

Targum Publishing Company

Concept Plan

September 2009

I. Introduction

This is the twelfth concept plan submitted by Targum Publishing Company for consideration by the University Senate and the Office of the President. The Senate approved the original concept plan in 1980. The Targum became a not-for-profit organization incorporated by the state of New Jersey on October 15, 1980 after establishing independence from Rutgers University.

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.

The primary purposes of the 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 Targum is a resource that many Rutgers University students can use to gain a unique outside-of-the-classroom learning experience. Readers can gain a student perspective about news affecting the community. The Targum actively invites and welcomes students with interests in the fields of journalism, publishing and business to participate in the operation and production of *The Daily Targum*.

The Daily Targum is a news source focusing on the University, its students, college life, higher education, the surrounding communities and their activities. It is a daily source of information on campus events, campus policy, and campus life.

The Daily Targum is a forum for students, as in the several dozen letters weekly it receives representing its opinion and sticking up for the student body. *The Daily Targum* is also a place of critique of culture, arts, and media. It's a place for sports fans, following the teams and learning the statistics. Reading the Targum means learning what's going on at the University. It helps its readers become better citizens, informing them of the varied aspects of the world around them. It is a public service. It is a voice in the dialogue as to what the University is doing and offers suggestions on how the University should best accomplish its mission, and provides a forum for students to say what they think is best.

The Targum learns students' opinions of the paper on a daily basis, whether through person to person feedback, letters, Targum outreach to student groups, or readership studies and open houses.

II. Company Logistics

The Daily Targum is published about 140 times a year for each day classes are in session, with its size averaging about 20 pages per day. Seventeen thousand copies are produced and distributed daily throughout the New Brunswick/Piscataway campuses from Monday through Thursday, while 15,000 copies are produced and distributed on Fridays.

The Targum produces various other publications, such as: *RU Connection*, an orientation guide to new students in the fall; *Cap and Gown*, an issue dedicated to the graduating class in the spring; *Go Green*, a new issue dedicated to environmental awareness, printed on the most recycled newsprint available and including information on the greening initiative taking place on campus; *Career Issue*, the eight-page "Careers" supplement providing job-search tips, announcements about upcoming events, employer profiles, and intern profiles; *Involvement Issue*, a new issue designed to inform students about all the opportunities to join clubs and organizations at Rutgers; and *Off-Campus Housing*, an issue to guide students moving and living off-campus.

In accordance with the corporation bylaws, the Targum Board of Trustees directs the long-range financial planning. Board members consist of the student positions of Editor-in-Chief (John Clyde), Business Manager (Katie Gattuso), Marketing Director (Steve Jacobus), Managing Editor (Angelina Rha), and four student representatives. Non-student positions include a university faculty member (Barbara Reed), and Rutgers alumni Jessica Wang, Selene Maugeri-Deljuice, Doni Katz, and Jeannine Defoe. There is also a non-voting representative from the University administration (Kerri Willson).

As is described by the Targum Publishing Companies' bylaws:

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 place which is 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 a 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, or advice on various matters of day-to-day business operations,

as well as providing personal, professional experience as a means of suggesting a given course of action.

III. General Policies

The Targum's policy manual concretely explains its standards for editorials, news articles, photography, online content, job descriptions and advertising. The policies resemble the codes of ethics of such professional organizations as the Society for Professional Journalists, The Associated Collegiate Press, and the American Society of Newspaper Editors. It is a living document created by the student executives totaling several dozen pages. It was made to align the Targum's policies with other independent daily papers, such as UCLA's Daily Bruin, and also daily papers such as The Star-Ledger and media organizations such as the Associated Press, all of which were models in some way for the current policy manual.

IV. Departments within the Targum

There are approximately 120 students on the combined editorial, business, and production staffs. Of these, about 80 are on the editorial staff, contributing to the news, sports, special issues, photography, layout, editorial, graphics, and Inside Beat desks. The editorial board is comprised of about 25 student editors who control the editorial content of the Targum. These students meet daily to decide matters of the editorial policy and practice.

The business staff is comprised of approximately 15 employees. Positions in this department range from the business manager and the marketing director to account executives and the part-time student receptionists. The remaining segments of the business departments include accounts payable/receivable, personnel, sales, accounting, circulation, classifieds, and purchasing.

