

The Daily Targum



Concept Plan 2018

Introduction

The Daily Targum is the second oldest college newspaper in the nation and has served the Rutgers community since Jan 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 fifteenth 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 educational, cultural, and societal goals of Rutgers University.



Mission Statement

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 education background in journalism 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, and social media applications 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 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 creates a forum 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 provides a learning environment for students with a relaxed atmosphere but serious expectations. Targum alumni leave Rutgers with skills that can be applied to their specific profession and lessons that can be used throughout their adult lives.

The Daily Targum provides a service to Rutgers University in pursuing its twofold mission. Our publication promotes 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 unique professional learning experience.

Company Structure

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 meetings 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 capable of performing Board duties either through past, or current service to the company. The eight 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 that come to their attention. Examples of this may include special personnel issues, final budget approval, and advice on various matters of day-to-day business operations.

Targum Publishing Company's Board of Trustees consists of the four student managers; the Editor-in-Chief, Managing Editor, Business Manager, and Marketing Director. There are three additional student trustees who are not involved in the direct publication of The Daily Targum. 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, four Rutgers alumni who previously served on the Targum's

staff, and a non-voting representative appointed by the University administration.

Editorial

There are approximately 50 students employed as members of the editorial staff. The staff is led by an Editorial Board comprised of 15 student editors. These editors control the editorial content of the Targum and meet daily Sunday through Thursday during the fall and spring semesters to decide matters of editorial policy. In addition, about 35 students make up the editorial staff, contributing to the news, sports, special issues, photography, layout, editorial, graphics and Inside Beat departments.

Business and Productions

The business/productions staff is comprised of approximately 15 employees, all but three of whom are Rutgers students. Student positions in the Business Department include the Business Manager, Marketing Director, Account Executives, Classified Manager, and Production Assistant. Targum Publishing Company employs a small professional staff to oversee the Accounting and Production Departments.

General Policies

Targum Publishing Company's policy manual 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.

Educational Value

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 such as working under deadlines, conducting interviews, building source relationships, and coping with high-pressure breaking news. Reporters on the news desk learn how to research topics and prepare the proper questions before writing an article.

Targum editors introduce and address a wide range of issues in the newspaper. University life and culture, curriculum development, university funding, state legislation that is relevant to higher education-and minority relations are a small sample of the topics covered in The Daily Targum. Editors hold training workshops 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. The Daily Targum Design Editor will leave the job with comprehensive knowledge of a number of computer programs including Adobe Illustrator, Photoshop and InDesign.

The Multimedia features on www.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 narrated slideshows. This increases accessibility and availability of the

newspaper's content for students, faculty, 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 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. He/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. He/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 garnering hands-on marketing and management experience.

The Marketing Manager oversees a staff of four to six Account Executives who 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.

Community Asset

These positions give students an experience and education that can be gained only 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.

The editorial and business departments within Targum Publishing Company provide students with a distinct opportunity to apply the myriad concepts and skills they learn in the classroom to a formal business environment. The Daily Targum gives students studying a variety of subjects—from journalism, English, photography and the arts, to business, marketing and finance among others—to immerse themselves in the production and distribution of a daily newspaper at a media company while exploring their interests and expanding their knowledge.

Publications

The Daily Targum is published approximately 138 times per year each day classes are in session. Some 8,000 copies are produced and distributed daily throughout the New Brunswick/Piscataway campuses Monday through Friday. In recent years, as Rutgers has expanded, the geographical circulation of the paper has expanded with additional drop-off points in downtown New Brunswick and the four campuses.

The Daily Targum also produces special issues throughout the year. The RU Connection is a summer magazine that is distributed to all incoming freshman and transfer students to familiarize them with the University and college lifestyle in general. Another project that The Daily Targum is responsible for is the First Year Student Care Package, which is delivered to

every freshman dorm and the Off-Campus Student Association Office. The bag contains a Rutgers event calendar for the school year, a book of coupons for local businesses students frequent, and various inserts from University departments and local businesses so students can familiarize themselves with the area.

Cap and Gown is an annual commemorative issue to honor the graduating class. It features profiles of graduating students, salutations submitted by family members of graduates and reflections from graduating Targum staff on their Rutgers experience.

