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# THE DAILY TARGUM



CONCEPT PLAN 2012

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## INTRODUCTION

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The Daily Targum is the second oldest college newspaper in the nation and has served the Rutgers community since January 29, 1869. Then-Rutgers President William Campbell had lectured on the original text of the Old Testament, including Aramaic paraphrases of the Hebrew Scriptures called Targums. The Aramaic word “Targum” means “interpretation,” a translation that inspired the forthcoming publication’s name. The Daily Targum gained financial and legal independence from Rutgers University in October 1980. Since then, the Targum has conducted referenda every three years in order to qualify for student funding. This is the thirteenth concept plan submitted by Targum Publishing Company, for consideration under Alternate Procedure I, by the University Senate and the Office of the President. This document will demonstrate to the University Senate and the President that the Targum’s program continues to enhance the educational, cultural, and societal goals of Rutgers University.



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## MISSION STATEMENT

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The primary purposes of Targum Publishing Company are set forth in Article II of the company bylaws:

*“To publish a newspaper and other related publications for the Rutgers Community ... and to engage in activities serving the same community.”*

*“To enhance the educational and social goals of Rutgers University and to provide an educational background in journalism and related fields for the students of Rutgers University.”*

The Daily Targum aims to serve as the flagship news source for local readers and focuses on Rutgers University, its students, college life, higher education, and the surrounding communities. The Targum provides readers with student perspectives on news directly affecting the Rutgers community as well as issues facing the nation and world as a whole. The newspaper, website, mobile application, and social networking accounts published, updated, and maintained by the Targum provide students with a constant informational resource. What makes the Targum unique is that readers are able to truly identify with the paper’s content. The newspaper draws attention to the accomplishments, dedication, and passion of Rutgers students, providing a space in which they can be recognized and have their voices heard.

The Targum stays abreast of students’ opinions of the paper through a variety of channels. Person-to-person feedback, letters, Targum outreach to student

groups, readership studies and open houses allow us to gauge the position of the Targum amongst the student body. Rutgers students demonstrate their eagerness for their voices to be heard through letters to the editor, online comments, and social network interactions. The newspaper truly creates a forum in which students and community members can be empowered to share their opinions on a variety of issues including university policy, cultural affairs, world politics, entertainment, and sports.

Students who are interested in the fields of journalism, publishing and business are actively invited and welcomed to participate in the operation of Targum Publishing Company and the production of the newspaper. The Targum prides itself in providing a learning environment for students with a relaxed atmosphere but serious expectations. Targum alumni leave Rutgers with both skills that can be applied to their specific profession and lessons that can be used throughout their adult lives.

The Daily Targum truly provides a service to Rutgers University in pursuing our twofold mission. Our publications promote awareness in the Rutgers community by simultaneously educating and entertaining. Open communication between the student body and the Targum has led to the creation of a forum that allows for debate and critique. Whether students work as reporters, photographers, managers, or in advertising sales they are certain to gain a truly unique professional learning experience at the Targum.

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# COMPANY STRUCTURE

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## **Board of Trustees**

The Targum Publishing Company Board of Trustees oversees all operations and directs the long-range financial planning of Targum Publishing Company. The company's bylaws describe the structure and responsibilities of the Board.

The Board of Trustees may meet at any time as which is deemed necessary by the Board. There are regular meetings that take place no less than two times per semester, and special meetings may be called at any time to take place at a time or location decided by the collective members of the board that are involved.

Voting members of the Board are selected by formal recommendations by current members who recognize the potential candidates as capable of performing board duties either through past, or current service to the company. The four voting student members of the board are chosen either through an interview or caucus process, and final approval by the Board of the candidate in question.

Board members are meant to serve as the final authority on matters which come to their attention. Examples of this may include special personnel issues, final budget approval, advice on various matters of day to day business operations. Board members provide personal, professional experience as a means of suggesting a given course of action.

Targum Publishing Company's Board of Trustees consists of the four student managers; the Editor-in-Chief, Managing Editor, Business Manager, and Marketing Director. Selected students who are not involved in the direct publication of The Daily Targum fill the remaining student positions. These student trustees are nominated based on their involvement in the Rutgers community and their ability to offer a varied perspective on the paper's reputation amongst the student body. Non-student positions include a University faculty member, Rutgers alumni, and a non-voting representative from the University administration.

## **Editorial**

There are approximately 80 employees on the combined editorial, business, and production staffs. Of these, about 45 students make up the editorial staff, contributing to the news, sports, special issues, photography, layout, editorial, graphics and Inside Beat departments. The Editorial Board is comprised of 20 student editors who control the editorial content of the Targum. These students meet daily to decide matters of editorial policy and practice.

