The Collegian
Fee Proposal

Submitted to the
Student Fee Committee
and
The Associated Students

Spring 2005
Collegian Fee Proposal
Spring 2005

Submitted By

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Introduction

In 1989 a fee was established by student referendum to fund the Collegian. Over the years the ballot language of that referendum has been lost. The Collegian proposes a new referendum to reinstate that fee, separate it from Associated Students, and bring it up to date relative to The Collegian’s needs.

Overview

• A student body fee increase was passed by referendum in 1989 and was allocated annually to The Collegian routinely from 1989 through 2003 by the Associated Students.
• The ballot language of that referendum cannot be found.
• Students want and read The Collegian.
• A significant number of students support funding The Collegian.
• The Collegian currently receives 25 percent of its revenues from Associated Students.
• Secure and stable student funding is necessary for the continuation of The Collegian.
• The Collegian is currently using its reserves to balance its budget.
• The Collegian must absorb new expenses such as the salaries and benefits of the business manager and production technician.
• Fixed costs such as printing continue to increase.
• The Collegian needs to grow to better serve the Campus and provide up-to-date learning experiences for its student staff.
• Without secure outside funding, The Collegian will cease to exist as it is today.
• Compared to other newspapers in the CSU system, The Collegian returns an exceptional value to the University, ranking it among the best-managed and most cost-effective papers in the system.
Fee Proposal

After careful analysis of its present and future needs, The Collegian proposes that a referendum be held asking the student body to approve an increase in the student body fee of $1.50 effective with the spring semester 2006, and to increase the student body fee by $1 per year from 2006–2007 through 2009–2010, specifically to fund The Collegian; and to request the university president to disperse that amount to The Collegian from the student body trust fund before funds are transferred to Associated Students.

Consequences

Passing the fee would:

• Secure funding for The Collegian.
• Insulate it from political influence.
• Enable The Collegian to continue serving the campus community.
• Provide funding for improvements, growth, and increased learning opportunities.

Failure to pass the fee would:

• Cripple The Collegian, forcing it to severely reduce publication.
• Deprive the University community of a primary internal communications medium.
• Blunt the learning opportunities for students of journalism, advertising and business who participate in this unique classroom/laboratory and on-campus business.

It should be noted here that Fresno State’s fees are currently the second lowest in the CSU system. If the fee passes, Fresno State’s fees would still be among the lowest in the system even if the proposed health center fee is passed. Furthermore, the survey of newspapers in the CSU system discussed below revealed that The Collegian returns an exceptional value to the student body, ranking second lowest systemwide in cost per issue per student and third lowest in overall cost per student per year.

1 See “System-wide Campus Fees” in the Background Research section of this document.
Fee Precedents
There is precedent for a newspaper fee. California State University, Sacramento has a specific newspaper fee listed in the mandatory student fees and approved by an executive order from the Chancellor.²

And at Fresno State, in regard to specific fees separate from the AS budget process, the current ASB fee includes two set-asides, one for financial aid and one for athletics. These fees go directly to those areas and do not go through the AS budget system.³

Finally, the Associated Students recognized the importance of independent Collegian funding, as stated in the preamble to the 1989 bylaw amendment:

> We, the Associated Students of California State University, Fresno, do hereby find and declare that the current relationship between the Associated Students Senate and the Daily Collegian has reached a point where a change is necessary.

> We do further find and declare that a new, different and innovative method to fund and operate the Daily Collegian is needed. To this end, the herein proposed “Daily Collegian Independence Plan,” ... provides an excellent and well-reasoned solution to this problem. ... The plan also provides for a permanent and stable funding base for the Daily Collegian, so that the publication will need never again be concerned about sudden and drastic changes in its funding.⁴

Rationale
For decades, The Collegian has received a significant portion of its income from Associated Students. But accepting funding from Associated Students creates a problem. The role of the press in a democracy is to serve as the independent voice of the people, yet such a role cannot be undertaken when the press is controlled by a government agency. It follows, then, that for the Collegian’s funding to be subject to the political processes of Associated Students violates a fundamental principle of our democracy.

² Executive Order 705, June 17, 1999.
³ Associated Students Budget Plan, 2004–05.
This problem was addressed in 1989 when the students of Fresno State created a plan to insulate funding of The Collegian from campus politics by means of an Associated Students bylaw amendment and student body referendum. Student voters approved the plan by a two and one-half to one margin. In 1996, students again voted by more than two to one to continue support of The Collegian.

But because the wording of the original referendum cannot be found, The Collegian faces new problems. The intent of the original referendum was to provide The Collegian stable funding in the amount of $1.50 per student per semester. But this year, The Collegian will receive only $49,000, which is about $11,000 less than what it should receive under the original plan.

But that notwithstanding, the $1.50 approved in 1989 is no longer adequate considering cost increases over the intervening 15 years. The Collegian has undergone a metamorphosis in the last 6 years, seeing significant improvements in quality and operations.

Student staff of The Collegian and the MCJ Department faculty agree that the principle of a free press in a democracy is compromised when the press is funded by a governing agency. Associated Students appears to agree with this principle. Further, the MCJ Department’s involvement with The Collegian was based upon the understanding that the Department would not have to negotiate annually for funding of this part of its instructional program. Thus, it is imperative for The Collegian to seek new ways of funding.