The Daily Targum has expanded the accessibility of its content, enhancing its website each year with new pages and designs to further attract and serve readers and advertisers. The main page of the website allows for all readers, whether students, faculty, it is alumni or parents, to access the content produced for the print edition and remain connected to the on goings of Rutgers University informed about what is going on no matter how far away they may be. The website also allows for the expansion of the newspaper content through video, additional visuals, and a comment section that generates healthy dialogue.

As the media industry has evolved with the introduction and growth of social media, so has The Daily Targum. Staff use Facebook, Snapchat, Twitter, and Instagram to connect with Rutgers students, and serves as an important information source.

Preservation

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 Pacemaker awards. The Daily Targum has also been honored with a General Excellence award from 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.

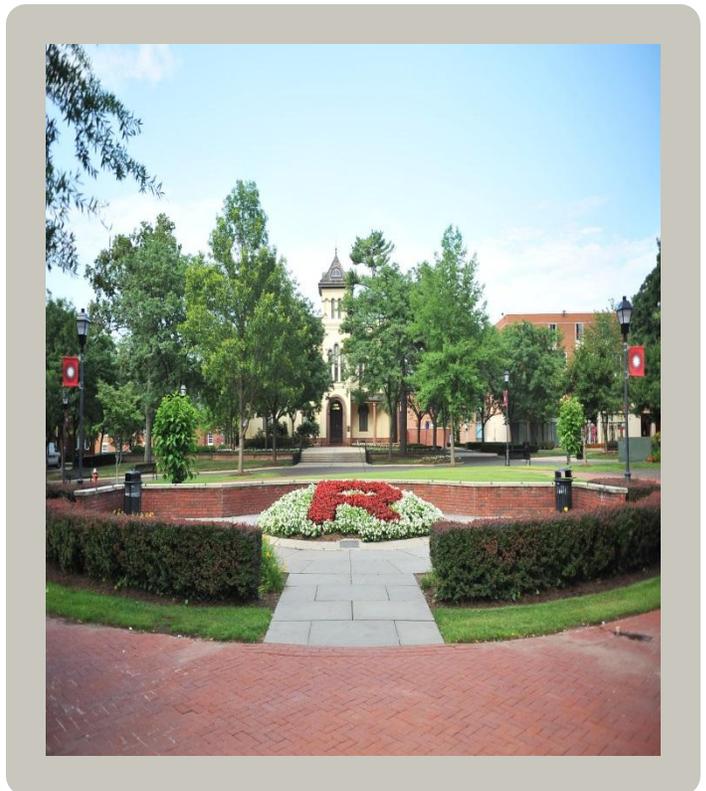
The Daily Targum is dependent on revenue generated from fees paid by students through their Rutgers University term bills. The refundable \$11.25 charge on the student's term bill pays for crucial aspects of Targum's operations such as printing, delivery, and editorial expenses.

The other source of income that supports The Daily Targum is advertising revenue. The state of the economy has contributed to a drastic 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 free resources such as Facebook and Craigslist to advertise. Although the Targum has been pushing online advertising in recent years, the paper has struggled to compete with free advertising opportunities businesses have come to rely on. The business staff continues to work

to grow this market. While the Targum provides direct 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 print advertising revenue alone either. 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 is sent out to the student body via email.

Information about the refund process is available to students on www.dailytargum.com and the Student Accounting website.



Alumni

Rebecca Quick

Editor-in-Chief 1992-1993

Anchor of CNBC's Squawk Box and the syndicated program On the Money

I love Rutgers. But I often feel like I graduated from The Daily Targum because I spent so much of my student career there, and because what I learned at the Targum is what got me a job after graduation. It's where I learned to write and communicate, and it's why I was hired by The Wall Street Journal straight out of school.

Every year, hundreds of students pass through the Targum's doors. They learn writing, reporting, editing, photography, production, advertising and business skills, not to mention responsibility, professionalism and teamwork. Having a daily newspaper is an incredible on-campus training ground and a real advantage that Rutgers provides to students and prospective students. And it's a point of pride that Rutgers has the second oldest campus newspaper in the country — founded in 1869, seven years before The Daily Princetonian was founded just down the road.