## **Business**

The business staff is comprised of 35 employees, approximately 30 of which are Rutgers students. Student positions in the Business Department include the Business Manager, Marketing Director, Account Executives, Information Technology Assistant, Accounting Assistants, Classifieds Manager, and Receptionists. Targum Publishing Company employs a small professional staff to oversee the Accounting and Productions Departments.

## **General Policies**

Targum Publishing Company's policy manual concretely explains its standards for news articles, editorials, photography, online content, job descriptions and advertising. These policies resemble the ethical guidelines of professional organizations such as the Society for Professional Journalists, The Associated Collegiate Press and the American Society of Newspaper Editors. The policy manual is a living document created by the student executives. It was made to align The Daily Targum's policies with other independent collegiate daily newspapers such as UCLA's Daily Bruin, but also with regional daily papers such as The Star-Ledger and media organizations such as the Associated Press.

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## EDUCATIONAL VALUE

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### **Targum Publishing Company: A Learning Environment**

The Targum Publishing Company is a learning environment that welcomes and encourages all students to participate. Students who are involved in the editorial department gain invaluable experience from their involvement in each step of the publication of the newspaper. Reporters and editors learn important journalistic skills like working under deadlines, conducting on-site interviews, building source relationships, and coping with high-pressure breaking news scenarios in the newsroom. Reporters on the news desk learn how to research a topic for a specific piece and prepare the proper questions to put together a complete article.

Targum editors introduce and address a wide range of issues in the newspaper. University life and culture, curriculum development, university funding, the state government, minority relations, and governmental affairs are a small sample of the topics covered in The Daily Targum. Editors hold training workshops for writers throughout the semester that aim to improve the editing abilities and writing quality of the Targum's student writers.

Students involved in the design of the paper learn the proper techniques that contribute to a newspaper's page layout, pagination, captions and headlines. Students working in layout and design leave The Daily Targum with comprehensive knowledge of a number of computer programs including Adobe Illustrator, Photoshop and Quark XPress.

The multimedia features on Dailytargum.com expose members of the editorial staff to digital media and the technology involved in modern journalism. Students have the opportunity to use new technologies to shoot and edit videos as well as create and edit audio slideshows. Expansion into digital platforms like our website and mobile application, allow both the business and editorial staff to gain experience working with media in various forms. This also increases the

accessibility and availability of the newspaper for students and faculty, as well as parents and alumni.

Targum Publishing Company offers a wide range of opportunities for students to learn the business side of newspaper publication. The students employed in the business office of the Targum experience the publishing business firsthand and gain skills that can be applied in any professional situation.

The Business Manager acts as the co-CEO of the Targum, overseeing all operations. She manages the company's budget, negotiates and signs contracts for the printing and delivery of the newspaper, and manages all employees involved on the business side. Because The Daily Targum is separate from the University, the student in this position is given the unique opportunity to oversee the operations of a company completely and make vital business decisions independently.

The Marketing Director is responsible for the advertising revenue of the company. She hires and manages a staff of Account Executives, establishes advertising rates for the year, manages the classifieds desk, and creates sales and promotional campaigns. It is the Marketing Director's responsibility to establish and maintain relationships with national advertising agencies, local merchants, university organizations and departments, and all other clientele. This position provides the student with the unique opportunity to work with and manage their peers, while gaining hands on marketing and management experience.

Targum Publishing Company employs four to six Account Executives to work under the Marketing Director throughout the year. They sell advertising space in the paper to local businesses and University organizations. Account Executives learn how to negotiate contracts, make sales and pitch promotions, schedule and conduct meetings with customers, and advise in the layout of advertisements. These positions give students an experience and education that can be gained only

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## COMMUNITY ASSET

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by hands-on practice and exposure. The hands-on exposure to sales and advertising gained from these positions gives these students the experience and education that can only be learned by practice and performance. These student Account Executives serve to create a link between the Rutgers Community and the local businesses in the area.

Other business positions include the Accounts Payable, Accounts Receivable, Credit and Collections, and IT Assistants. The student accounting assistants learn the inner workings of an accounting department and leave the Targum with experience using Peachtree, our accounting software. The student IT Assistant is responsible for all hardware and software upkeep, installations, and daily machine and server maintenance. This student gains hands on experience in networking and troubleshooting.

Each department within Targum Publishing Company provides a unique experience for students outside of the classroom. Involvement with The Daily Targum allows students who are interested in the newspaper publishing industry or a career in journalism to truly immerse themselves in the actual production and distribution of a newspaper. The Targum also provides a space for those with a general interest in business, politics, culture, art, writing, and a variety of other topics to explore and expand their knowledge.