Role of The Collegian

The Collegian serves several roles at CSU Fresno. First, it is a significant means of communication within the campus community. Our reader survey (discussed in detail elsewhere in this document) shows that 83 percent of the student body reads The Collegian at least some of the time. Second, it is the independent voice of the

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6 Associated Students Board of Directors Minutes, May 2, 1996.

7 “An Amendment to the Associated Students Inc. Bylaws Related to the Operations of Daily Collegian Publications at California State University, Fresno,” approval by the Associated Students Senate recorded in the Minutes, February 14, 1989.

8 A footnote to the Associated Students Budget Plan for 2004–2005 states: “While it is mutually understood that The Collegian and the Associated Students should at some point separate themselves, it is impossible to do so during the 2004–2005 fiscal year. It is the intent, however, that down the road The Collegian would no longer be funded through the Associated Students, to ensure no conflict of interest.”
students, providing a forum for news and opinion produced by students. And third, while it is obvious that The Collegian is the prime vehicle for students of journalism to gain experience, The Collegian is also a business, providing students of accounting, marketing and advertising with a practical laboratory in which to apply their skills.

Survey: Students Want The Collegian

Tracking by the student circulation manager shows an average of 4083 copies are taken by the end of the two-day circulation period, which means The Collegian has about 12,000 readers each week. In order to learn more about these readers, four graduate students in the Department of Mass Communication and Journalism (Doug Carey, Robert Stifftinger, Lacey Gingrich and Stacey Ware) along with a member of the Associated Students Senate (Raj Badhesha) developed a readership survey. The survey was conducted during the fall semester, 2004. Unlike a typical readership survey designed for advertising purposes, the survey focused on readership frequency, content, quality, coverage, fees and funding, plus other issues such as student participation in campus clubs and sports. While many aspects of the survey will assist future Collegian staffers, the purpose of this study was to examine whether students at CSU Fresno would be willing to directly fund The Collegian by adding an additional fee each semester.

Summary

Briefly, 83 percent of respondents said they read The Collegian at least some of the time, and 72 percent felt The Collegian is an important part of Fresno State. Sixty percent of those responding felt the value of The Collegian was $3.50 per semester or more.

Importantly, 31 percent said they would be willing to pay an additional fee to directly fund The Collegian. While this number could be interpreted to mean a lack of support since the total of those willing to pay an additional fee is less than 50 percent, we consider 31 percent in favor as strong support for The Collegian. We suspect that if you were to ask the public a similarly worded question: “Would you be willing to pay an additional fee to directly fund the government,” the support would be far less.
**Research Questions**

The following research questions were the underlying issues of the readership survey:

- How often do students read The Collegian?
- What is the students’ evaluation of The Collegian’s editorial content?
- Would students be willing to pay an additional fee to directly fund The Collegian?

**Methodology**

During the first three weeks in November 2004, a survey was distributed to 439 students at California State University, Fresno in order to better understand certain elements of the campus newspaper and its readers. Nearly 70% of the participants were in the 18–20 age group. Respondents were fairly evenly divided between freshmen (22.6 percent), sophomores (23.5 percent), juniors (27.3 percent), and seniors and graduate students (24.6 percent). Eighty-eight percent of respondents were full-time students.

Participation in the survey was voluntary and participants gave oral consent prior to testing. To prepare for the survey, the survey team reviewed the questions at two separate meetings and distributed a pretest to several classes. In order to ensure that the survey reached a diverse range of students, an effort was made to survey students from several different colleges, as well as both day and night students. Both undergraduate and graduate classes were also selected. Faculty members were not asked to complete the survey. Each member of the survey team personally distributed the surveys at the beginning or end of the selected classes.

The survey contained 27 questions and focused on readership frequency, content, quality, coverage, fees and funding, and other issues such as student participation in campus clubs and sports.

**Selected Responses**

Only the most pertinent questions from the student survey will be discussed here. The entire set of survey results is included in the appendix.
Question 1: On average, how often do you read The Collegian?

Based on an enrollment of 20,155 students, the data suggests that as many as 16,000 students read The Collegian at least some of the time. Almost half (48.5 percent) said they read the paper either occasionally or regularly. Only 16.2 percent said they never read the paper.

Question 3: A student newspaper is an important part of Fresno State.

Seventy-one percent either agreed or strongly agreed with this statement. Twenty-five percent were neutral and a small number either didn’t answer or disagreed.

Question 4: How frequently should the student paper be published?

Most students (67.6 percent) want to see the paper twice a week or more with 24.8 percent preferring daily publication and 22.8 satisfied with three times per week.

Question 5: Overall, how would you rate the content of The Collegian?

Students think The Collegian is doing a good job, as most rated the paper better than fair, and 42.1 percent placed it in the top two answer categories.

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9 Fall 2004, according to University Relations.
Question 11: What do you feel is the value, per semester, of having The Collegian available on campus?
Options here were: less than $3.50, $3.50, $5.00, $7.50 or more. Sixty percent of respondents felt the paper was worth at least $3.50, and 37.8 percent said it was worth $5 or more.

Question 14: Would you be willing to include a small additional fee in your semester fees to directly fund The Collegian?
As one might expect, a majority (65.1 percent) said no, but significantly, 31 percent said yes. We view this as strong support. We suspect that if a similar question was asked of the general public: “Would you be willing to include a small additional fee in your taxes to directly fund the government?” the percentage in favor would be much smaller.

