

**Backgrounder**  
**Columbia Missourian: Interviewed July 6, 2010**

<b>Newspaper</b>	<b>Columbia Missourian</b>	
<b>Owner</b>	Missourian Publishing Association Inc., (501 (c) (3) non-profit)	
<b>Address</b>	221 S. Eighth St., Columbia, MO 65201	
<b>Phone number</b>	573-882-5720	
<b>URL</b>	http://www.columbiamissourian.com/	
<b>Circulation</b>	Tuesday through Friday 6,012; Sunday 4,850	
<b>Publisher</b>		
Name	<b>Dean Mills</b>	
Phone number	573-882-6686	
E-mail	MillsR@missouri.edu	
<b>Newspaper Staff</b>		
Total FTEs	17.5 FTEs on paid professional staff funded by Missourian (see news staff below)	
<b>Publication cycle</b>	Newspaper 5 days a week a.m.; Vox magazine on Thursdays inserted in newspaper. Online editions seven days a week.	
<b>Current Circulation</b>		<b>2007 Circulation<sup>1</sup></b>
Weekdays (Tu-Fri)	6,012	7,011
Sundays	4,850 (papers not delivered to dormitories on Sunday)	4,801
<b>Price</b>		
Weekday/Sunday newsstand	\$.50	
Annual Subscription	\$49	
<b>Ancillary Businesses</b>	6012 Vox magazine copies each Thursday inserted into Thursday Missourian and additional 4,000 copies delivered to more than 200 free standing locations Thursday	
<b>Newsprint</b>		
Tons/annual	N/A printing is outsourced	
<b>Sources of Revenue</b>	<b>Percentages</b>	
Circulation	10%	
Display ads	13%	
Inserts	5%	
Special Sections	5%	
Classified	4%	
Legal Notices	10%	
On-line Ads & Fees	3%	
Other	48% of total revenue from University Laboratory support fee; 2% of total revenue from Missourian endowment	
Changes over 3 years	Most revenue categories as a percentage of total revenue have decreased. That is misleading, however, because the Missourian 18 months ago drastically cut its print products and expenses. Though total revenue decreased because we dropped a total market coverage product, the Monday edition and a TMC real estate publication, expenses dropped much more than the revenue decreased from eliminating these products. <b>The key is this:</b> the	

<sup>1</sup> Source: 2008 Editor & Publisher International Yearbook

**Backgrounder**  
**Columbia Missourian: Interviewed July 6, 2010**

	profit margin improved 85% from reducing our print frequency.
<b>Digital</b>	
Pay wall?	No
Considering a pay wall?	No
<b>Profit Margin</b>	Margin for most recent fiscal year completed is -12%. The Missourian is a 501c3 or not-for-profit corporation.
<b>Executive Editor for Innovation</b>	
Name	<b>Tom Warhover</b>
Term of service	July 1, 2001
Phone number	573-882-5734
E-mail	<a href="mailto:warhovert@missouri.edu">warhovert@missouri.edu</a>
<b>News Staff</b>	
Total FTE	15 full time and 27 part time
Reporters	110-140 student reporters in spring and fall semesters; 60 in summer; 15 at intercession (mid-December to mid-January)
Editors	22 editor-professors; about 40 paid part-time assistant editors.
Photo	15 editor-professors and about 30 part-time assistant editors.
Web & Video	Web (and video) personnel, dedicated 3 as part of our information technology staff, although everyone in the newsroom is responsible for the Web.
<b>Bureaus</b>	Capitol bureau (Jefferson City)
<b>Coverage</b>	<i>Dedicated more than 50% of time.</i>
Local municipal government	10
Courts	5-8
Public safety	16-18 (includes courts)
State government	6 in session; 3-5 in fall
School Board	3
Business	0
Sports	Sports 12-14
Entertainment & arts	Entertainment & the Arts 12-14
Other: Neighborhoods	Neighborhoods 12-14 (fall '10 semester is closer to 60, as we're experimenting with a newsroom structure that's primarily neighborhood-based.)
<b>Director of Digital Development</b>	
Name	<b>Rob Weir</b>
Term of service	Since October 2008
Phone	573-882-5057
E-Mail	<a href="mailto:weirr@missouri.edu">weirr@missouri.edu</a>
<b>Digital News Staff</b>	
Size	3, including Weir
Sufficient?	Busy at beginning of each term
<b>Reporting/Photo staff</b>	
Does reporting staff feed materials for digital media	Yes; depends on their comfort level. Missourian has a "file to web-first" operating plan.