### **Publications**

The Daily Targum is published approximately 138 times per year for each day classes are in session, with its size averaging about 20 pages per day. 18,000 copies are produced and distributed daily throughout the New Brunswick/Piscataway campuses Monday through Thursday, while 15,500 copies are produced and distributed on Fridays. In recent years, the circulation of the paper has geographically expanded through the addition of drop-off points in downtown New Brunswick and Highland Park.

The Daily Targum also produces a number of special issues throughout the year. The RU Connection is a summer issue that is mailed to all incoming freshmen and transfer students in order to familiarize them with the University and college lifestyle in general. The Cap and Gown issue is a commemorative issue to honor the graduating class each year. It features personals submitted by family members of graduates and pieces in which Targum writers reflect on their Rutgers experience. The Targum has a monthly partnership with Rutgers Career Services to create a careers supplement. This insert features employment resources, alumni success stories, and resume tips. There are a number of other special issues throughout the year including holiday inserts and football issues.

In recent years, The Daily Targum has expanded the accessibility of its content, creating both a website and mobile application. Dailytargum.com allows all readers, including alumni and parents, to access the content featured in the print edition, even if they are not close in proximity to the New Brunswick campus. The website expands upon pieces in the print edition of the paper and features additional photos, video clips, slideshows, and other multimedia. Dailytargum.com encourages readers to comment on articles and creates a dialogue between readers and the newspaper.

As the popularity of tablets and smart phones has increased, The Daily Targum has taken strides to expand its coverage onto mobile devices. Each day the print edition of the paper is posted on dailytargum.com in Issuu format, which allows readers to view the paper in its entirety on their laptops or tablets. The Daily Targum mobile application allows readers to access content directly on their phones. Targum Publishing Company plans to re-launch the application this year in order to increase usage among students. The Daily Targum also connects to readers through popular social media websites and applications like Facebook, Twitter, Tumblr and Instagram.

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# PRESERVATION

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## Awards

The Daily Targum has been a repeat recipient of the Columbia Scholastic Press Association Gold Crown Award, the highest recognition a college newspaper can be awarded in the United States, and the Associated College Press' Best in Show and Online Pace-maker awards. The Daily Targum has also been honored as the General Excellence award winner of the New Jersey Press Association, in addition to numerous individual awards for reporting, column writing, design and photography.

## Financial Information

Targum Publishing Company is a not-for-profit organization operating under specific guidelines prescribed by the State of New Jersey and the Internal Revenue Service. The Targum does not have an endowment fund, alumni campaign, or any other form of outside funding typically found at not-for-profit entities.

Currently, the Targum is dependent on revenue from Rutgers University student term bills. The individual student fee will remain at \$10.75 per semester. This fee is included on the term bill and is refundable upon request. Without revenue from student fees, the Targum would not be able to pay for the yearly printing, delivery, and publication of the paper.

The other source of income that supports The Daily Targum is advertising revenue. The state of the economy has contributed to a decrease in print advertising nationwide. Local businesses have struggled to find a place in their budget for advertising as the economy has lagged. As a result, businesses have gravitated towards the use of free resources such as Facebook and Craigslist in order to advertise. While the Targum provides access to a unique market and continues to serve a loyal client base, drastic drops in advertising revenue since 2008 have made it clear that the company cannot

survive on advertising revenue alone. It is with the continued support of Rutgers students that the Targum's doors remain open.

Since 1980, Targum Publishing Company has conducted referenda on each Rutgers University-New Brunswick campus on a three-year basis in order to secure student approval of the Targum's status on the term bill. Students may request a refund of the Targum fee if desired. At the beginning of each semester, an official notice regarding the opportunity to obtain a refund of the Targum fee is sent out to the student body via e-mail. Information about the refund process is available to students on [Dailytargum.com](http://Dailytargum.com) and the Student Accounting website.



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# ALUMNI

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**Melissa Hayes**

*University Editor 2001-2002, Managing Editor 2002-2003*

State House Bureau reporter covering Governor Christie for The Record

Regardless of where I've interviewed for jobs since graduating, editors always recognize the Targum name and tell me how impressive it is that students produce a daily newspaper while juggling a full course load. No classroom could have prepared me for my career as well as The Daily Targum did.

**Mike Barber**

*Editor-in-Chief 2000-2001, Sports Editor 1998-2000*

Sports writer Richmond Times-Dispatch (Virginia Tech beat writer); Co-owner of The Corner (bar and restaurant in Harrisonburg, Va.).