Question 15: If yes on question 14, how much would you pay to help fund The Collegian?
Options here were the same as those of question 11: less than $3.50, $3.50, $5.00, $7.50 or more. Significantly, over half (54 percent) of those who answered said the paper was worth $5 or more.

Survey Demographics
Respondents were almost evenly divided between freshmen (22.6 percent), sophomores (23.5 percent), juniors (27.3 percent) and seniors and graduate students (24.6 percent). Fifty-six percent were female, 35.1 percent were male and 8.4 percent did not answer. Over half were of various minorities, with Hispanic being the largest percentage at 22.8. the second largest was Asian at 10.5 percent. Only 40.3 percent were Caucasian. Most of the students were full-time with 88 percent taking 12 units or more. Students were divided among majors with 49 percent indicating majors that were not listed on the questionnaire.
Brief History of The Collegian

From the 1960s through the spring of 1998 The Daily Collegian operated under the wing of the Associated Students. In 1989, after an attempt by the Associated Students to cut funding to The Daily Collegian, a referendum was passed that raised the student body fee and placed $1.50 in a dedicated fund for the exclusive use of The Daily Collegian.

In the late 1990s, while under Associated Students control, The Daily Collegian was struggling with financial problems. The editors of The Daily Collegian and the Department’s lab newspaper Insight proposed a merger of the two publications and, after meetings among all parties concerned, an agreement was reached and the two papers were merged beginning in the fall of 1998.

An important component of the new structure was the addition of a business manager and production technician. These two staff positions were vital to the success of the enterprise and the Dean of the College of Arts and Humanities agreed to fund these positions for up to three years until Collegian revenues could handle these expenses.

With MCJ classes providing reporters, editors, advertising staff and faculty advisers, the content of the paper improved significantly. Students in the MCJ 142 Advertising Sales class became involved in generating revenue. Their stellar efforts have produced between $100,000 and $120,000 per year in revenue, yet, because advertising revenue is tied to the economy, this figure can fluctuate. Also, we believe that our market has reached its maximum and that no significant increases in advertising revenues are possible under The Collegian’s current structure.

In 1998, after discussions with MCJ department faculty and student editors, it became obvious that The Daily Collegian could not continue its daily publication schedule with the limited resources available. That year, publication was reduced to four days per week and, in the following year, reduced again to three days per week.

In the spring of 2003, contrary to a 1996 initiative,10 Associated Students decided to reduce funding for The Collegian, ultimately eliminating funding altogether.11

Finally, as planned since 1998, and beginning with fiscal 2003–2004, the production technician’s salary was directly ex-

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10 Minutes, Associated Students Board of Directors, May 2, 1996.

11 Associated Students Budget Plan, 2001-02.
pensed from The Collegian funds. And in the spring of 2004, the Dean of the College of Arts and Humanities asked The Collegian to assume the expenses of the business manager as well. This is a significant expense and the consequences of it are detailed in the Financial Analysis section of this document.

**Five Year Plan**

Here is our five-year conceptual plan. A complete financial history and projection is included elsewhere as a separate section.

- **2005–2006:** Upgrade business manager to full-time, begin computer replacement program, add one reporter, increase to 12 pages once per week, purchase digital camera.
- **2006–2007:** Add one reporter, continue computer replacement, add four pages of color once per week.
- **2007–2008:** Add one reporter/copy editor, continue computer replacement, upgrade paper stock, add video feed to TV studio.
- **2008–2009:** Increase stipends to counter inflation, continue computer replacement program, add color to inside pages, replace newsracks.
- **2009–2010:** Continue newsrack and computer replacement programs, replace laserwriter and copy machine.

Below is a discussion of each of these items.

**Business manager:**

The Collegian’s governing document, which was approved by the university president in 1998, calls for a full time, professional business manager and charges the position with oversight of the long-term and short-term financial affairs of The Collegian.

The position includes financial analyzing, managing, and overseeing the budget (income, expenses, accounts payable); operating duties and responsibilities; hiring, orienting, and paying of 45 to 50 student assistants each semester; supervising the student business staff and advertising representatives; overseeing and setting of advertising rates and strategies including the web site; overseeing use and repair of equipment and other operational issues; coordinating student travel; interacting with faculty, advertising customers and advertising agencies; coordinating newspaper printing and production issues including the ethnic supplements; recommending business and operational policies and procedures; and more.
Currently, the business manager works 30 hours per week, but this is clearly inadequate for performing the preceding job description. As a result, the business manager frequently works unpaid hours and struggles to use up the hours with time off. Human resources said the position should be converted to full time. The Collegian’s Governing Board is also aware that the job should be full time to comply with the governing document and to accommodate the duties and responsibilities inherent with the position.

**Computer replacement:**
The Collegian has 17 computers. We need to begin a regular replacement program so we don’t find ourselves in the position of having to replace all 17 at once. Many of our machines are 333mhz iMacs which date from 1999. We believe that replacing three machines each year in rotation will give each new machine a five-year life cycle, which is a little longer than the three years many experts consider to be the lifespan of a computer.