**Backgrounder**  
**Columbia Missourian: Interviewed July 6, 2010**

Should they?	N/A
<b>Capabilities</b>	
Web platform software?	Subset of Python, Django
Content management system: software?	We have a CMS on the backend of our Web system. It's written in Django, a Python-based Web framework.
Does your organization write code?	Yes
Number of coders?	One
Zero? How out-sourced?	NA
Out-sourced, off the shelf or with vendors?	Most off the shelf
Proprietary or open-source code? Why?	Wrote website in open-sourced code: Subset of Python, Django. Our new website is being developed with investors to be started January 2011; sold in a cloud system – JUnit.ASP
<b>Flexibility &amp; response time</b>	
Can you change web platform – coding, architecture, software -- at least once a month? Do you?	Make many incremental changes as needed.
Can you add new functionality promptly as it becomes available?	Relatively promptly given size of staff.
<b>Digital Tools</b>	
Crowd sourcing?	Yes
Data visualization?	Yes; usage determined by size of CAR classes.
Investigative reporting?	Yes
Documentary video?	Yes
Any other kinds of digital tools are being used?	Slide shows (using “SoundSlide”); Live broadcasts using “Cover it live.”
<b>Social Media</b>	
What is the overall organizational commitment to collecting, creating, shaping and delivering all your news/information products through these digital channels?	Face Book -- yes Twitter -- yes Others: Tumblr logs -- occasionally
To what extent is your newspaper connected to people through social media?	Extensively
<b>Advertising</b>	
Is your advertising staff able to provide competitive digital services to merchants?	Yes; competitive in the market place.
Do you use "real time" ads?	Yes
Does your advertising department sell "digital services", such as helping merchants with website production?	Don't currently; may in the future.
Does your ad department sell	Not yet.

**Backgrounder**  
**Columbia Missourian: Interviewed July 6, 2010**

electronic coupons or other modern digital products?	
<b>Assessment</b>	
How do you assess your digital news/information products?	
Page-views?	875,000/ month
Monthly uniques?	375,000/ month
Revenue?	Yes
What other metrics do you use?	Duration on site, unique visitors, bounce-back rate, referrals
<b>Do you assess news content?</b>	
Number of sources?	N/A
Writing or visual journalism impact?	N/A
Other?	Monitoring "most viewed" stories
<b>Editing</b>	
Are there different procedures (layers of editing) for web vs. print products?	Post stories quickly, less oversight. Often "copy desk" checks stories afterward. Copy desk often shortens stories for print edition.
Do you use AP Style in your digital products?	Mostly; with some local Missourian style rules.
Do you charge for any digital news products?	Yes, advertising
Which products and how much?	Paywall existed in early phase: 1994-98, but was discontinued. Archives: No charges
<b>Digital Delivery Systems</b>	
What delivery systems do you employ?	
E-edition? (software?)	No; but e-books have been created for special projects
<i>Smart Phone - apps</i>	
-- iPhone	Working on app.
-- Android	Not yet.
-- Blackberry	Not yet.
-- Palm	Not yet.
-- Other?	Not yet.
Tablets	
-- iPad	Working on app.
-- Other	Not yet.
Kindle	No
Any other systems	No
<b>Knowledge products</b>	
Do you offer "knowledge products," such as books, magazines, and television or radio programs in addition to the core daily paper?	No

**Backgrounder**  
**Columbia Missourian: Interviewed July 6, 2010**

Is there a central digital content pool from which these products are created?	N/A
Do they make money?	N/A
In what other ways are digital tools used in the business operations and marketing at your news organization	None reported.
<b>Future</b>	
Do you foresee your news organization offering one hundred percent digitally-delivered news/information products in the foreseeable future? ( <i>See Interview</i> )	
<b>If not:</b> Where do you think the balance will settle?	N/A
<b>If so:</b> How soon do you think this will happen?	N/A
If you expect there will always be some news/information products delivered on newsprint?	Yes.
What will those be?	Newspaper also produces a local arts and entertainment give-away, which should have a long shelf-life.
Why will that be?	There is a large “installed user base.”
<b>Sources of Information</b>	
	Blogs: ReadWrite Web; The Loop (Apple Blog). Newspapers: The New York Times, The Wall Street Journal, the Seattle Post-Intelligencer.