And then there's the service that the Targum provides the entire University community. It's how students and faculty alike learn about campus news and University life. It provides a common thread to bind and inform the community. It's hard to imagine Rutgers without a daily newspaper. Student funding is key to the Targum's survival.

Herb Jackson

Editorial Page Editor 1982-1983; News Editor 1981-1982; Associate Managing Editor 1980-1981

Washington correspondent, The Record and USA TODAY Network New Jersey

Targum is the best proving ground I know of for would-be journalists to learn and hone the skills they need to succeed, whether it was in the 1980s when my classmates and I were using typewriters and carbon paper or today, when I occasionally have to thumb-type a story into my phone before I edit and send a video clip and then promote the whole thing on Twitter. Lesson No. 1 at Targum was to know your audience. To write a news story, think of how you would explain what you are covering to your roommate or your mom. Anticipate what they would ask you, and then get someone to answer those questions. If you don't understand it, it's a good bet your reader won't either.

Targum also taught me how to deal with people who get angry about I wrote, opening my eyes to the attitudes and experiences of people who come at issues from a different perspective. That's still paying dividends.

Bumper DeJesus

Photo editor 1998-2000

Five-time New York Emmy-winning video and multimedia editor, NJ Advance Media

To me, The Daily Targum was where it all began. It was where I met my wife. It was where I made my most lasting friendships. And it was where I received the real-time, real-world education I needed to rocket me into my career.

Melissa Hayes

Managing Editor 2002-2003; University Editor 2001-02

Editor *InTransition Magazine*, Communications & Social Media Specialist, North Jersey Transportation Planning Authority
The Daily Targum prepared me for a decade-long career in journalism after college. Working at such a widely respected publication also helped me secure my first job after graduating.

Targum is a living classroom, where students learn everything from writing and photography, to layout and design, time management and how to run a business. Although I left the industry, I still use the skills I learned all those years ago on a daily basis. I will forever be grateful to the paper and the phenomenal network of alumni who served on the staff before me and were always available to mentor me along the way. Serving on the Board of Trustees is just a small way I try to give back to a place that gave me so much.

Mike Barber

Editor-in-Chief 2000-01; Sports Editor 1999-2000

Sports writer Richmond Times-Dispatch (Virginia Tech beat writer); (Co-owner of The Corner (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.

Tyler O’Keefe

Marketing Director 2014-15

Digital Marketing Associate, Taylor Media

The Targum has helped me push limits and see what is possible. It gave me the skills I needed to collaborate on ideas, be innovative, and follow through on goals. For me, it was the perfect blend of a future job market. Offering quality work experience for jobs in public relations, project management, business, marketing, journalism, design, and advertising, this cannot be found anywhere else.

Skylar Frederick

Business Manager 2014-15

Working at Targum provided me with a broad range of skills and experience that I use daily. I learned more about my field while working at Targum than I ever could have learned in the classroom. My current job as a social media associate has me constantly acting as a reporter,

writer, marketer, editor and brand manager. My time with TPC armed me with the knowledge to be able to succeed in all of these areas.

Christy Morrison

Associate News Editor 2000-01

Marketing Manager, Quantros

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.

Anna Rozin

Marketing Director 2004-05

Attorney at AIG

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 projects, I am reminded of my time at the Targum, which prepared me for it all.

Kerri Wilson

University Administrative Liaison to the Board of Trustees

Director of Off Campus Living and Community Partnerships, Rutgers

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.

Joshua Cohen

Business Manager 2010-12

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.

Some Rutgers alumni who called themselves Targumites: Poet Joyce Kilmer, US Senator Clifford Case, Nobel Prize winner Milton

Friedman, television commentator Martin Argonsky, and Nobel Prize winner Selman Waksman.

Conclusion

The Daily Targum is a widely circulated medium throughout the tremendously diverse Rutgers University community. The Newspaper seeks to serve and inform students, faculty, and staff members. It is an informative resource for both routine 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 150 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 with continued support of student funding, this will be possible.