**Adding reporters:**
Reporters for The Collegian are those enrolled in MCJ 105 Newspaper Workshop. In most semesters, there are about eight students in MCJ 105 working as reporters, which is one of the smallest editorial staffs of all the CSU campus newspapers. These students earn three units of credit for their work. But since these reporters also have other classes, jobs, and off-campus obligations, eight is not enough to provide the coverage required for the newspaper Fresno State needs and deserves. Regular readers will notice use of wire service copy from time to time, which is the direct result of not having enough reporters to provide full coverage. By adding three paid positions, two reporters and one copy editor, The Collegian would have students whose level of obligation to the paper is on a par with the editors, and who can be expected to round out the paper’s coverage.

**Adding pages:**
One of the constant challenges of newspapers is having enough space for both stories and ads. We aim for a maximum ratio of 40 percent ads to 60 percent editorial matter, and our average paper is eight pages, which leaves only 4.8 pages for editorial content. But we need more space in order to include regular features such as a calendar of events, reports on student government, and more thorough campus coverage in general. Our plan includes expanding our page count to 12 every Monday (mechanical limits of printing require page counts in four-page increments), which would allow us
to reduce the overall ad ratio in that edition and allow space for the added coverage.

**Color:**
We need to include color printing in as many editions as we can afford. Readers expect color, and students of page design and photography need the experience of working with color. A single issue printed in color is about $300 more than black only. We want to add color to at least one issue per week, preferably all three, by fall 2006.

**Newsrack overhaul:**
The racks used for Collegian distribution were provided free from a national advertising agency that planned to sell advertising in the panels atop the racks. That company has gone out of business, which means we are now responsible for maintenance of the racks. We expect that in the next two years some of these will need repair or replacement. Further, some of them need weatherproofing to keep papers dry on rainy days. We have about 24 of these racks which will eventually need replacement. We plan to begin this program in the fall of 2008.

**Newsprint upgrade:**
The Collegian is currently printed on 30-lb. newsprint, which is the lowest quality newsprint and has a yellow overall cast. A better stock is electrobright, which is heavier and brighter. Electrobright makes photos look better and enhances the quality of the product. Adding electrobright would be about $100 per issue.

**Video feeds:**
As media adapt to new modes, Fresno State is now a partner in cable channel 96. We have already created a Web site for The Collegian; the next step is to combine with the broadcast element. This requires more human resources than we now have, hence it is placed in our plan after we have added reporters to our staff to handle the increased workload.

**Financial Analysis**
As discussed below, The Collegian returns an exceptional value to the University, ranking it among the best-managed and most cost-effective papers in the system.

The Collegian receives funding from three sources: advertising, Associated Students, and Instructionally Related Activities funds. A
detailed breakdown of The Collegian’s income and expenses for the last five years is included in the appendix.

The Collegian’s 2004–2005 expenses are expected to be $234,300 against revenues of $195,000 (of which about 59 percent is advertising, 15 percent IRA and 25 percent AS funds), which results in a loss of $46,380. This is a change over the previous three years when The Collegian showed a significant profit. The reason for the change is detailed in the history section of this document — the paper had to absorb the salaries and benefits of the business manager and production technician.

Advertising revenue has held reasonably steady over the years, and faculty experts believe that this revenue has reached its maximum.

It should be clear without further analysis that the paper cannot continue to operate at a loss. The paper has enough surplus to continue through 2006–2007, after which significant reductions in operations will take place unless the funding referendum is passed.

The appendix contains a complete budget history from 1998–1999 to present as well as a projection through 2009–2010 based upon our five-year plan.

**Projected Costs of Five-Year Plan**

The five-year pro forma financial projection in Appendix I shows how the five-year plan will affect The Collegian’s finances. The categories affected are color-coded and footnoted on the projection spreadsheet. Not included in the projection are inflation factors and possible base printing cost increases. Careful readers will also note that the total income at the end of the period is greater than the expected budget. The dean of the College of Arts and Humanities recommended an annual continuing surplus of 20 percent, a level we will not reach until that end period. Further, the fee we are requesting is planned to provide for Collegian needs for some time after the 5-year period; returning to the student body in five years for yet another funding request seems to us to be ill-advised. We expect the fee amount to be adequate for about ten years.

**Projected Cutbacks If Fee Is Rejected**

Because we have not operated under any other model and other schools do not offer reliable comparisons, it is extremely difficult to make exact projections if the fee proposal is rejected.

Most likely, The Collegian would have to cut back to weekly publication; however, the student survey discussed above shows that almost half (47.6 percent) of the students want the paper three times a week or more. A question the campus community needs to
ask itself is if a major regional university would be adequately served by a weekly newspaper. The Collegian was published daily until the fall of 1998 when it was reduced to four days per week. The paper subsequently dropped to a three-day cycle due to budget and staffing needs. To pull back to weekly publication is a retreat that a university whose goal is to move forward should not make without serious thought.

Our current budget projects an operating deficit for 2004–05 of $46,380. Publishing weekly would save about $54,000. This presumes abandonment of the current Five-Year Plan, a 50% cut in the Graphic Specialist salary, a 20% cut in student assistant pay, an approximately 50% cut in printing and the already planned $1700 savings on syndicated newswire service.

One option would be to print a weekly edition and update that via the Collegian’s Web site. This could be done but almost all respondents (91.3 percent) said they never read The Collegian on line. While the survey did not ask when or where students read the paper, we suspect that most readers read the paper at times when access to the Web is not available, such as between classes or even in class. In this scenario, savings would not be as large because a larger Web staff would be required. The only significant savings would be printing, which would be about $30,000.

