



# Policies & Procedures

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# Introduction

## Policy 1: Creating, amending and repealing policies

Type: Operational

Date amended: 2005/11/19

### Preamble:

Over time, it is beneficial for an organization to examine, discuss and set down policies for the operation of the organization. Policies allow the organization to fulfil its mission more effectively, as they eliminate confusion. There is, however, a very real danger in creating too many policies, of trying to over-regulate. In an organization such as Imprint, where creativity is so vitally important, policy makers must remain aware of this danger. Editorial policies should not unduly restrict the creativity of volunteers.

Given that creating, amending and repealing policies is an important function of the Board of Directors – one that has the potential for both great gains and great losses – this policy has been created to ensure that policies meet a standard of excellence.

### Policy:

#### 1.1 Classes

There shall be three classes of policies: editorial, operational and organizational.

#### 1.2 Structure

Each policy shall have a header, which contains the effective date of the policy, its class and its date of amendment; a preamble, which explains the need for and reasoning behind the policy; and the policy itself.

#### 1.3 Involvement of Members and Full-time Staff

Notice of intent to create a new policy and notice of intent to repeal an existing policy shall be posted in the Imprint office for no less than ten (10) business days. Similarly, proposed amendments to existing policies must be posted in the Imprint office for no less than ten (10) business days.

#### 1.4 Subordinate to Letters Patent and Bylaw

Each policy must not be in conflict with either of the Letters Patent or the Bylaw. If, for some reason, a policy conflicts with either of these documents, it shall be considered void and without force. Such a policy should be amended immediately to remove the conflict.



## Policy 2: The Editorial Board

Type: Organizational

Date amended: 2005/11/19

### Preamble:

In an organization incorporated to publish such articles and opinions as are appropriate for a student newspaper, it is beneficial to develop and maintain editorial style and content guidelines. To ensure that this development and maintenance is done well and effectively, the work should be distributed over a group of participants, which meets frequently and is overseen by the Editor-in-Chief.

This policy describes the role, composition and powers of the editorial board.

### Policy:

#### 2.1 Role

The editorial board shall be responsible for the development and maintenance of editorial style and content guidelines. The editor-in-chief is the final decision maker in all editorial matters.

#### 2.2 Composition

The Editor-in-Chief shall be the chair of the editorial board and each of the elected editors and the assistant editor shall be members thereof. One member of the editorial board shall be designated by its membership as the recording secretary. Anyone who, as deemed by the Board of Directors, compromises Imprint's editorial autonomy shall not serve as a member of the editorial board. Simple affiliation with another organization (such as WPIRG, Feds, uwstudent.org, or a youth PC association) should not be the sole basis for removal from the editorial board.

#### 2.3 Election of Editorial Board

The volunteer staff shall elect the Editorial Board at the first staff meeting of each term. All members of the corporation are eligible to run for the Editorial Board, however, only volunteer staff may vote. Students not currently registered in an academic term should only hold Editorial Board positions under exceptional circumstances.

After an invitation by the chair of the staff meeting, members may nominate themselves, or be nominated by another member of the corporation. All candidates must make a brief statement of their qualifications. It is preferable for candidates to be present in person; however, written submissions are acceptable. A candidate who is present in person must leave after making his or her statement to allow for open discussion.

Before running for an editorial position, candidates should familiarize themselves with its requirements. The responsibilities of the various positions are set out in **Appendix D: Volunteer Staff Job Descriptions**.

### **2.3.1 Election of Non-Editorial-Board Positions**

Other masthead positions (See Appendix D: **Other Volunteer Staff Positions** for a list of these positions) are elected in a similar manner.

## **2.4 Regular Meetings**

The editorial board shall meet once each production week.

## **2.5 Quorum**

The editorial board shall be able to conduct business only if two-thirds of its members are present. The editorial board shall, however, be empowered to pass resolutions outside of a meeting if said resolution is agreed to by at least two-thirds of the editorial board.

## **2.6 Regular Business**

Violations of style and content guidelines in the previous week's issue and the editorial content for the upcoming issue shall be discussed at each editorial board meeting.

## **2.7 Style Guide**

The editorial board shall provide a manual of style and content guidelines, which shall be available in hardcopy in the Imprint office and on Imprint's web site and intranet and shall be known as the "Style Guide."

### **2.7.1 Annual Approval of the Style Guide**

The Style Guide shall be finalized and approved by the Spring term editorial board before the publication of the frosh issue.

#### **2.7.2.a Changing the Style Guide**

The editorial board shall be able to amend the Style Guide at any time, provided, however, that the proposed amendment is supported by two-thirds of the editorial board.

#### **2.7.2.b Exceptional Circumstances**

In exceptional circumstances, the Editor-in-Chief shall be empowered to unilaterally change the Style Guide at any time. The Editor-in-Chief should rarely exercise this power.

## **2.8 Logo**

The Imprint logo can only be modified/changed with the approval of two-thirds of the editorial board.

### 2.9 Minutes

The recording secretary of the editorial board shall record the decisions made by the editorial board at each meeting. These minutes shall be posted in the Imprint office shortly after they are approved by the editorial board. Minutes from editorial board meetings shall be easily available to full-time and volunteer staff.

### 2.10 Attendance

An editorial board member who fails to attend three (3) meetings without being excused is removed from his or her position as an editor. After a member of the editorial board misses two (2), the Editor-in-Chief shall remind him or her of this policy. The Editor-in-Chief shall be empowered to excuse a member for his or her absence.

## Policy 3: Volunteer Staff

Type: Organizational

Date amended: 2005/11/19

### Preamble:

Imprint is a student-run organization and, although there are full-time paid staff, volunteers do a lot of the work. To ensure growth and a positive work environment, which should allow Imprint to fulfill its object, volunteers must be properly recognized.

This policy establishes the criteria for staff status, describes need for an accurate record of those who have earned staff status and specifies the privileges associated with staff status.

### Policy:

### 3.0 Classes

There will be four positions for non-staff members: photographer, graphic artist, non-staff proofreader, and reporter.

Volunteers will be provided further levels through which to advance. There shall be five entry-level staff positions (those requiring no prior staff status): staff proofreader, staff photographer, staff graphic artist, staff reporter and assistant section editor. There shall also be **three** mid-level staff positions (those requiring prior staff status): lead proofreader, **head reporter**, and section editor. Finally, there shall be two advanced positions (requiring prior mid-level staff status): senior reporter and assistant editor-in-chief.

With the exception of the assistant section editor, only non-entry level staff positions will simultaneously be recognised as editorial board appointments.

### **3.1 Criteria**

The criteria to earn staff status shall directly involve the editorial board in the selection and re-approval of Imprint staff. The criteria shall be as follows:

#### **3.1.1 Entry-level Staff Positions**

To attain staff status as a proofreader, applicants must complete an evaluation of their skills as practised on an actual production night. The editorial board will approve the applicant based on recommendations given by the lead proofreader.

To attain staff status as a staff photographer or graphic artist, applicants must submit three samples of work printed in Imprint to the editorial board for review. The editorial board will approve the applicant based on recommendations given by the graphic or photo editor.

To attain staff status as a staff reporter, applicants must have three articles published in a four-month period in Imprint. Staff status will then be awarded only by the editorial board, as based on an assessment of article quality using a pre-specified matrix of evaluation. Should any applicant not be accepted, the editorial board is responsible for creating a feedback report and the section editor who published most of the writer's stories is responsible for delivering the feedback.

To attain staff status through the position of assistant section editor, applicants should be present on the production night prior to the first general staff meeting, and have expressed their interest in the position at that time. Recommendations will be given by the supervising party on production night, or the editor-in-chief.

#### **3.1.2. Mid-Level Staff Positions**

To apply for the position of lead proofreader, applicants must have been staff proofreaders or held assistant section editor positions for at least one term.

**To apply for the position of head reporter, applicants must have been staff reporters or held assistant section editor positions for at least one term.**

To apply for the position of section editor, applicants must have served at least one term as assistant section editor.