The students involved in the business department gain many skills that are practical and relevant to the business world. The Business Manager acts as the co-CEO of the Targum, overseeing all operations. He or she manages the entire company's budget, negotiates and signs contracts for the printing and delivery companies, and manages all employees involved on the business side. The Marketing Director hires and employs a staff of Account Executives, establishes advertising rates for the year, and creates sales and promotional campaigns. The five student Account Executives are employed under the Marketing Director during the year to sell advertising space in the Targum 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. The hands-on experience gained from these positions gives these students the kind of experience and education that can only be learned by practice and performance. It also provides a space for communication between the Rutgers community and local business in the area.

The production staff consists of about 10 employees. This department is responsible for graphic design, pagination, and all other technical aspects involved with the production of the newspaper. These functions are directly utilized in the production of the company's publications. This department is supervised by a full-time, non-student production director who reports directly to the Business Manager.

Students involved in the publication of the newspaper gain practical learning experience. Reporters and editors on the news desk learn many journalism skills such as working under deadlines, physically reporting, and conducting interviews on site. 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. Furthermore, editors host training workshops for writers throughout the semester to aid students in improving their writing styles and editing abilities.

Students working with the design of the paper learn the proper techniques for a newspaper's page layout, captions and headlines. Typically, students leave *The Daily Targum* with comprehensive knowledge of a number of computer programs, including Adobe Illustrator, Photoshop, and Quark XPress.

This year, the Targum has added several new multimedia features to its website in order to better prepare students interested in entering the journalism field. Students have the opportunity to use new technologies to shoot and edit videos. In addition, students create and edit audio slideshows.

The Targum already has a significant web presence and hopes to introduce a completely redesigned website in the fall of 2009, adding regular video newscasts, live streaming events, database information, and a chance for students to give feedback and share information through blogs.

The editors introduce and address a wide range of issues ranging from sensitive to educational in nature. They discuss issues such as: university life and culture; curriculum development; university funding; the state government; minority relations; and governmental affairs. The Targum provides Rutgers students an opportunity to express their views from their own perspectives.

The Daily Targum is consistently judged among the top college and university newspapers nationwide. *The Daily Targum* has won numerous highly prestigious awards from the Associated Collegiate Press, Society of Professional Journalists, and New Jersey Press Association. A list of these awards is posted on the Targum's website.

Each department within the Targum Publishing Company provides an out-of-the-classroom experience for the students who choose to participate. Whether students are interested in the workings of the newspaper publishing industry or a career in the many aspects of newspaper journalism, the Targum provides students with an opportunity to perform hands-on work that provides experience for their endeavors during their matriculation at Rutgers University and beyond.

V. Financial Aspects

The Targum is a not-for-profit organization operating under specific guidelines prescribed by the State of New Jersey and the Internal Revenue Service. The Targum only seeks to support annual operational costs to ensure the quality of the paper. 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 the term bills of the University's undergraduate divisions. There have been increasing production costs in the past few years. Over the next few years we anticipate rising costs as well. From 2008 to 2009 printing costs went up 4.4 percent, and delivery costs went up 8.2 percent. The individual student fee will be \$10.75 per semester. The fee is included on the term bill and is refundable on request. Without revenue from the student fees, the Targum would not be able to pay for the yearly delivery, printing and publication of the paper.

Since 1980, the Targum has conducted referenda within the University's undergraduate divisions on a three-year basis in order to ensure student approval of the Targum's status on the term bill. Students can request a refund of the Targum fee. Notification will be sent to each student each year with information on how to obtain a refund.

VI. Conclusion

The Targum serves the Rutgers community from an educational aspect by offering students a space to pursue their possible future interests through hands-on experience and practice. As a source of information for students, faculty, and staff, the newspaper often also acts as a forum for opinions on campus.

Most of all, *The Daily Targum* is a widely circulated medium throughout this tremendously diverse university. In that role, we seek to provide a sense of community, reminding the faculty, students, and staff of common educational goals. The newspaper offers the information that provides the community with a student perspective of the dynamics both within and outside Rutgers University. The Daily Targum acts as the newspaper of record for the New Brunswick campus, chronicling the daily life of the campus. As such, the Targum serves as a historical record for the University that is available to all in the University archives.