**Why $1.50?**

We recommend starting with $1.50 because it is the historic amount The Collegian used for its last five-year plan. Although assuming the expense of the business manager’s salary and benefits made $1.50 inadequate for the immediate need, we feel that it is adequate because the total will increase by $1 per year in the following four years. Also, we believe that this starting amount would be more acceptable to students. By 2007–2008, the total fee will be at a level that will meet The Collegian’s needs and begin to rebuild the reserve account.

Readers examining the five-year projection spreadsheet in the appendix will notice that revenues exceed expenses at the end of the five-year period. This is intentional. Our projection is only an estimate and there is no way to guarantee that other expenses will not arise. Further, we expect expenses to continue to increase beyond the five-year projection and believe it is wise to set a fee that attempts to serve The Collegian for at least ten years. Since the fund balance carries over to following years, we expect the in-

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12 See the Six-Year Compilation spreadsheet in the Appendix.
come/expenses differential to decrease as The Collegian approaches the ten-year mark. Again, there is no way to accurately project that far in advance, but we believe this to be the prudent plan.

**Oversight and Accountability**

The overall structure and operation of The Collegian is described in its Governing Document, and in The Collegian Policy Manual\(^\text{13}\). As required by these documents, the annual budget for The Collegian is developed by the student editor-in-chief, the business manager, and the faculty adviser, and over seen by the business manager.

This budget is reviewed by the Dean of the College of Arts and Humanities, and presented to the Collegian Governing Board. Any capital purchases in excess of $2000 must be approved by the Board. The Board has the authority to resolve conflicts concerning budgets.

Finally, the business manager convenes monthly business meetings which include the student editor-in-chief, the student advertising manager, the faculty adviser, the MCJ Department chair, and the MCJ 142 Advertising Sales instructor. The agenda for these meetings includes a review of the budget vis-à-vis monthly revenues and expenditures.

Finally, the University’s Central Accounting Services maintains PeopleSoft records for Collegian transactions and monitors compliance with University and State policy.

**Background Research: Other Campuses**

In the summer of 2004, CSUF graduate student Robert Stiftinger undertook a nationwide study of campus newspapers at schools with enrollments similar to Fresno State. This preliminary study showed that comparisons between campuses are almost impossible to make as each campus has a unique set of circumstances.

For example, some campus newspapers are wholly independent, supported as separate businesses based solely on advertising revenue. Such newspapers most often exist as commercial publications serving as the community newspaper as well as that of the campus. One notable example is *The Missourian* at the University of Missouri, Columbia. Others are supported primarily by academic funds, such as CSU Dominguez Hills, while others are a mix of various sources.

\(^{13}\) Copies of the Governing Document Collegian Policy Manual are available on request from The Collegian’s business manager or adviser.
Newspapers in the CSU System

In the fall of 2004, CSUF graduate student Doug Carey conducted a detailed comparative study of the student newspapers at all 23 campuses in the CSU system. The survey consisted of 60 questions about the funding and administrative structure of each paper. Each campus has individual circumstances that make direct comparisons difficult — some campuses are commuter campuses, others are more the center of their community and the campus newspaper thus serves a wider audience. Some papers are published weekly; some daily. Enrollments vary from a low of 698 at the Maritime Academy and 1560 at Channel Islands to a high of 34,715 at CSU Long Beach.

As of this writing, complete data for all 23 campuses has not been collected; therefore some of the illustrations below necessarily include only those schools for whom the data is available. Further, the Maritime Academy considers its publication a newsletter and prints only 50 copies, thus it is not included in the analyses. And since there is neither need nor space here to reproduce all of the data collected, a complete copy of the results can be obtained on request. In spite of the difficulty of making comparisons, data from Carey’s research is instructive.

All 23 campuses publish a newspaper in some form. As stated above, the smallest is the California Maritime Academy, which has an enrollment of about 700 students and considers its publication a newsletter. The largest in enrollment is Long Beach at 34,715 where their paper, the Daily 49er, publishes 10,000 copies four days per week.

Only two other campuses, Dominguez Hills and Channel Islands, use Associated Students funds for their papers. The others receive income from a mix of sources including advertising, IRA, and state funds. Of the 15 who responded to the question, advertising is the dominant source of funds. Fresno State is among these.

Of these schools, 13 have paid professional staff. Five have only one staffer, six have two, and two schools have four staffers. These staffers include business managers, production managers and technical support staff.
The chart below shows the number of students who receive direct instructional benefit from the publication. The system-wide average number of student staff is 32; The Collegian’s student staff is 50 which includes students in two courses in the Department of Mass Communication and Journalism as well as an intern from the Craig School of Business and several other students.
**Return on Investment**

The cost effectiveness of The Collegian has been checked by different measures against the other CSU papers for which complete data is available. The Collegian ranks among the most cost-effective in five different ways: cost per student per issue, cost per student per year, overall cost per issue, cost per copy, and total cost per year. Comparison graphics are below.\(^\text{14}\)

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\(^{14}\) The survey did not collect data on the number of issues published per year. These estimates are based on two 15-week semesters. While some of the papers listed published summer editions, there were not enough issues published to significantly affect the estimates.
**Cost per student per year**

