, adviser and the concern doing the work when the book appears on schedule.

### Special Discounts Offered

Many photographers, printers, engravers and cover makers offer special inducements to the staff to get its work done early. Concerns specializing in yearbooks require a steady flow of work into their plants if they are to operate economically. Yearbook photographers usually offer a special discount on all class pictures taken before November 15, so they can get these pictures finished and delivered to the staff before their regular Christmas business begins. Some printers offer a special reduction ranging from 50 cents to one dollar per page for all complete pages received before November 1. Standard provisions in some contracts allow the staff to deduct as much as two per cent of the entire printing cost of the book, if final copy is in

by a certain date in January or February. Cash discounts of one or two per cent are granted for early advance payment, thus encouraging the business staff to sell subscriptions and advertising space early. Cover manufacturers commonly allow a discount from the quoted price for the yearbook cover, if final specifications are received by January 1. The standard discounts permitted by photoengravers for early copy have been discussed previously. These special discounts are offered to encourage the staff of the annual to establish a production schedule that will allow the book to be delivered on time.

### Establishing the Schedule

A schedule is defined by Webster's dictionary as: "*A tabular statement of times of projected operations, recurring events, arriving and departing trains, etc., a timetable.*" In order to plan a timetable or production schedule that will make possible completion of all work on the book by a given date, the staff must first decide upon the date it wants the book delivered.

### Establishing Major Deadlines

Assume that the delivery date is set for May 21. The staff must determine how much time the last concern working on the book (the printing and binding company) will require to do its part of the work.

Suppose the printing contract specifies that half the copy with corresponding cuts must be delivered to the printer nine weeks before

the book is wanted, and that final copy must be in the hands of the printer five weeks before delivery of the book. Checking a calendar establishes two major deadlines:

First one-half of copy to printer—March 19  
Final copy to printer—April 16

It must next be determined how much time the engraver will require to make the cuts so they will be available to meet the printing deadlines. Most engraving contracts provide that cuts for the last 15 pieces of copy received will be made and delivered within 10 or 15 days, providing no art work is required.

Consulting the calendar again will establish that the final photographs must reach the engraver April 1, if they are to be ready for the printer by April 16, the final deadline. Therefore, the last picture that can be included in the yearbook must be taken not later than March 29 or 30, depending, of course, upon how much time will be required to get the print made and delivered to the engraver. The deadlines thus established must be checked carefully with the engraver and printer, and sometimes may have to be changed slightly because of other commitments by these firms.

### **Detailed Production Schedule**

With the major deadlines established, members of the staff can work out a detailed production schedule that will enable them to complete their part of the work on time.

Here is a production schedule used for a large college yearbook done by the letterpress method. The book contained 448 pages and 6,600 copies were printed. If the annual is to be printed by lithography, the part of this production schedule concerning engraving can be disregarded.

### **Production Schedule**

Dummy of book to be completed by Sept. 1.

### **Photographic Schedule—**

1. All major college events occurring after March 30 (the date when the last pictures were taken for the previous book) to be covered.
2. Campus views, faculty and classroom pictures to be completed by Nov. 1.
3. All group pictures of organizations to be taken before Nov. 22.

4. The fee for all individual class pictures paid for before Nov. 1 and pictures taken before Nov. 10 to be \$1.25.
5. All individual class pictures of students in school first semester, must be taken before Jan. 15. If taken after Nov. 10 or paid for after Nov. 1, the charge is \$1.50.
6. Class pictures of second semester students, *not in school first semester*, must be taken by Feb. 17.
7. Pictures of all committees, athletic teams, plays, entertainments, parties, all-school events to be taken at earliest possible opportunity.
8. Final pictures (not more than 15) to be taken by March 29.

### **Engraving Schedule—**

1. Engravings are to be ordered as soon as all pictures for a page are completed. Some cuts, which are to be made a standard size throughout the section, such as fraternity houses, deans, administrators, organization groups, etc., may be ordered before other pictures on the same page have been finished. *If in doubt hold until page is completed.*
2. Cuts of all pictures taken during previous spring and summer school to be ordered by Oct. 1.
3. Color plates and views to be ordered by Nov. 1.
4. Cuts of all group pictures and football section to be ordered by Dec. 10.
5. Cuts of fraternity, sorority and organization panels to be ordered by Jan. 10.
6. Cuts of all class panels to be ordered by Feb. 25.
7. Final cuts (not to exceed 15) to be ordered by March 30.