#### **3.1.3 Advanced Staff Positions**

To apply for the position of assistant editor-in-chief, applicants must have served at least two terms in a mid-level volunteer staff position. No more than one of these terms can be as cover or photo editor.

To apply for the position of senior reporter, applicants must have served at least one term as staff reporter and be recommended to the position by the editor of the section that most often publishes the applicant's work.

### 3.1.4. Maintenance and Retention

Directors and volunteers elected to masthead positions are ex-officio staff members, and enjoy all rights and privileges of regular staff members.

To maintain staff status, volunteers must attend any and all general meetings of Imprint Publications, Waterloo; only those volunteers able to show a direct conflict with a scheduled general meeting may proxy their vote for said meeting.

A volunteer will retain staff status for the period outlined in 3.2, with the proviso that the editorial board must evaluate and re-approve the staff member on a term-by-term basis where relevant. All volunteer staff will receive feedback where appropriate.

### 3.2 Provision for non-academic terms

Staff status earned in one term shall be effective until the end of the second term following its granting. Allowance shall be made for intermittent terms spent in co-op or studying abroad, such that the first term of the student's return shall be considered "the second term" for that student. For more prolonged absences (over one year), the editorial board is required to evaluate the staff member before re-approving staff status.

### 3.3 Record Keeping

An up-to-date record of who has earned staff status shall be maintained by the Editor-in-Chief.

### 3.4 Benefits

Non-staff reports shall receive the byline "Reporter" when writing articles requiring a byline.

All volunteers who have earned staff status shall:

- a) be able to vote on all items that require a poll of the volunteer staff;
- b) receive a personal *@imprint.uwaterloo.ca* email address;
- c) receive a personal account on Imprint's network;
- d) receive discounts on staff clothing, bound volumes and other such items as determined by the Board of Directors;
- g) be eligible to receive a key card to the Imprint Office, at the discretion of the editor-in-chief
- h) be eligible for termly honoraria, as set out in Policy 14.

Non-staff volunteers who attend four general staff meetings and make four contributions to the paper will be eligible to vote on all items that require a poll of the volunteer staff.

Volunteer staff will also receive position-specific benefits, outlined as follows:

### **3.4.1 Staff Reporter**

Volunteers who have attained the position of "Staff Reporter" shall:

- a) receive a certificate signed by the editorial board indicating their accomplishment;
- b) receive the byline "Staff Reporter" when writing articles requiring a byline title;

### **3.4.2 Senior Reporters**

Volunteers who have attained the position of "Senior Reporter" shall:

- a) receive a paper certificate signed by the editorial board indicating their accomplishment;
- b) receive the byline "Senior Reporter" unless otherwise certified;

### **3.4.3 Proofreaders**

Volunteers who have attained the position of "Proofreader" shall:

- a) receive a paper certificate signed by the editorial board indicating their accomplishment;
- b) receive permission to use a red pen for proofreading [See Appendix D].

### **3.4.4 Staff Photographers and Graphic Artists**

Volunteers who have attained the position of "Staff Photographer" or "Staff Graphic Artist" shall:

- a) receive paper certificate signed by the editorial board indicating their accomplishment;
- b) receive future photo and graphic credits lacking "Courtesy of;"

### **3.4.5 Section Editors**

Volunteers who have attained the position of "Section Editor" shall:

- a) receive the byline "[Section Name] Editor" for all articles written within their sections, and "Staff Reporter" for all articles written elsewhere in the paper.

### **3.4.6 Head Reporter**

The volunteer who has attained the position of "Head Reporter" shall:

- a) receive the byline "Head Reporter" within each term's reporting series, and "Staff Reporter" for all articles written elsewhere in the paper.

## **3.5 Regular Meetings**

The volunteer staff shall meet once each production week to discuss the most recently produced issue and to consider any other business, as determined by the Editor-in-Chief. These meetings shall be chaired by the Editor-in-Chief.

## Policy 4: Budgeting

Type: Operational

Date amended: 2005/11/19

### Preamble:

Effective allocation of resources is a key to excellence in the pursuit of any mission, whether it be business or not. In the not-for-profit organization, resources are often very scarce, which demands that the organization plan and execute very well.

In the not-for-profit organization, budgeting plays an essential role in the achievement of the organization's mission.

This policy describes the budgeting process.

### Policy:

#### 4.0 Preparation

The Treasurer, in conjunction with the General Manager, shall annually prepare a one-year budget.

#### 4.1 Consultation with UW

In the course of preparing the budget, the Treasurer shall attempt to obtain forecasts of enrolment, for at least the years for which he or she is budgeting, from UW's Department of Institutional Planning & Analysis.

#### 4.2 Deadline for Board of Directors Approval

A draft budget must be presented to the Board of Directors sixty (60) days before the annual general meeting. The budget must be approved by the Board of Directors at least twenty (20) days before the annual general meeting.

## Policy 5: The Imprint Office

Type: Operational

Date amended: 2005/11/19

### Preamble

For volunteers and full-time staff to be productive, the work environment must be one that promotes freedom of expression and honest communication. The work environment must be a safe place, both for volunteers and full-time staff and for Imprint's capital assets. The work environment should be a fun place to work.

This policy describes the Imprint work environment, called the “Imprint Office.”

## **Policy**

### **5.0 Office Hours**

The Imprint Office shall be open for regular business from 8:30 until 16:30, Monday to Friday. Outside of these standard hours of operation, the Imprint Office may be opened by any volunteer or full-time staff member with key access.

### **5.1 Key Access**

The full-time staff and the President shall have key cards for the main office door and keys to all other doors in the Imprint Office. Key card access to the general Imprint Office shall be given to volunteer staff at the discretion of the Editor-in-Chief. Directors, other than the President, shall be given key cards. A list of volunteer staff who have keys shall be maintained by the General Manager in conjunction with the Editor-in-Chief.

### **5.2 Entertainment**

Volunteers may entertain themselves using Imprint’s equipment as long as this entertainment does not unduly affect the ability of another volunteer or a full-time staff member to perform his or her duties.

### **5.3 No Consumption of Alcohol**

There shall be no consumption of alcohol in the Imprint Office.

### **5.4 No Smoking**

There shall be no smoking in the Imprint Office.

### **5.5 Disruptive Behaviour**

Complaints about behaviour that unduly prohibits productivity or creativity shall be directed to the Staff Liaison or Editor-in-Chief and shall be dealt with as set out in **Policy 9: Conflict and Grievance Resolution**. A list of people who have been restricted from the Imprint Office, along with the term of their restriction, shall be posted in the office.



## Policy 6: Using Imprint equipment

Type: Operational

Date amended: 2005/11/19

### Preamble

Imprint's capital assets – its computers, cameras and other production equipment – are essential to the success of the organization. When needed for production, it must be available.

This policy describes the use of Imprint's equipment.

### Policy

#### 6.0 Precedence for Production

If a volunteer or full-time staff member needs Imprint equipment for production, it must be relinquished immediately.

#### 6.1 Personal Use

Within the Imprint Office, Imprint's equipment may be used by volunteers or full-time staff members, as long as said use is not a contravention of Imprint's Policies & Procedures.

Outside of the Imprint Office, Imprint's equipment may be used by volunteers and full-time staff members, as long as said use is not a contravention of Imprint's Policies & Procedures. The Editor-in-Chief must authorize the use of said equipment and record that it has left the Imprint Office for personal use. The Editor-in-Chief shall ensure that he or she is able to contact the volunteer or full-time staff member should an unexpected need for the equipment arise.

If Imprint equipment is accidentally damaged while a volunteer is using it for personal use, Imprint shall pay for the repair and/or replacement thereof. If Imprint equipment is lost while a volunteer is using it for personal use, the volunteer shall pay Imprint's deductible.

#### 6.2 Some exceptions

The Xanté printer and the photocopier must not be used for personal use, without the permission of the Editor-in-Chief.

Imprint equipment must not be used to generate profit, with exception for the preparation of resumé's.