- San Marcos: $6.22
- Los Angeles: $6.46
- Fresno: $7.61
- SJSU: $6.99
- Fullerton: $9.82
- Long Beach: $10.08
- Northridge: $13.76
- Chico: $15.98
- Humboldt: $16.13
- SDSU: $20.62
- SLO: $20.76

**Total cost per issue**

- SJSU: $1,733
- Fresno: $1,889
- Los Angeles: $2,221
- SLO: $2,533
- Fullerton: $2,917
- Long Beach: $3,833
- Northridge: $4,167
- Humboldt: $5,787
- SDSU: $5,787
- Chico: $8,267
This data clearly indicates that The Collegian is among the most cost-effective and well-run newspapers in the CSU system.
System-wide Campus Fees

A comparison of current fees at other CSU campuses is shown below. CSU Fresno’s fees are the second lowest. If the Collegian fee passes, Fresno State’s fees would still be among the lowest in the system even if the proposed health center fee is also passed.

15 http://www.calstate.edu/budget/feeEnrlInfo/feelnfo/
Campus_Mand_Fees/Mand_Fees_Toc.shtm
## Appendix I: Financial Spreadsheets

### Six-year review

### The Collegian

#### Six-Year Review

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<td>$11,814.56</td>
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### COMMENTS:

- Account codes and Descriptions are from the CSU Chart of Accounts.
- Special Project Fund Revenue: All advertising revenue was placed in this account before it was separated into National, Retail and Classified categories.

Inadequate financial controls resulted in deficit spending; corrective action immediately instigated.
# Five-year Projection

## The Collegian
### Five-Year Projection
#### 2005-2006 to 2009-2010

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<td>Consulting Services (Wire Service)</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td></td>
<td>Service/ Maintenance</td>
<td>$800.00</td>
<td>$800.00</td>
<td>$800.00</td>
<td>$800.00</td>
<td>$800.00</td>
</tr>
<tr>
<td></td>
<td>Telephone Usage</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
</tr>
<tr>
<td></td>
<td>Recycling</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$100.00</td>
<td>$100.00</td>
</tr>
<tr>
<td></td>
<td>Special Repairs</td>
<td>$200.00</td>
<td>$200.00</td>
<td>$200.00</td>
<td>$200.00</td>
<td>$200.00</td>
</tr>
<tr>
<td><strong>Total Expenses:</strong></td>
<td></td>
<td>$247,640.00</td>
<td>$259,340.00</td>
<td>$279,436.00</td>
<td>$313,636.00</td>
<td>$323,532.00</td>
</tr>
<tr>
<td><strong>Net Profit/Loss:</strong></td>
<td></td>
<td>$(39,640.00)</td>
<td>$(11,340.00)</td>
<td>$5,164.00</td>
<td>$10,964.00</td>
<td>$37,668.00</td>
</tr>
</tbody>
</table>

**Funds Balance, beginning of year:** $52,000.00

**Funds Balance, end of year:** $12,360.00

**Comments:**

*Reimburse the $1.50 Student Fee, then raise it by $1 increments over the remaining four years, based on 20,000 students.

**2005-2006:**
- Salary: Business Manager’s position to be increased to full-time status: salary $40,000; benefits $14,400.
- Students Assistants: One full-time, independent reporter to be hired: $600 per month stipend, 5,000 per fiscal year.
- Multi-Media: video feed features to Collegian Web site, continuing through future years.
- Computer Equip: iMac computer with 17-inch monitor, $1,500.
- Equipment/Furniture: Digital Camera
- Printing: 12 pages each Monday, rather than eight pages; increase of $6,500 to previous year’s $60,000.

**2006-2007:**
- Students Assistants: second full-time, independent reporter to be hired: $600 per month stipend, 5,000 per fiscal year.
- Computer Equip: iMac computer with 20-inch monitor, $2,000.
- Printing: Four pages of color once weekly (16 times), $71,300, including 12-page paper once weekly.

**2007-2008:**
- Students Assistants: one full-time copy editor to be hired: $600 per month stipend, 5,000 per fiscal year.
- Computer Equip: Mac computer with 20-inch monitor, $2,000.
- Printing: upgrade paper stock for 31 full-color issues, $3,100.

**2008-2009:**
- Students Assistants: 10 editorial and business staff pay by $100 a month, $2,000+.
- Computer Equip: Power Mac G5 computer, Mac computer with 17-inch monitor, two Mac computers with 20-inch monitor, $8,000.
- Printing: full-color each issue on four pages, $92,300; two eight-page issues, one 12-page issue per week.
- Equipment/Furniture: professional-quality newstands, $15,000.

**2009-2010:**
- Computer Equip: three iMacs with 17-inch monitior, Power Mac G5 computers with 20-inch monitor, PowerBook G4, two Mac computers with 20-inch screen, $20,000.
- Equipment/Furniture: Color laser printer/copier, $10,000.
Appendix II: Student Survey

Below are the results of the student survey administered in the fall of 2004. Four hundred and thirty nine students participated.