At the Targum, I learned how to be a sports writer. And learned that was what I wanted to do with my life.

**Hassan Hodges**

*Graphics Editor 1997-1998, Online Editor 1998-1999, Managing Editor 1999-2000*

MLive Media Group — Director of Digital Innovation. Three years ago, I launched a new media company called AnnArbor.com. It was the most exciting thing I have done since college. A decade in the news business did not prepare me for it, but my adventures at The Daily Targum did prepare me to do anything. The Targum taught me how to be very comfortable when doing things that make me uncomfortable.

**Doni Katz**

*1995-2000; Production Director, IT Manager*

Senior Director Technical Operations, The Deal LLC  
My years at The Daily Targum were an incredible learning experience and invaluable life experience, without which I would not be where I am today. Targum's journalistic and educational value to the community and to its own staff is profound and irreplaceable; I can think of nothing that better adds to the Rutgers experience.

**Christy Morrison**

*Associate News Editor 2000-2001, Opinions Editor 2001-2002*

Currently the Business Writer for The Gordian Group

in Mauldin, SC.

My time at the Targum was the epitome of 'the college experience': It prepared me for my professional future while fulfilling my passion for writing; it allowed me to foster lasting relationships with future leaders in the field of journalism; and it instilled in me a work ethic I value to this day.

**Cathleen Lewis**

*Managing Editor 2000-2001*

Director - Public Affairs and Government Relations  
AAA New Jersey Automobile Club

Councilmember - Lawrence Township (Mercer County) NJ

The Targum taught me the leadership skills I've used in every facet of my life and it taught me to explore all points of view before drawing conclusions. You can find Targum alumni leading all over New Jersey, not just in journalism, but in business and government. The strong work ethic, sense of camaraderie and New Jersey ties makes the Targum an integral part of the Rutgers community.

**Jessica Wang**

*Editor in Chief 1996-1997*

Board of Trustees Member 2007-2012

Manager, 2tor, Inc., Online Education

Targum taught me all the skills I had to know and still use in the "real world" - interviewing skills, management skills and how to give 110% every day. Targum harnesses the power of youth by allowing college students to manage a company and a newspaper day-to-day. I know no other college experience that can parallel it.

**Neha Gupta**

*Business Manager 2007-2008*

Business Management and Strategy

Senior Vice President, Citi

The experience of working at the Targum was invaluable and unmatched with any other opportunity at Rutgers. It not only strengthened my resume with real-world experience that most other students don't have, it gave me the confidence and opportunity to develop myself as a leader and accelerate the pursuit of my career goals. I continue to carry with me the things I learned at Targum and they are a critical part of my success.



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# ALUMNI

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**Anna Rozin**

*Marketing Director 2004-2005*

Attorney at Bracewell & Giuliani

The experience I gained while working at the Targum is evident in my day-to-day life. Every time I am in a position of having to manage others, problem solve on the fly, or coordinate large products, I am reminded of my time at the Targum, which prepared me for it all.

**Joshua Cohen**

*Business Manager 2010-2012*

Owner/CEO Willowstone Capital Management

My professional experience at Targum helped provide me with many important business skills that I will surely be using throughout my career.

**Kerri Wilson**

*University Administrative Liason to the Board of Trustees 2007-2012*

Director of Student Involvement, Rutgers University  
It has been an honor to serve as a resource for the Targum Board and a connection between The Daily Targum and the University administration.

Some of Rutgers most illustrious alumni also called themselves Targumites: Poet Joyce Kilmer, Nobel Prize winner Selman Waksman, Pulitzer Prize winner Roy Nichols, former US Senator Clifford Case, former Associated Press general news editor Samuel Blackman, Nobel Prize winning economist Milton Friedman, television commentator Martin Agronsky, and CNBC's Squawk Box co-anchor-woman Rebecca Quick.

**Conclusion**

The Daily Targum is a widely circulated medium throughout the tremendously diverse Rutgers University community. The newspaper seeks to create a sense of common educational goals among students, faculty and staff members. It is an informative resource on a number of topics and pressing issues. It is a source of entertainment and culture. It serves to create a dialogue between the students and the university administration. For those students who choose to be directly involved in the daily production of the Targum, the newspaper offers educational and social benefits during their matriculation at Rutgers University as well as countless benefits in their post-graduate endeavors. The Daily Targum has been a part of Rutgers University tradition for more than 140 years and takes great pride in the services it provides to the Rutgers community. It is our hope to continue the Targum legacy at Rutgers and it is with the continued support of student funding that this will be possible.