Volunteers may make long distance telephone calls, but they will be billed for them. All long distance calls must be logged on the sheet provided beside the telephone.

### 6.3 Violations and Consequences

A volunteer or full-time staff member who violates Imprint policies concerning equipment shall be given a verbal warning by the Editor-in-Chief. This verbal warning shall be recorded by the Editor-in-Chief and the Board of Directors shall be advised thereof.

If a volunteer or full-time staff member violates Imprint policies concerning equipment a second time, a written warning shall be given by the President on behalf of the Board of Directors.

If a volunteer or full-time staff member violates Imprint policies concerning equipment a third time, he or she shall be prohibited from using Imprint's equipment for personal use for a definite term, as determined by the Board of Directors.

## Policy 7: Using Imprint's computers

Type: Operational

Date amended: 2009/02/24

### Preamble

Most of the work involved in attaining Imprint's object is done on computers. These computers are connected to the UW computing network at no cost to Imprint.

This policy describes the acceptable use of Imprint computers.

### Policy

#### 7.0 Policy 6: Using Imprint's Equipment Applies

The use of Imprint's computers is governed by **Policy 6: Using Imprint equipment**.

#### 7.1 Expectation of Privacy

Users of Imprint's computers expect a certain degree of privacy. Unless it is in the course of an investigation properly initiated by a recognized law enforcement agency, private information stored on Imprint's computers will not be analyzed or shared with third parties.

#### 7.2 Registered Users

All Imprint volunteer staff and full-time staff shall have a personal login, which shall allow them to access Imprint computing resources on the Imprint LAN. The Editor-in-Chief, in conjunction with the Systems Administrator, shall distribute and maintain logins.

All Imprint staff shall not, under any circumstances, share their login password with any other parties. Also,

all Imprint staff are expected to log off their accounts if they intend to leave the computers they are using for extended periods of time.

### **7.3 Section passwords**

Only the Section Editors and Assistant Editors shall know the password to their section's account. The passwords to section accounts shall contain a minimum of six (6) characters, one (1) number digit and one (1) special character. The passwords shall not be disclosed to any other party save for the Editor and Assistant Editor of the section, and shall be changed by the Systems Administrator or Editor-in-Chief at the beginning of every term. Passwords are not to be transferred electronically (by email, on flash drives, etc...) unless as a last resort.

### **7.4 Use of the Internet**

Imprint's computers shall not be used to send spam. They shall not be used to view material on the Internet that is illegal in Canada. Peer-to-peer file-sharing applications shall not be permitted to run. IST's Statement on Use of UW Computing and Network Resources applies, which can be found at <http://www.adm.uwaterloo.ca/infocist/use.htm>

### **7.5 E-mail**

Imprint e-mail accounts shall be used primarily for Imprint business. E-mail accounts shall have size quota that will be established by the Systems Administrator. E-mail messages in e-mail accounts that are larger than the quota may be deleted by the Systems Administrator.

### **7.6 Installing Software**

The Editor-in-Chief, the Systems Administrator, and the Assistant Systems Administrator shall be able to install new software that is needed for production or wanted for entertainment. No software that is not properly licensed shall be installed on Imprint computers.

Volunteers who wish to install software should contact the Systems Administrator or Editor-in-Chief.

### **7.7 Access by Systems Administrator**

The Systems Administrator shall have access to all Imprint computing resources. He or she shall not, however, violate any Imprint computing policies. If the Systems Administrator violates Imprint computing policies, he or she shall be immediately removed from his or her position as Systems Administrator.

### **7.8 Root Password**

The root password to Imprint's servers shall be stored in the safe and known to both the Editor-in-Chief and the Systems Administrator. This password shall be a minimum of nine (9) characters in length and shall include at least one (1) number digit and one (1) special character. This password must be changed when a Systems Administrator or Editor-in-Chief resigns, retires or is removed from his or her position.

### **7.9 Actions taken upon violation**

Violation of Imprint's policy regarding the use of its computers will result in suspension of the violator's login for a period of time to be decided by the Editor-in-Chief, and repeated violations might result in restrictions imposed upon the violator's account, or permanent deactivation of that account.

## **Policy 8: Asset Replacement & Disposal**

Type: Operational

Date amended: 2005/11/19

### **Preamble**

As capital assets age, they may need to be replaced, upgraded, or disposed of. Once capital assets are not useful in the attainment of Imprint's object, they should be disposed of in a fair and efficient manner.

This policy describes the guidelines and procedure for replacing, upgrading, and disposing of capital assets.

### **Policy**

#### **8.0 Dual Responsibility**

It is the responsibility of the Editor-in-Chief and the General Manager to dispose of capital assets according to this policy.

#### **8.1 Classes**

There shall be three classes of capital assets: current, outdated and obsolete. Current assets shall be those assets that are often used in the attainment of Imprint's object. Outdated assets shall be those assets that are infrequently used in the attainment of Imprint's object. Obsolete assets shall be those assets that are rarely, if ever, used in the attainment of Imprint's object.

#### **8.2 Determination of Class**

The Editor-in-Chief and General Manager, in conjunction with appropriate volunteer staff, shall determine the class of a particular asset.

#### **8.3 Schedule of Replacement**

Assets shall be replaced according to the schedule laid out in the capital budget. Imprint's Board of Directors has the right to replace assets ahead of schedule if deemed necessary for the production of the paper.

## 8.4 Disposal

Outdated assets shall be disposed of in one of the following three (3) ways: one, they may be sold to an organization that deals in the resale of used goods; two, they may be auctioned to the membership (such an auctioned must be advertised at least three (3) days before it is held); third, they may be auctioned to other people (e.g., using eBay). Should all of the above methods of disposal fail, outdated equipment shall be automatically classified as obsolete equipment.

Obsolete assets shall be placed in the Imprint office for one (1) week. If no volunteer wants to take the equipment, it shall be disposed of through the UW Surplus Sale.

# Policy 9: Conflict and Grievance Resolution

Type: Organizational

Date amended: 2009/02/24

## Preamble

In an organization with a diverse group of talented and creative individuals, some conflict is inevitable. Unfortunately, certain types of conflict hinder the organization in the attainment of its object.

This policy describes the manner in which conflicts and grievances within the organization shall be handled and resolved.

## Policy

### 9.0 Conflict Resolution Officers

In general, conflicts or grievances that arise within the Imprint community shall be handled by the Staff Liaison, the Editor-in-Chief, or both.

An official request for the assistance of one of the Conflict Resolution Officers must be made in writing. The Conflict Resolution Officers shall be easy to contact and able to assist in the formulation of such written requests.

Both Conflict Resolution Officers shall make regular reports to the Board of Directors on complaints or concerns handled.

### 9.1 Fairness of Process

The subject of a complaint shall be immediately notified that a complaint has been lodged against him or her. This person shall be entitled to respond to the complaint or grievance lodged against him or her, both in person and in writing. Unless the subject of a complaint or grievance waives this right, neither Conflict Resolution Officer, nor the Board of Directors may render a decision on a particular complaint or grievance. If the subject of a complaint does not respond within seven (7) days of notice of the complaint against him or

her, he or she automatically waives this right.

## **9.2 Form of Complaints**

All formal complaints must be submitted to a Conflict Resolution Officer in writing and must identify the complainant. The complainant, as specified in **9.13 Confidentiality of Complainants**, has the right to remain anonymous.

## **9.3 Interpersonal Conflict**

All conflicts between two or more people within the Imprint community that unduly negatively affect the ability of the organization to attain its object shall be classified as interpersonal conflicts.

## **9.4 Inappropriate Behaviour**

Inappropriate behaviour that unduly affects the ability of the organization to attain its object shall be dealt with in the following manner. The first non-frivolous written complaint about a particular person's behaviour shall result in a verbal warning from a Conflict Resolution Officer. The second non-frivolous written complaint about a person's behaviour must be reported to the Editor-in-Chief and shall result in a written warning from the Staff Liaison. A third non-frivolous written complaint about a person's behaviour shall result in disciplinary action, as determined by the Board of Directors.