1. On average, how often do you read The Collegian?
   - Regularly: 11%
   - Occasionally: 37%
   - Seldom: 35%
   - Never: 16%
   - No answer: 1%

1a. If seldom or never, why? (please check only one)
   - No interest: 17%
   - Every time I try to get one, they are gone: 2.5%
   - No time: 21%
   - Can’t find a copy: 5.5%
   - Content doesn’t relate to me: 3%
   - Other: 5%
   - No answer: 46%

2. How often do you access The Collegian on-line?
   - Regularly: .2%
   - Occasionally: 1.8%
   - Seldom: 6%
   - Never: 91%
   - No answer: 1%

3. A student newspaper is an important part of Fresno State. Please circle one:
   - Strongly agree: 26%
   - Agree: 45.8%
   - Neutral: 25%
   - Disagree: 1.8%
   - Strongly disagree: .5%
   - No answer: .9%

4. How frequently should the student paper be published? Please circle one:
   - Daily: 25%
   - 3 times a week: 23%
   - 2 times a week: 20%
   - Once a week: 30%
   - No answer: 2%

5. Overall, how would you rate the content of The Collegian?
   - Excellent: 3%
   - Good: 39%
   - Average: 38%
   - Fair: 9%
   - Poor: 2%
   - No answer: 9%

6. Please rate if you feel The Collegian should provide more, about the same or less coverage on each of the following topics. Please circle one answer per category:

   **Sports Coverage**
   - More: 20%
   - The same: 57%
   - Less: 12%
   - No answer: 11%

   **Student Opinion pieces (editorials, etc)**
   - More: 37%
   - The same: 47%
   - Less: 6%
   - No answer: 10%

   **Campus News (Fees, Parking, etc)**
   - More: 51%
   - The same: 36%
   - Less: 4%
   - No answer: 9%

   **Campus Life (Fraternity/Sorority, Clubs)**
   - More: 32%
   - The same: 40%
   - Less: 18%
   - No answer: 10%

   **Student Government Updates**
   - More: 21%
   - The same: 57%
   - Less: 12%
   - No answer: 10%

   **Student Cartoons/Comics**
   - More: 31%
   - The same: 47%
   - Less: 12%
   - No answer: 10%

   **Arts/Entertainment News & Reviews**
   - More: 40%
   - The same: 44%
   - Less: 6%
   - No answer: 10%

   **Political Coverage**
   - More: 30%
   - The same: 52%
   - Less: 8%
   - No answer: 10%
Central Valley/State News
  More: 38%
  The same: 46%
  Less: 7%
  No answer: 9%

National/International News
  More: 27%
  The same: 50%
  Less: 13%
  No answer: 10%

Classified/Advertising
  More: 18%
  The same: 51%
  Less: 21%
  No answer: 10%

7. Is there anything else you’d like to see covered in The Collegian that is currently not covered? None/nothing: 14%
  Comics: 1%
  Campus life: 3%
  Local news: .2%
  Objectivity: .5%
  Movie reviews: 1.4%
  Sports: 1.6%
  Ag news: .2%
  Other: 11%
  No answer: 66%

8. The Collegian includes 4 ethnic supplements, which are published several times each semester. How often do you read each of the following supplements?

<table>
<thead>
<tr>
<th>Supplement</th>
<th>Regularly (Frequently)</th>
<th>Occasionally</th>
<th>Seldom</th>
<th>Never</th>
<th>No answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian Pacific Review</td>
<td>4%</td>
<td>4%</td>
<td>13%</td>
<td>73%</td>
<td>6%</td>
</tr>
<tr>
<td>Hye Sharzhoom</td>
<td>2%</td>
<td>3%</td>
<td>11%</td>
<td>77%</td>
<td>7%</td>
</tr>
<tr>
<td>La Voz de Aztlan</td>
<td>4%</td>
<td>7%</td>
<td>12%</td>
<td>71%</td>
<td>6%</td>
</tr>
<tr>
<td>Uhuru Na Umoja</td>
<td>2%</td>
<td>4%</td>
<td>11%</td>
<td>77%</td>
<td>6%</td>
</tr>
</tbody>
</table>

9. Please rate the Collegian’s quality on the following topics using the 5-point scale provided. Please circle one:

- **Writing**
  - Very High: 5%
  - High: 46%
  - Medium: 33%
  - Low: 3%
  - Very Low: 1%
  - No answer: 12%

- **Photography**
  - Very High: 8%
  - High: 30%
  - Medium: 42%
  - Low: 7%
  - Very Low: 1%
  - No answer: 12%

- **Editing**
  - Very High: 7%
  - High: 40%
  - Medium: 38%
  - Low: 1%
  - Very Low: 1%
  - No answer: 13%

- **Objectivity (not being biased)**
  - Very High: 5%
  - High: 28%
  - Medium: 35%
  - Low: 14%
  - Very Low: 4%
  - No answer: 14%

- **Editorials**
  - Very High: 5%
  - High: 33%
  - Medium: 42%
  - Low: 6%
  - Very Low: 1%
  - No answer: 13%

- **Timeliness of stories**
  - Very High: 9%
  - High: 35%
  - Medium: 38%
  - Low: 4%
  - Very Low: 1%
  - No answer: 13%

10. How well do you think the Collegian covers the following topics? Please circle one answer per item:

- **Sports Coverage**
  - Excellent: 15%
  - Good: 41%
  - Average: 24%
  - Fair: 2%
  - Poor: 2%
  - No answer: 16%
### Student Opinion pieces (editorials, etc)
- **Excellent:** 4%
- **Good:** 37%
- **Average:** 37%
- **Fair:** 6%
- **Poor:** 1%
- **No answer:** 15%