### **Cover Schedule—**

1. Cover contract to be let and design approved by Dec. 16.
2. Exact number of covers wanted to be ordered Feb. 15.

### **Printing Schedule—**

1. One-fourth of copy (112 pages) to printer by Feb. 18.
2. One-half of copy (224 pages) including opening and division pages to printer by March 19.
3. Three-fourths of copy (336 pages) to printer by April 2.
4. Final copy (448 pages) to printer by April 16.

### **Delivery Date —**

*Finished books to be delivered May 21*

### **Implementing the Production Schedule**

The most carefully worked out yearbook production schedule is worthless unless adhered to by the staff. If the yearbook is to come out on time, each operation on the timetable must be completed on schedule. This

requires the co-operation of every staff member, every person whose picture is to appear in the book and the aid of each concern helping to produce the annual.

Here is how the above production schedule was implemented:

The editor, faculty adviser and student photographer met once each week (after March 29 when last pictures for previous book were taken) to schedule and plan the pictures to be taken of outstanding school events. Such events as school plays, senior sneak, assemblies, interfraternity sing and commencement were photographed. Baseball, track, golf, tennis and intramural sports were covered. This included getting action pictures of the contest, squad photographs and individual shots of each letterman. The all-school events during summer school were covered in the same manner.

The editor, with the advice and assistance of the faculty adviser and engraver, planned a page-by-page dummy of the book during the summer months. Preliminary sketches were made of the opening and division pages.

With the opening of school in the fall, section editors and office workers were appointed, and the big drive to get pictures of 162 organizations and all individual class photographs was started.

It had been decided to have panel pictures of individuals in fraternities, sororities, dormitories and certain all-school honorary groups. Group pictures were to be made of all other organizations. A special price of \$1.25 was made for all individual pictures taken before Nov. 10. The price after Nov. 10 was \$1.50 per sitting. A letter was sent to the presidents of each fraternity, sorority and dormitory explaining the plan and asking them to select a day on which all of their members were to go to the studio and have individual pictures taken. Two prints of each individual were made, one for the organization panel, and the other for the class section. All pictures of individuals in fraternities, sororities and dormitories were completed by Oct. 15.

#### **Stories in School Newspaper**

In the meantime, stories in the school newspaper explained the saving to be made if class pictures were taken before Nov. 10. As the

deadline approached, advertisements were inserted in the paper. This publicity caused students, who were not members of organizations, to arrange for their class pictures. A total of 4,345 pictures was taken before the Nov. 10 deadline.

No further concentrated drive was made for class pictures until immediately after the Christmas holidays. However, the president of each fraternity, sorority and dormitory was informed by letter and telephone that pictures of new pledges and members who failed to have their pictures taken on the appointed day must be taken before Dec. 10 if they were to appear in the book. This lull in the drive for class pictures gave the studio time to make and deliver, by Jan. 1, prints of all pictures taken. The pictures were filed as soon as received. A file was set up for each organization and each class, and the pictures arranged in alphabetical order in each file.

#### **Clean-up Drive for Class Pictures**

A clean-up drive was made to get all students who had not had class pictures taken to do so between Jan. 1 and Jan. 15. They were informed that no class pictures of first semester students would be taken after Jan. 15. The same kind of a campaign was used to get students who entered school for the second semester (students not enrolled first semester) to get class pictures taken by Feb. 17. As a result of these concerted drives 4,811 students had pictures in the class section of the book.

#### **Getting Group Pictures**

All group pictures of general organizations were taken before Nov. 22 at the college studio. The individual pictures were taken at a commercial studio.

The president of each organization that was to have a group picture in the annual was informed by letter on Oct. 1 of the plan and requested to come to the yearbook office within 10 days to discuss the matter. Each organization paid for its picture and received a photo receipt to give to the photographer when the group was photographed. If the president of the organization failed to come to the yearbook office within 10 days after the letters were mailed, a second letter

was sent to the treasurer of the organization. If this letter failed to get a response, the president or faculty adviser was called by phone and informed that his organization would have to be omitted from the book if immediate action was not taken to get a group picture made before the Nov. 22 deadline. A total of 198 group pictures was taken before the deadline. Some large organizations required several group pictures to accommodate all their members.