## **9.5 Claims of Plagiarism**

A claim of plagiarism shall be diligently investigated by the appropriate editor, in conjunction with the Editor-in-Chief. The Editor-in-Chief must inform the Board of Directors of the situation and shall issue a written response to the claim within seven (7) days of receipt of the complaint.

### **9.5.1 Claims of Plagiarism against an Imprint article/staff member**

Claims of Plagiarism against Imprint staff members will be reported to the Editor-in-Chief. If the Editor-in-Chief finds the claim non-frivolous, he/she must report the situation to the Board of Directors, and inform the volunteer against whom the claim stands that they have lost staff status, and will proceed in accordance with 15.3.

### **9.5.2 Claims by Imprint staff that their Imprint work has been plagiarized**

Claims by Imprint staff that their work has been plagiarized by another publication shall be directed to the Editor-in-Chief. Should the Editor-in-Chief find the claim non-frivolous, he/she shall issue a written response, and inform the offending publication of the claim within seven (7) days of receipt of the complaint. If the staff member is unsatisfied with the proceedings, he/she can submit their claim to the Board of Directors in writing. The Board of Directors shall decide on how to proceed within ten (10) days of receipt of the complaint.

### **9.6 Claims of Libel**

The Editor-in-Chief shall direct all non-frivolous claims of libel to Imprint's libel lawyer for review. If the claim is deemed accurate, the Editor-in-Chief, in conjunction with Imprint's libel lawyer, shall decide on appropriate action in a timely manner. If legal action is threatened or pursued by the complainant, the Board of Directors shall consider the issue and pursue appropriate action.

### **9.7 Claims of Poor Performance**

All claims of poor performance shall be directed to the Staff Liaison. The Staff Liaison shall forward those claims to the Editor-in-Chief and shall encourage the complainant to discuss the performance concern directly with the person who is alleged to be performing poorly. If this option is refused by the complainant, the Staff Liaison shall encourage the complainant to discuss the performance concerns with the Staff Liaison and the person who is alleged to be performing poorly. If this option is refused by the complainant, the Staff Liaison shall respect the complainant's request for privacy and shall present the concern to the person who is alleged to be performing poorly on behalf of the complainant. The Staff Liaison should emphasize that this type of criticism is not as useful as direct criticism.

The Editor-in-Chief is empowered to restrict contributions from any submitter in response to poor performance; the Editor-in-Chief may also recommend, at a volunteer staff meeting, to the volunteer staff that a member of the volunteer staff be removed from his or her elected position.

### **9.8 Complaints about the Content of Imprint**

Complaints about the content of Imprint shall be handled by the Editor-in-Chief, in conjunction with the appropriate editor. All complaints shall be responded to within seven (7) days of the receipt of the complaint.

If the Editor-in-Chief judges the complaint to be non-frivolous, he or she will conduct an immediate investigation of the complaint that shall include, as a minimum, a discussion with both the complainant and any volunteer staff members involved. Within fourteen (14) days of the beginning of the investigation, the Editor-in-Chief shall report his or her conclusions to the Board of Directors.

### **9.9 Complaints about Imprint's Non-editorial Operations**

Complaints about Imprint's non-editorial operations – including those complaints about the Board of Directors – shall be directed to the Staff Liaison. The Staff Liaison shall respond to all such complaints in writing within seven (7) days.

Complaints about the Staff Liaison shall be directed to and handled by the President.

If the complaint is judged as non-frivolous by the Staff Liaison, an immediate investigation shall follow, during which the Staff Liaison will interview, as a minimum, the complainant and any other staff members and/or volunteers involved.

Within fourteen (14) days of the beginning of the investigation, the Staff Liaison shall make a full report to the Board of Directors. The Board of Directors shall respond in writing to the complainant within two (2) days of the presentation of this report.

### **9.10 Criminal Activity**

The Staff Liaison shall report to the UW Police, as soon as possible, any non-frivolous claim of criminal activity that occurs in the Imprint Office. The Staff Liaison must inform the Editor-in-Chief and the Board of Directors as soon as any of those claims are made.

### **9.11 Sanctions**

If a Conflict Resolution Officer judges that an offence has been committed, he or she is empowered to deliver a verbal warning to any member of the Imprint community.

If a verbal warning has already been issued to a particular offender, either Conflict Resolution Officer may recommend to the Board of Directors that a written warning be issued.

If a written warning has already been issued to a particular offender and the offender is the subject of an additional, non-frivolous complaint, the Board of Directors must automatically consider sanctioning the subject of the complaint.

The Board of Directors may also consider using outside mediation or behavioural contracts as a mechanism to address inappropriate behaviour. A behavioural contract is a document, signed both by the Board of Directors and the offender involved, which clearly states the expectations of the Board of Directors with respect to further infractions and the consequences of not meeting those expectations.

Notwithstanding the above, the Board of Directors shall determine sanctions which it feels are appropriate for a particular infraction. Sanctions are intended to be corrective, not punitive.

A person may have his or her access to the Imprint office restricted in extreme circumstances. A restriction in access imposed by the Board of Directors shall remain in effect for a definite term, which shall be specified in the decision to restrict the person's access.

The Board of Directors shall make a complete list of any persons whose access to the Imprint office is restricted.

### **9.12 Appeals**

A decision made by a Conflict Resolution Officer about a conflict or grievance may be appealed to the Board of Directors. The appeal must be made in writing and must be responded to in writing within seven (7) days.

If the appeal is judged as non-frivolous by the Board of Directors, an investigation shall be conducted which includes, as a minimum, a discussion with the original complainant and the person or persons lodging the appeal. Within fourteen (14) days of the beginning of the investigation, the Board of Directors shall respond in writing to the person or persons making the appeal and relate its decision. When a decision of the Staff Liaison is being appealed, he or she shall be considered in conflict of interest while the Board of Directors is deliberating and rendering its decision.

If a member of the Imprint community is unsatisfied with a decision of the Board of Directors, he or she should contact UW's Office of Ethical Behaviour and Human Rights for guidance.



### 9.13 Confidentiality of Complainants

A complainant shall be entitled to remain anonymous to the subject of the complaint. No complaint shall be considered by either the Board of Directors or the Conflict Resolution Officers, however, if the identity of the complainant is not known.

The name of the complainant will only be used in an investigation with the express written consent of the complainant. Complainants should be aware, however, that remaining anonymous limits the ability of the Conflict Resolution Officers and the Board of Directors to impose sanctions on the subject of his or her complaint.

## Policy 10: Hiring Full-time Staff

Type: Operational

Date amended: 2005/11/19

### Preamble

Imprint has three full-time staff: the Advertising/Production Manager, the General Manager and the Editor-in-Chief, which is a contract position.

This policy describes the process for hiring full-time staff.

### Policy

#### 10.0 Hiring Committee

A committee of five (5), chaired by the President, shall review all applications, interview qualified candidates and make a hiring recommendation to the Board of Directors. This committee shall consist of the President, the out-going full-time staff member, a director other than the President, and two (2) members.

#### 10.1 Conflict of Interest

If, after all applications have been received, a member of the hiring committee is deemed to have a conflict of interest that may compromise the integrity of the hiring process, that member shall be automatically removed from the hiring committee. A member so removed shall be replaced by a director. If no directors are available or able to serve on the committee, a member shall be appointed by the Board of Directors to serve on the committee.

#### 10.2 Training the Hiring Committee

All members of the hiring committee shall meet with UW Human Resources for at least one (1) training session. The Chair of the hiring committee shall ensure that all members of the hiring committee understand the hiring process and all aspects of **Policy 10: Hiring Full-time Staff**. If any member of the hiring

committee, during the hiring process, demonstrates gross disregard or ignorance of **Policy 10: Hiring Full-time Staff**, he or she shall be automatically removed from the hiring committee. Members so removed shall be replaced by directors. If no directors are available or able to serve on the committee, a member shall be appointed by the Board of Directors to serve on the committee.