### Campus News (Fees, Parking, etc)
- **Excellent:** 3%
- **Good:** 28%
- **Average:** 39%
- **Fair:** 13%
- **Poor:** 2%
- **No answer:** 15%

### Campus Life (Fraternity/Sorority, Clubs)
- **Excellent:** 2%
- **Good:** 26%
- **Average:** 39%
- **Fair:** 11%
- **Poor:** 6%
- **No answer:** 16%

### Student Government Updates
- **Excellent:** 1%
- **Good:** 28%
- **Average:** 40%
- **Fair:** 11%
- **Poor:** 4%
- **No answer:** 16%

### Student Cartoons/Comics
- **Excellent:** 2%
- **Good:** 24%
- **Average:** 35%
- **Fair:** 18%
- **Poor:** 5%
- **No answer:** 16%

### Arts/Entertainment News & Reviews
- **Excellent:** 3%
- **Good:** 27%
- **Average:** 37%
- **Fair:** 13%
- **Poor:** 4%
- **No answer:** 16%

### Political Coverage
- **Excellent:** 4%
- **Good:** 27%
- **Average:** 35%
- **Fair:** 13%
- **Poor:** 5%
- **No answer:** 16%

### Central Valley/State News
- **Excellent:** 2%
- **Good:** 23%
- **Average:** 37%
- **Fair:** 15%
- **Poor:** 6%
- **No answer:** 17%

### National/International News
- **Excellent:** 1%
- **Good:** 21%
- **Average:** 37%
- **Fair:** 16%
- **Poor:** 9%
- **No answer:** 16%

### Classified/Advertising
- **Excellent:** 3%
- **Good:** 20%
- **Average:** 40%
- **Fair:** 14%
- **Poor:** 7%
- **No answer:** 16%

11. What do you feel is the value, per semester, of having The Collegian available on campus? Please circle only one.
- Less than $3.50: 32%
- $3.50: 22%
- $5.00: 28%
- $7.50 or more: 10%
- **No answer:** 8%

12. Are you aware that Associated Students allocates a portion of your student fee to help fund the production of The Collegian?
- **Yes:** 20%
- **No:** 77%
- **No answer:** 3%

13. Are you aware that The Collegian does not receive any direct funding from student fees?
- **Yes:** 12%
- **No:** 85%
- **No answer:** 3%

14. Would you be willing to include a small additional fee in your semester fees to directly fund The Collegian?
- **Yes:** 31%
- **No:** 65%
- **No answer:** 4%

15. If yes on question 14, how much would you pay to help fund The Collegian? Please circle one:
- Less than $3.50: 8%
- $3.50: 10%
- $5.00: 13%
- $7.50 or more: 3%
- **No answer:** 66%

16. Are you aware that Associated Students is the student government on campus?
- **Yes:** 47%
- **No:** 49%
- **No answer:** 4%
17. I am involved in school politics.
   Always: 1%
   Often: 2%
   Sometimes: 8%
   Rarely: 25%
   Never: 62%
   No answer: 2%

18. I voted in the last student body election.
   Yes: 11%
   No: 86%
   No answer: 3%

19. I am currently a member of a CSUF athletic team.
   Yes: 8%
   No: 90%
   No answer: 2%

20. How many CSUF intramural sports are you currently a member?
   None: 82%
   1: 6%
   2: 4%
   3: 1%
   No answer: 7%

21. How many clubs/organizations are you currently involved with?
   None: 67%
   1: 20%
   2: 7%
   3: 1%
   4 or more: .2%
   No answer: 4.8%

21a. If zero, why not? Please check one:
   No interest: 15%
   No time: 44%
   Too expensive: 4%
   Other: 8%
   No answer: 29%

22. What is your year in school? (please check only one)
   Freshman: 23%
   Sophomore: 23%
   Junior: 27%
   Senior: 17%
   Graduate student: 8%
   No answer: 2%

23. How many units are you currently taking?
   6 or less: 4%
   7–11 units: 3%
   12–16 units: 65%
   17–21 units: 22%
   22 or over units: 1%
   No answer: 5%

24. What is your major?
   Business: 21%
   English: 3%
   Art: 2%
   Political Science: 1%
   Psychology: 3%
   History: 2%
   Communication: 2%
   Math: 2%
   Agriculture: 1%
   Mass Communication: 4%
   Engineering: 3%
   Other (please specify): 49%
   No answer: 7%

25. What is your sex? Please circle one:
   Male: 35%
   Female: 57%
   No answer: 8%

26. What is your race?
   Caucasian (White): 40%
   Hispanic: 23%
   African American: 5%
   Pacific Islander: 2%
   Asian: 10%
   Multi-racial (please specify): 5%
   Other (please specify): 8%
   No answer: 7%

27. What is your age?
   17 or under: 2%
   18–20: 54%
   21–23: 25%
   24–26: 5%
   27 or over: 9%
   No answer: 5%

In addition to frequencies, a few additional statistical tests were conducted.

A partial correlation was conducted (controlling for only those who would be willing to pay) and found that there was a significant correlation in the value students placed on the Collegian and the amount they would be willing to pay, r (439) = .33, p < .000.
Crosstabs were conducted to determine if there was a difference in the willingness to pay for the Collegian and if students were involved in school politics. A significant difference was found, \( \chi^2 = 136, p < .000 \). Those that were not involved in school politics were least likely to be willing to pay an additional fee for the Collegian.