#### **Pictures by Student Photographers**

Action pictures, candid shots and all other photographs not made in one of the studios were taken by student or commercial photographers. The weekly meetings of the editor, faculty adviser, photographic editor and staff photographers instituted the previous spring were continued. Definite plans were made each week to cover all activities wanted for the annual. Pictures of the campus, fraternity houses, classrooms, committees, etc., were scheduled so pictures would be ready for the engraver at the proper time. More than 2,000 pictures were taken and processed by staff photographers during the year.

#### **Engravings Ordered Ahead of Schedule**

With the photographic schedule operating on time, it was easy to "beat" the engraving deadlines. In all, 29 separate orders for cuts were sent to the engraver. The pictures of baseball, track, tennis and golf made up the first order and were mailed to the engraver on July 21. The next order, sent Oct. 1, included campus views, fraternity houses and the pictures taken during summer school.

A careful examination of the entire production schedule, as originally planned, will reveal that photographic deadlines were so arranged that a large quantity of pictures would be delivered to the staff about two weeks before special discount dates provided for in the engraving contract. These discount dates were Dec. 15, Jan. 15 and Feb. 15. This plan enabled the staff to send large orders to the engraver well ahead of the discount date. For example, an order for 43 cuts was made on Nov. 9. On Nov. 26, 101 group pictures that had been received from the

photographer ahead of his Dec. 1 deadline date were sent to the engraver.

It is advantageous to the staff to send copy to the engraver several days in advance of the special discount dates. The copy thus received usually is put into the shop immediately, cuts made and proofs sent to the staff. Copy received by the engraver on the discount date is likely to get there on the same day as orders from other schools, and there will be considerable delay in producing the engravings. If the staff orders cuts to miss this "log-jam" at the engravers, it will receive proofs promptly and can complete many pages for the printer ahead of schedule.

#### **Covers Ordered on Schedule**

Photographic prints of the art work to be used in the opening pages of the book were sent to cover manufacturers who wished to bid on this work. Bids and sketches were submitted on Dec. 15, and the contract for the covers was let the next day. The exact number of covers was ordered on Feb. 15. This date was 15 days after the beginning of the second semester. It allowed time to check the number of students who paid the activity fee. The subscription to the annual is included in the activity fee paid by each student when he enrolls.

#### **Special Plan for Deadlines on Printing**

The printing contract provided for only two deadlines. One-half the copy was to be delivered to the printer by March 19 and the remainder by April 16. However, to provide ample time for the proper editing of copy, the staff set up four deadlines for copy as shown in the production schedule.

With the photographic and engraving schedule operating ahead of time, it was an easy matter to meet the printing deadlines. As soon as proofs of engravings were received, they were pasted in place on the layout sheet and the proper editor was informed of the quantity of copy needed. The pages devoted to spring sports were sent to the printer in December, and many of the organization pages were mailed in January. All identification sheets filled out at the time group pictures were taken were carefully typed,

checked as received, and were ready to be sent to the printer as soon as the remainder of the page was completed.

### Progress Chart Visualizes Work

A chart that will visualize how work is progressing on each page of the annual is used by some staffs. Figure 10.1 illustrates one type of progress chart that can be used effectively. Each page in the book is represented on the chart by a square, and the page number is shown directly above. The square representing each page is then divided into four smaller squares as shown in the illustration. When all photographs or illustrations for page one are obtained the area represented by A on the chart is shaded with a pencil or colored crayon. The area B is shaded when engravings are ordered, C when copy is sent to printer and D when final proof for the page is read and returned to printer. Thus, page 9 on the chart indicates that all pictures are completed, engravings ordered, copy sent to printer but proof for the page has not been read by the staff.

A chart of this type should be made on drawing board and page numbers and lines drawn in ink. The chart can be as large or

small as the staff desires. The name of each section editor and the pages for which he is responsible may be shown on the chart. If the chart is posted in the yearbook office, it will stimulate competition among section editors and other staff members to complete their sections ahead of schedule. Then too, the editor or adviser can see by looking at the chart where production is lagging and direct the efforts of staff members to the job most urgent at the moment. Sometimes the chart will reveal that only one picture is needed to finish a section or that if copy is written for one or two pages, a printing form can be completed. Examination of the chart may show that the editor, adviser, one of the section editors, photographer, engraver or printer may not be doing his assignments on schedule and that drastic action is necessary to insure delivery of the book on the date wanted.