### **10.3 Confidentiality**

The identities of applicants shall be known only to the hiring committee. All documents related to the hiring process shall be kept confidential for one (1) year, at which point all documents related to the applicants who were not selected shall be destroyed.

The status of the hiring process shall not be confidential. The process used to review candidates shall not be confidential.

### **10.4 Advertising the Position**

The position must be advertised for at least one month. If extraordinary circumstances prevent this, the position may be advertised for three (3) weeks.

### **10.5 Document Control**

All documents related to applicants, and copies thereof, shall be given a unique three-digit number to identify them. The possessor of these numbered documents shall be diligently recorded.

### **10.6 Selection of Candidates**

All applicants who seem to be qualified for the position shall be interviewed by the hiring committee. If no candidates are suitably qualified, the position must be advertised again in accordance with **10.4 Advertising the Position**.

Following this initial round of interviews, the hiring committee shall meet and select the three (3) best candidates.

These three (3) best candidates shall be interviewed a second time and be given a short, uniform task to complete that is related to the position. The hiring committee shall check at least three (3) references for each of these candidates. A member of the hiring committee must ask a candidate if a particular reference can be checked, unless that reference is provided by the candidate without request.

The hiring committee shall meet and select the best and the second best of these three (3) candidates and present a hiring recommendation to the Board of Directors.

### **10.7 Offering the Position**

Within 48 hours of the Board of Directors' decision to offer the position to a candidate, the President shall contact this candidate and negotiate the terms of employment, where necessary. If the potential employee agrees to the terms presented by the President, the employee shall be given a contract to review and sign. Once this contract has been signed, the employee may begin work.

If the potential employee does not agree to the terms presented by the President, the Board of Directors shall meet and deliberate whether or not to offer the position to the second best candidate.

If the second best candidate refuses the position, the position must be re-advertised in accordance with **10.4 Advertising the Position**.

### **10.8 Training the New Employee**

The new employee must be given at least ten (10) business days of on-the-job training by the out-going full-time staff member. In extraordinary circumstances, this training may be shortened to eight (8) business days or be given by a director.

### **10.9 Input from Human Resources**

If this policy is amended, it must be reviewed by UW Human Resources. The recommendations of UW Human Resources are not binding.

## **Policy 11: Capital Expenditures**

Type: Operational

Date amended:

### **Preamble**

In an organization that publishes such articles as are appropriate for a student newspaper, there is a need for capital assets that are used in the attainment of this object. Many of these capital assets can be relatively expensive and require serious thought and consideration, as an error made in purchasing capital assets is often difficult to compensate for and can have considerable impact on the organization's ability to attain its object.

This policy describes the creation and review of proposals for capital expenditures.

### **Policy**

#### **11.0 Two Classes of Purchases**

Purchases exceeding the value of CDN\$200.00, including applicable taxes, shall be considered major purchases.

Purchases not exceeding the value of CDN\$200.00, including applicable taxes, shall be considered minor purchases.

### **11.1 Responsibility for Major Purchases**

Imprint's General Manager shall be responsible for major purchases.

### **11.2 Fair Market Value for Major Purchases**

The General Manager shall, before making major purchases, obtain a sample of prices from at least three (3) distinct sellers for each good or service to be purchased.

### **11.3 Consultation for Major Purchases**

The General Manager shall, seven days before making any major purchase, advertise the intended expenditure, the reason(s) for its proposal, and sample prices from at least three (3) distinct sellers for each good or service to Imprint's staff.

Communication of intended major purchases shall be made through ALL of the following means, seven days before any major purchase is made: a) e-mail, b) notification at the weekly staff meeting, and c) posting in the Imprint office.

### **11.4 Oversight**

The board of directors reserves the right to veto any and all decisions to make any and all purchases, major or minor. Vetoes can be made through a simple majority of members of the board of directors in order to be effective. Vetoes shall be communicated either in person or through e-mail to the purchaser in question.

### **11.5 Minor Purchases**

The following full-time staff members are allowed to make minor purchases with consultation of only the general manager or Imprint's board of directors: a) the General Manager, b) the Editor-In-Chief and a) the Advertising/Production Manager.

Members of the board of directors are allowed to make minor purchases providing that these purchases help Imprint fulfill its objects.

### **11.6 Exceptions**

Should emergency purchases be required to ensure that Imprint complete the attainment of its objects, these purchases may be made immediately at the discretion of either: a) the General Manager, b) the Editor-In-Chief, or c) a simple majority of Imprint's board of directors. Emergency purchases must be reported to the board of directors and the General Manager at the earliest possible time following the purchase.

## Policy 12: The Imprint Fee

Type: Operational

Date amended: 2005/11/19

### Preamble

In a student-run organization that is partially funded by a levied student fee, it is necessary to ensure that students obtain excellent value for their contributed fees. To provide members with a method of demonstrating their disappointment or disagreement with the organization, the fee should be refundable.

This policy shall describe the goals and process for setting the Imprint fee.

### Policy

#### 12.0 Annual setting

The Imprint fee shall be set by the Board of Directors at the first meeting in November of each year. To be effective, this fee must be ratified by the membership at the annual general meeting.

#### 12.1 Approval of UW's Board of Governors

Since UW collects the Imprint fee from undergraduate students on behalf of Imprint, Imprint's Board of Directors must request that the Board of Governors approve the new fee. After the members have ratified the new fee, the Board of Directors shall request that the Board of Governors change the fee to the new level.

#### 12.2 Refundability

The Imprint fee shall be refundable during the first three (3) weeks of an academic term.

## Policy 13: Copyright

Type: Editorial

Date amended: 2005/11/19

### Preamble

In an organization incorporated to publish such articles and opinions as are appropriate for a student newspaper, it is important to ensure that the organization is able to attain this object while protecting the rights of volunteers who own the copyright on works that they have created.

This policy shall describe the licensing of works created by volunteers that are submitted to Imprint for publication.

### Policy

#### 13.0 Precedence of the Canadian Copyright Act

If anything in this policy contradicts the Canadian Copyright Act, the Canadian Copyright Act shall take precedence. Such a contradiction should be resolved immediately.

#### 13.1 Right to First Publication

A volunteer who submits a work for which he or she owns the copyright grants Imprint the exclusive right to first publication of said work. Imprint retains this right until the work is published by the organization. This right is automatically revoked sixty (60) days after the submission of said work.

#### 13.2 Republication and Redistribution

A volunteer who submits a work for which he or she owns the copyright grants Imprint the limited right to republish or redistribute the work for purposes other than profit for the time period covered by the copyright held by the volunteer.

#### 13.3 Keeping of Records

The Editor-in-Chief, in conjunction with editors, shall maintain a database of works submitted and works published. This database shall contain the date of submission, the date of publication and contact information for the volunteer who holds the copyright of the work.

## Policy 14: Honoraria

Type: Operational

Date amended: 2005/11/19

### Preamble:

In a not-for-profit organization that relies heavily on volunteers to fulfill its object, it is beneficial to reward volunteers for commitment and dedication to the organization. A small gift, or honoraria, is often an effective reward, as it demonstrates that the volunteer's efforts and commitment are appreciated but does not place the organization in a position of financial distress.

This policy shall describe the procedure for assessing and distributing honoraria to volunteer staff members.

### Policy:

#### 14.0 Qualification

Imprint staff members elected to masthead positions in a given academic term shall be eligible for honoraria. Directors of Imprint Publications, Waterloo are excepted from receiving honoraria, as per Imprint's Letters Patent.

Others may be considered for an honoraria if it is found that they have made a significant contribution to Imprint.

#### 14.1 Board approval

Before the last paper of a given term, the Board shall hold an in camera meeting to approve the Editor-in-Chief's recommended honoraria levels. The Board may adjust the Editor-in-Chief's recommendations. The final honoraria level, after all adjustments have been made, shall be rounded to the nearest \$5.00.

## Policy 15: Editorial Standards

Type: Editorial

Date amended: 2005/11/19

### Preamble

In an organization that exists to publish such articles that are appropriate for a student newspaper, it is important to have standards that all articles, photos, and graphics that are submitted for publication must meet before such articles are published.

While it is Imprint's aim to accept all material submitted, there is no guarantee that articles, photographs,

comments or advertising submitted will be published. The Editor-in-Chief may at any time refuse to print any article he or she judges to be libellous or in violation of this policy. Material may also be bumped due to space constraints.

This policy sets out the standards that all material that is submitted for publication must meet before it is published.

## **Policy**

### **15.0 Interpretation**

The Editor-in-Chief is the final decision-maker in all editorial matters.

### **15.1 No Libel**

No comment that defames a person or persons shall be printed. The Editor-in-Chief shall consult with Imprint's media attorney in all cases of potential libel.

### **15.2 No Racism, Sexism, or Other Prejudicial Remarks**

Material that contains a racist, sexist or otherwise prejudicial substance or tone, or that objectifies women, men, children, or any other group shall not be printed.

### **15.3 No Plagiarism**

Submitters shall be responsible for any submitted material that is copied, plagiarized or otherwise false. Imprint staff members who submit such material shall immediately lose their staff status. Volunteers who are guilty of plagiarism shall be sanctioned in accordance with **9.5 Claims of Plagiarism**.

### **15.4 News, Science, and Sports Stories**

All statements in the story must be true. The story must be a fair and balanced account of the events. All information must be properly credited.

### **15.5 Community editorials**

A community editorial is a signed opinion of a member, employee, volunteer of Imprint, or a member of the general UW community. Community editorials shall be coherent and reasonable. No editorials that violate Canadian or Ontario laws regarding hate literature shall be printed.

### **15.6 Letters to the Editor**

Letters must be addressed to the Editor-in-Chief. Such letters must furthermore be signed and include a phone number. Letters will not be printed if the Editor-in-Chief cannot identify the author. Letters received



in electronic form (e.g. fax and e-mail) will not be printed unless a phone number is included for verification. Imprint reserves the right to edit letters for brevity and clarity. Letters will be printed at the discretion of Imprint's Editor-in-Chief.

The author's name may be withheld from publication if deemed necessary by the Editor-in-Chief.

Letters will be retained for a minimum of seven (7) years, or as required by statutes of limitations. Letters shall be stored in the medium that they were submitted in.

### 15.7 Editorial Responses to Letters

A response to a Letter to the Editor should only be used, with discretion, in the following cases: to answer a question about the paper, to correct a factual error, or, to provide additional information to a letter, without which, the letter would mislead a reader.

Such a reply shall be strictly the responsibility of the Editor-in-Chief, should respond only to what is mentioned in the letter it refers to, and should be strictly informational. Such responses shall be as brief as possible and shall be labelled Editor's Note.

### 15.8 Columns and Comics

A column is a series of articles (of approximately 500 words) or a series of comics with a consistent theme or viewpoint that are published for a term. To obtain column space for a term, a potential columnist must submit three (3) articles that illustrate the focus, theme, and viewpoint of the column. All column submissions shall be considered by the volunteer staff at a volunteer staff meeting. A column that is approved by the volunteer staff shall run from the first issue following the date of its approval until the end of the term wherein it is approved. At the last staff meeting of a given term, columns that are currently running may be considered for continued publication in the upcoming term.

Each column that appears in the paper should be distinct. If a column submission in a given week is similar to another column submission, and is accepted by the staff, it is the responsibility of the Editor-in-Chief to choose one (1) submission for publication that week.

If it violates Imprint's editorial standards, the Editor-in-Chief may refrain from publishing a column article.

### 15.9 Arts and Features Stories

Arts and features pieces shall be accurate and entertaining. All information must be properly credited. All statements in the story must be true.

### 15.10 Advertising

Advertising must conform to the standards established by applicable provincial and federal legislation. Prior to publication, the Advertising/Production Manager shall bring any advertisements that may violate provincial or federal legislation or **15.1 No Libel, 15.2 No Racism, Sexism, or Other Prejudicial Remarks, or 15.3 No Plagiarism** to the attention of the Editor-in-Chief. Advertisements or classifieds for companies that offer plagiarism services, which include (but are not limited to) essay writing services, shall not be permitted to run. If the Editor-in-Chief thinks that any advertisement is a violation, he or she may

refuse to run the advertisement.

### **15.11 Infographics**

Infographics shall accurately and fairly portray the data that they represent.

### **15.12 Photos**

Photos shall be sharp, relevant, and interesting. Photos that are submitted for publication and are not associated with a story should include an accurate and brief summary of the action in the photo.

## **Appendix A: Corporate Overview**

### **Introduction**

Imprint Publications, Waterloo is a corporation without share capital that is incorporated in the Province of Ontario to publish such articles as are appropriate for a student newspaper. The corporation is governed by five (5) student directors, who sit as its Board of Directors. The Board of Directors is responsible for establishing bylaws, policies, and procedures that will allow the organization to effectively attain its object. The Board of Directors is ultimately responsible to the membership of the corporation.

Imprint has three (3) full-time staff members: the Editor-in-Chief, the Advertising/Production Manager, and the General Manager. Each of these full-time staff members are paid and are essential to the success of the organization.

Imprint also has a group of dedicated volunteer staff who produce the newspaper. In addition to these volunteer staff members, Imprint relies on volunteers to provide, edit, and proofread copy, create graphics, take photos, et cetera.

Imprint is created by its members for its members.

### **Mission statement**

Imprint has two equally important and complementary missions:

1. To publish a newspaper that provides the University of Waterloo community with information, entertainment and a forum for the discussion of issues that affect the community; and
2. To provide University of Waterloo students with the opportunity to learn and gain practical experience in an open and rewarding journalistic environment.

## **Imprint Letters Patent**

The object for which the corporation is to be incorporated are:

A. To publish such articles and opinions as are appropriate for a student newspaper or such other publications as published by the Organization.

For the attainment of the Corporation's objects, and as incidental and ancillary thereto, the Corporation shall have the authority to exercise and of the powers as prescribed by the Corporations Act of Ontario, or by any other statute or law from time to time applicable, except where such power is contrary to the statutes or common law relating to non-profit organizations, and in particular, without limiting the generality of the foregoing:

### **Power to Receive Personal Property**

To acquire, by purchase, contract, donation, legacy, gift, grant, bequest or otherwise, any personal property and to enter into and carry out any agreements, contracts, or undertakings incidental thereto, and to sell, dispose of and convey the same, or any part thereof, as may be considered advisable.

### **Power to Hold and Dispose of Real Property**

To acquire by purchase, lease, devise, gift or otherwise, real property, and to hold such real property or interest therein necessary for the actual use and occupation of the Corporation or for carrying on its non-profit undertaking, and, when no longer so necessary, to sell, dispose of and convey the same or any part thereof.

### **Power to Hire**

To employ and pay such assistants, clerks, agents, representatives and employees, and to procure, equip and maintain such offices and other facilities and to incur such reasonable expenses, as may be necessary, provided that the Corporation shall not pay any remuneration to a Director for serving in the capacity of a Director.

### **Power to Co-operate with Other Organizations**

To co-operate, liaise, and contract with other non-profit organizations, institutions or agencies which carry on similar objects to that of the Corporation.

## Power to Sue and Compromise Claims

To demand and compel payment of all sums of money and claims to any real or personal property in which the Corporation may have an interest and to compromise any such claims and generally to sue and be sued in its corporate name.

## Power to Issue Cheques

To draw, make, set, endorse, execute and issue cheques and other negotiable or transferable instruments.

B. The corporation is not insolvent within the meaning of subsection (4) of Section 19 Ont. Reg. 152/82, as amended.

C. The Corporation be and is hereby authorized to make application to the Minister of Consumer & Commercial Relations for the issue of Supplementary Letters Patent confirming this by-law insofar as it relates to amending the provisions of the Letters Patent.