### Separate Folder for Each Page

A separate file folder, large enough to accommodate a layout sheet, should be made for each page in the annual as soon as the dummy is completed. The page numbers are indicated on the tabs, and the folders filed in numerical order. All the material pertaining

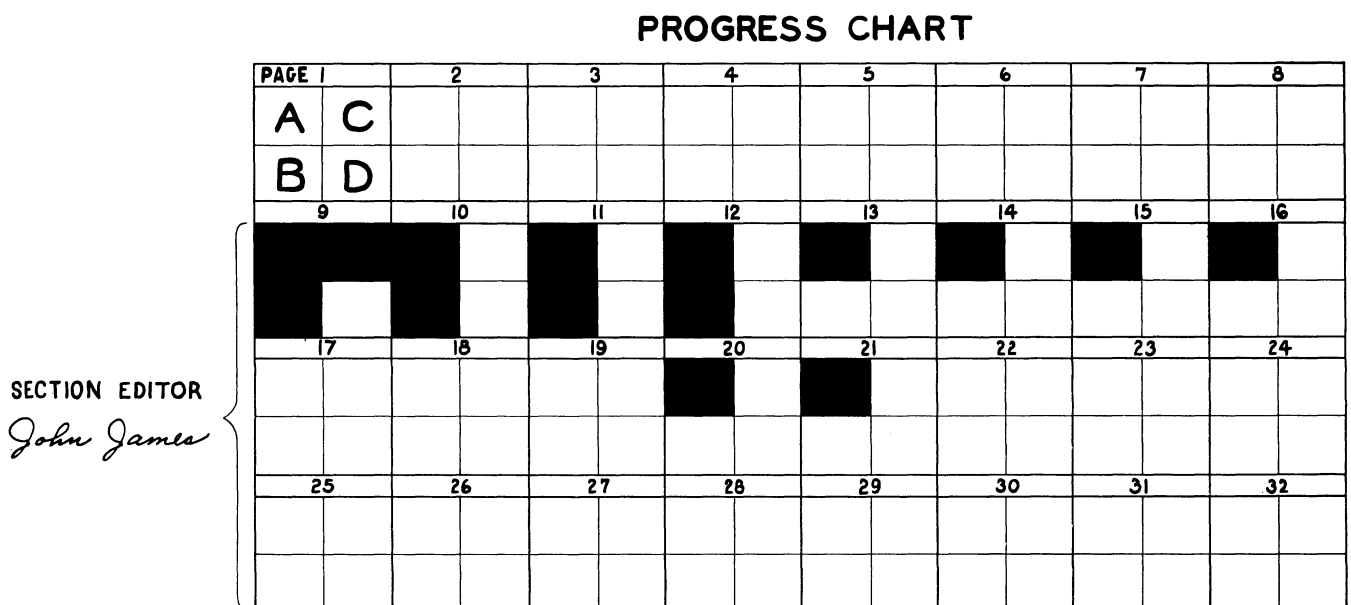


FIGURE 10.1. A progress chart kept up to date will show the editor at a glance what work has been completed for each page in the annual.

to a particular page is kept in the proper folder. As soon as a picture for a particular page is received, it ought to be sent on to the engraver. However, if other pictures are required to complete the page, it may be necessary to file the photograph until they are obtained. Two copies of the identification or outline can be typed and filed in the folder. It is a good plan to keep the original identification sheet so the copy readers can have it for reference.

As soon as the photographs are sent to the engraver, a layout sheet for the page is made, and the numbers assigned to the cuts are indicated on the layout. When proofs of the engravings are received, they are pasted in place on the layout, and a staff member is assigned to write the copy. If the yearbook is printed by lithography, the pictures are sent directly to the printer when the copy is completed, as discussed in Chapter 9. A carbon of all copy sent to the printer is kept in the file. The printer sends two proofs of each page. When they are checked, one is returned, and the other kept in the proper page folder.

It usually is satisfactory to file two or three photographs in the regular page folder. However, if a page contains a class panel or an organization panel composed of many photographs, it is better to file the photographs in a small 4" by 5" file so they can be kept in proper order. Then too, there is danger that some of the photographs may be bent or broken if placed in a large folder.

The plan of having a folder for each page in the book will save the editor many hours of needless searching for a particular photograph, identification sheet, engraver's proof or printer's proof. If the file is kept in proper order, the assistant editors or faculty adviser can carry on the work of producing the annual in the absence of the editor.

### **Work Out Efficient Distribution System**

The business manager can save himself and purchasers a lot of time if he will work out a complete and detailed system of distribution of the annuals. This involves considerable planning and cannot be done at the last minute. Early in the year, some of the details

of the book distribution plan must begin taking form. In order to prepare a record of each individual transaction, the plan must be put into operation early in the production schedule.