D. The borrowing power of the Corporation pursuant to any by-law passed and confirmed in accordance with Section 59 of the Corporations Act shall be limited to borrowing money for current operating expenses, provided that the borrowing power of the Corporation shall not be so limited if it borrows on the security of real or personal property.

E. That the directors and officers are hereby authorized and directed to do, sign and execute all things, deeds and documents necessary or desirable for the due carrying out of the foregoing.

F. Upon winding-up, amalgamation or dissolution, all of the Corporation's assets and accumulated income shall be transferred to an organization or organizations that have similar objects and that qualify for exemption pursuant to paragraph 149(1)(f) or (1) of the Income Tax Act.

## Appendix B: Code of Ethics

Student journalists shall strive continually to be fair and accurate in their reports and shall equip themselves adequately with the facts needed to support published statements. They shall realize fully their personal responsibility for everything submitted for publication. They shall not falsify information or documents, nor distort or misrepresent the facts.

# Appendix C: Full-time Staff Job Descriptions

## Introduction

Most of the work done to attain Imprint's object is done by volunteers. Imprint does, however, have three full-time staff members. This appendix to the Policies & Procedures shall describe the responsibilities of each of these positions.

### Editor-in-Chief

The Editor-in-Chief is perhaps the single most important individual in the organization. He or she has many responsibilities and has a great degree of power within the organization. He or she is the final decision maker in day-to-day editorial and content matters.

#### Responsibilities and duties

The Editor-in-Chief shall:

- a) understand Canadian laws that relate to publishing a newspaper;
- b) be able to use the hardware and software used in the production of the newspaper;
- c) be able to train others in the use of this hardware and software;
- d) ensure that Imprint is printed on time;
- e) assume the responsibilities of each vacant editorial position;
- f) be a signing officer of the corporation;
- g) actively recruit new volunteers;
- h) coordinate volunteers to ensure that Imprint provides comprehensive coverage of campus events and entertaining stories;
- i) edit all copy to ensure that it conforms to Imprint's Style Guide and is true;
- j) veto editorial content that is illegal or contravenes either Imprint's policies or its journalistic standards;
- k) lay out advertising in conjunction with the Advertising/Production Manager;
- l) chair volunteer staff meetings and editorial board meetings;
- m) advise the Board of Directors on editorial matters and suggest editorial policy;
- n) know Imprint's Policies and Procedures, bylaws, and Robert's Rules of Order;
- o) know and, when necessary, revise Imprint's Style Guide;
- p) maintain an attendance and contribution list for volunteers and informing those who have become volunteer staff of their ability to vote and other benefits;
- q) maintain a database that contains the author of every copyrighted work that Imprint publishes, which includes the date of submission, the date of publication and contact information for the person who holds the copyright of the work;

- r) co-ordinate the distribution of office access cards with the Business Manager;
- s) maintain a good working relationship among full-time and volunteer staff and reporting conflicts with persons in either of these groups to the Board of Directors;
- t) maintain a regular column; and
- u) take on other duties as required.

The position of Editor-in-Chief is a thirteen-month contract position. By March 31st of the year in which his or her contract expires, the Editor-in-Chief must surrender his or her corporate credit card to the Board of Directors for destruction.

In the event that the duly hired Editor-in-Chief resigns, dies, or is unable to fulfil his/her duties, the Board of Directors shall appoint an acting Editor-in-Chief, with all ensuing responsibilities, until a new Editor-in-Chief is hired. A new Editor-in-Chief shall be hired as soon as possible.

## **Advertising/Production Manager**

The Advertising/Production Manager is responsible for all aspects of advertising in Imprint, including local, on-campus, World Wide Web, and national advertisements.

### **Responsibilities and duties**

The Advertising/Production Manager shall:

- a) solicit all advertising sales, both locally and nationally, following rate card guidelines. Assure all legal and ethical aspects of advertising using resources such as the Tobacco Act, the Alcohol and Gaming Commission, Imprint's Policies and Procedures, and the general manager. Phone calls will be main source of contact with advertising clients during Fall and Winter terms, with Monday and Tuesday mornings devoted to direct client contact. Current and new local customers will be visited at least once during Spring and Summer term when office hours are more flexible. Ideally all customers on Imprint database will be contacted at least twice a year to show a congenial relationship between Imprint and customer;
- b) Ad List prepared and given to Editor-in-Chief on Monday at Noon for that Friday's publication;
- c) Design and lay out all advertisements and place in the newspaper digitally;
- d) Organize and maintain hard copy ad contracts for each customer, and a computer database of all contact information for advertising clients;
- e) Maintain ad sales log book detailing dates of customer contact, followup dates and outcomes; to be analyzed at a monthly sales meeting, to be held within 10 days of month end;
- f) Working with the general manager, contact clients in a timely manner who are delinquent in their advertising payments and advise of any progress or problems;
- g) Prepare by December 1<sup>st</sup> of each year detailed sales projections for the following year to aid the general manager and treasurer in the preparation of operations budget;

- h) Prepare a November report for general manager and treasurer with rate card changes you would like to see, including line rates, classified rates, insert rates, deadlines, circulation numbers, advertising policies, etc. so that rate cards can be passed by the board of directors by calendar year end. Arrange for design, printing, and delivery of new rate cards in Spring term;
- i) Accept classified advertising for Imprint. Design and update classified information sheets as needed; responsible for a monthly balance of classified income with a float of \$20. Classified reconciliation sheets to be balanced and submitted to general manager every month for deposit and posting to ledger;
- j) Deal with customer inquiries, complaints and compliments. Each situation should be dealt with directly and immediately and included in above ad sales log book;
- k) Supervise, train and schedule volunteers and staff in newspaper production;
- l) Organize, design and lay out the Campus Bulletin page(s);
- m) Oversee all workstations, printers, and scanners for maintenance, cleanliness or problems. Assist in maintaining general cleanliness of office and kitchen areas;
- n) Explain process of bound volumes to all staff and volunteers, and then take orders; oversee creation of bound volumes and act as contact/liason with binding company. Arrange for delivery and pickup of bound volumes by June 30 of each year and then contact recipients so they may arrange to pick up their volumes;
- o) Maintain and update every six months accurate plaques and records for all editors and board of directors' members names and dates of service;
- p) Arrange advertising exchanges when required. This includes arranging the ~~Tuesday and Wednesday~~ production night food for volunteers in conjunction with the editor-in-chief, the promotional exchange with the Athletics department, etc;
- q) Maintain the newspaper distribution route, training volunteers on the route, assuring there are signed contracts between Imprint and distributors; and keeping a regularly updated log book of pick-ups and drop-offs; oversee recycling; advising on changes to circulation numbers to board of directors or General Manager;
- r) Act as liaison between Imprint and the printing company. This involves being available from time of paper being sent digitally to time of delivery to ensure a smooth delivery. Advise General Manager of any price or process changes; maintain listing of alternative printers and approximate printing quotes and present to the board of directors at least once a year. Receive training in any new printing process so that they may be shared with all staff. Meet with printer personnel in person at least once a year for updates, concerns, goals, etc;
- s) Act as an advisor to the Board of Directors and attend meetings when requested;

## General Manager

### General Manager

The General Manager is hired by the Board of Directors and is responsible for the effective management of the affairs of the corporation. The General Manager plans, directs, and coordinates the programs and activities of the corporation for the accomplishment of objectives and policies established by the Board of Directors. The General Manager is responsible to the Board of Directors for the financial and legal well-being of the corporation.

**Responsibilities and Authority:** Within the limits of the Articles of Incorporation, the bylaws, and the policies and procedures established by the Board of Directors, the General Manager is responsible for and has commensurate authority to accomplish the duties set forth below.

S/he may delegate portions of her/his responsibilities, consistent with sound operations and authorized policies and procedures, together with proportionate authority for their fulfillment, but s/he may not delegate or relinquish any portion of her/his accountability for results.