Any plan used in distributing the books should include a written record whereby the subscriber acknowledges receipt of his copy when it is delivered. If a file card has been kept for all subscribers, it is easy to have the individual sign his own file card as he receives his book. This plan helps avoid the confusion and difficulty of having each subscriber produce a book sales receipt.

Here is how the card file system of distribution has been used successfully by one large college. The system made it possible for the staff to distribute more than 4,000 copies of the book to subscribers in one day.

Early in the year, a card was filled out for each subscriber. The card provided a place to show that the subscription price had been paid and a space for the person receiving the book to sign. The cards were kept in an alphabetical file and divided into three groups so books could be delivered simultaneously from three separate points.

Be careful about allowing copies to be given out in advance. Staff members, naturally, will have an opportunity to look through the book before distribution begins, but it sometimes causes resentment if other persons obtain their copies in advance. Generally, it is best to make no advance copies available outside of the staff, if for no other reason than the fact that a person who sees the book elsewhere may delay several days in calling for his personal copy.

If proper publicity is given to the distribution plan and arrangements made so that students will not have to wait long, most of the books can be checked out in one day. Staff members will then be free to attend to details of closing the book's affairs.

Under the file card plan, two staff members can work together in handling the mechanics of distribution. One worker looks up the card of the subscriber. The second person takes the file card, has the subscriber sign his name in the proper place and then gives him a copy of the annual. Thus, the card index plan pro-

vides a written record showing that the annual has been delivered to its owner.

### **Most Annuals Delivered in Spring**

Most yearbooks are delivered to subscribers just before or during graduation week. This is the traditional time, and the distribution of the books becomes part of the commencement festivities. The chief drawback to this plan is that the staff cannot include all the activities for the current academic year. A few annual staffs have adopted a plan of printing one additional signature of 4, 8, 16 or 32 pages covering commencement and other late activities. These pages are printed after school is out and mailed to all subscribers during the summer. This section, of course, cannot be bound into the book, but in some instances a double-faced Scotch tape is used to fasten the supplement to the back page or endsheet. Activities covered in this manner do not appear in the proper sequence in the book. To illustrate: baseball, and other spring sports would not appear in the sports section. Most staffs, however, try to cover events from the time the previous annual ceased taking pictures until press time of their own book. Thus, one full year of school activities is represented.

### **Fall Delivery of Annuals**

During recent years many schools have adopted the policy of delivering the annual to subscribers during the summer or at the opening of school in the fall. This plan has the advantage of permitting the staff to cover all the events for one academic year. Also, some engravers and printers have quoted lower prices for yearbook work done during summer months.

One of the chief disadvantages of fall delivery is the feeling of most students that the book should be delivered at the traditional commencement time. The book tells of students' accomplishments during the year at a time that seems more appropriate.

If late summer or fall delivery of the annual is decided upon, the staff will want to give careful consideration to the added cost for wrapping, addressing and mailing the books.

This is a large item for a college or university annual. The plan would be less expensive for a high school book as most students live in the community and can pick up their books at the school on the day the books are distributed.

Another thing to be considered is that the staff will have to be on the job part of the time during summer months to edit copy, read proof, collect for advertising and other outstanding accounts and address, wrap and mail books. This is a difficult assignment. Most staff members have summer jobs or feel they should have a vacation.

### **Outline Work for New Staff**

One of the greatest contributions the outgoing annual staff can make to its successor is to leave a detailed production schedule. Each outgoing staff member, including the faculty adviser, ought to make an outline of the work his job entails and exactly when the work should begin, how it should be done and when it must be completed to fit into the over-all production schedule.

Much emphasis has been placed on the importance of getting the work on the annual done as early in the year as possible. Perhaps a warning should be added here. It is possible to get the work done and to the printers so early that only one-third or one-half of the activities of the year are covered.

The staff must remember that its first obligation is to its readers and should use all of its ability and ingenuity to work out a production schedule which will make it possible for the photographers, writers, printers, and others to finish their work on schedule, but at the same time, provide an opportunity for each student to get his picture in the book and to receive an annual that tells as much of the story of the year as is humanly possible under the circumstances.

A careful study of the production schedule printed in this chapter will help to show how pictures of second semester students can be included in the annual. It also reveals the possibilities for getting pictures of late events and writing copy to help complete the story of the year.