### I. BOARD OF DIRECTORS

1. Advises and assists the Board of Directors in consideration and determination of whatever objectives, policies, and other basic controls are required for the most effective management of the corporation.
2. Interprets and administers policies established by the board; issues new instructions to members and employees, and other personnel affected, to assure uniform interpretation of any new policies/bylaws.
3. Keeps the Board of Directors regularly informed of the progress and results of operations for conformity with established objectives, programs and budgets, and of all important internal and external factors influencing them.
4. Assists the board in performing their regular duties as requested. This could include advising the board of re-occurring events needing their attention, maintaining a system of documentation, organizing events, making sure that obligations of the corporation are fulfilled.

### II. FINANCE

1. Defines, recommends and controls operating and financial objectives; develops, in conjunction with the treasurer, advertising manager and EIC, short- and long-term plans and programs with supporting budget requests and financial estimates for each department (advertising and editorial) and the corporation as a whole, submits proposals to the B.O.D. for approval.
2. Maintains all necessary financial records as required by law, and presents term reports to the Board. Maintains/oversees all aspects of accounting, including general ledger, accounts receivable, accounts payable, order entry/invoicing and financial reports and audit trails. Fulfills obligations of the corporation to all government levels. Make deposits and bank reconciliations, oversee investments with the board, distribute monies as required.
3. Directs operations to achieve budget goals, established to be sufficient to sustain the growth of the



corporation on a self-sustaining basis.

4. Ensures that all funds, physical assets, and other property of the corporation are appropriately safeguarded and administered. Accountable for maintaining physical office, including security system.

### **III. OPERATIONS**

1. Presents the Board with whatever forecasts and plans are necessary to assure that all phases of corporation operations are adequately equipped to meet member needs and take full advantage of the long-range potentials of the business. For example, the replacement of aging or defective equipment.
2. Maintains appropriate contacts and develops necessary relations with government departments, legal and accounting organizations, and other organizations which have an influence on the attainment of the corporation's objectives. Makes efficient use of these and all other available resources.
3. Maintain and negotiate all contractors for equipment maintenance, insurance, and others as required. Purchase supplies and equipment as determined by the board of directors. Maintain inventory of office supplies.
4. Review the paper prior to publication.
5. Sit as an ex-officio member of any hiring committees as directed by the board of directors.
6. Take on other duties as required.

### **IV. PERSONNEL**

1. Directs and generally supervises all corporation employees in their performance of assigned duties and in the manner in which they pursue their objectives and programs; prepares and presents periodic evaluations in conjunction with the vice president, to the board of directors. Hires paid staff when required, in a manner approved by the board of directors. Trains paid staff as required. Prepares all contracts and payroll information required by UW to generate pay for Imprint employees and maintain all generated records. Maintains vacation time, requests for time off, over-time issues, etc for paid employees so that the office hours are maintained and other staff and members are aware of schedules.
2. Renders advice, assistance, and guidance to other employees and volunteer staff members.
3. Holds regular staff meetings to keep lines of communication open, problems in check. Presents minutes, major concerns and recommendations for solutions to the Board at the next board meeting.

### **V. MEMBERSHIP AND THE COMMUNITY**

1. Keeps the members adequately informed of the affairs of the corporation; encourages their participation, sees that sound relationships are maintained between staff and members, and that proper consideration is given to member complaints and suggestions.
2. Maintains a positive corporation profile and awareness in the University of Waterloo and extended community.

## Appendix D: Volunteer Staff Job Descriptions

In order to properly fulfill the requirements of a section editor, a volunteer must be familiar with both Imprint's copy edition and layout, as well as CP style. Members of the Editorial Board are also expected to read Imprint's Policies and Procedures, its Bylaw and the Style Guide.

Section Editors must also familiarize themselves with their legal responsibilities, including libel and other aspects of media law.

Editorial Board members must work in conjunction with the Editor-in-Chief to ensure that their sections are completed according to their job descriptions and to the approval of the Editor-in-Chief.

All members of Imprint's Editorial Board are expected to work constructively towards improving their work and the work of their writers. Each editor will receive Imprint's Style Guide and be responsible for it for the duration of their term.

All section editors are responsible for keeping their mailboxes, both physical and electronic, in order.

The News, Arts, Sports, Features, Science, Photo, Graphics, and Web editors, as well as the Editor-in-Chief and Systems Administrator, will all have assistant positions whose duties will be to assist these editors as required. With the exception of Assistant Editor, Assistant News Editor and Assistant Systems Administrator there are no assistant positions other than News assistant in the Spring term, unless deemed necessary by the Editor-in-Chief and the Board of Directors.

## Editorial board job descriptions

### Assistant editor

The assistant editor must:

- a) learn how to use all production hardware and software efficiently and be able to train others adequately;
- b) assist the Editor-in-Chief in assuming responsibilities for all vacant editorial positions;
- c) co-ordinate volunteers in co-operation with the Editor-in-Chief;
- d) edit copy in co-ordination with section editors and the Editor-in-Chief;
- e) assume, if necessary, some of the responsibilities of the Editor-in-Chief (including completing ad layout, running staff/editorial board meetings, doing third proofs during production, etc.);
- f) be at production night to assist with proofreading and the overall production process;
- g) attend regular staff and editorial board meetings; and
- h) familiarize herself or himself with Imprint's Policies and Procedures, Bylaws, Style Guide, and Robert's Rules of Order.
- i) take on other duties as required.

### Section editor

A section editor must<sup>1</sup>:

- a) edit and layout the his or her section according to Imprint and CP style guidelines;
- b) assign stories to writers to ensure that Imprint's his or her coverage is comprehensive;
- c) familiarize him- or herself with the legal responsibilities regarding libel and other aspects of media law;
- d) recruit volunteers, show them how to write a proper story for his or her section, and advise them of their legal responsibilities;
- e) work with the Photo Editor to ensure photographs are available for his or her section;
- f) familiarize him- or herself with the people necessary to ensure coverage of events (for example, Feds, UW admin, concert promoters, varsity athletics coaches);
- g) train his or her assistant so that the assistant is able to assume the responsibilities of editor at the end of the term; and
- h) take on other duties as required.

### Photo editor

The photo editor must:

- a) keep an inventory of supplies and equipment in the darkroom;
- b) keep a sign out list of all photo equipment;
- c) co-ordinate photo credits with editors;
- d) work with the Editor-in-Chief and Graphics Editor to prepare the cover;
- e) recruit volunteers and show them how to take good photos, work in the darkroom, and digitally alter photos using Photoshop;
- f) work with editors to co-ordinate photographers with assignments;
- g) work with the systems administrator to conduct archive all photos that appear in the paper to CD or some other suitable storage medium;
- h) work with the Advertising/Production Manager to ensure that darkroom chemicals are properly recycled;
- i) take on other duties as required.

### Web editor

The Web editor must:

- a) ensure that Imprint is published online by the date of print publication;
- b) work with the Photo Editor to ensure that colour photos are available whenever possible;
- c) work with the System Administrator to provide data on readership of Imprint Online and access statistics for the Advertising/Production Manager;
- d) troubleshoot any problems with the Imprint Online web application;
- e) suggest and make improvements to the Imprint Online web application;
- f) search and fix broken links in Imprint's web space;
- g) annotate and revise the existing Imprint Online web application documentation to provide future Web Editors with useful knowledge;
- h) take on other duties as required.

### Graphics editor

The Graphics editor must:

- a) work with editors and the Editor-in-Chief to create graphics or digitally manipulate images that are required for the paper, the web, or both;
- b) work with the Editor-in-Chief and the Photo Editor to prepare the cover;
- c) familiarize him- or herself with the legal responsibilities regarding libel and other aspects of media law;
- d) recruit volunteers and show them how to use Photoshop effectively to create or manipulate images; and
- e) take on other duties as required.

## Head reporter

The head reporter must:

- a) work with editors, reporters, and the Editor-in-Chief to organize and co-ordinate at least one serial reporting series per semester;
- b) work with the Editor-in-Chief and the Graphics editor to edit and lay out the serial reporting section;
- c) familiarize him- or herself with the legal responsibilities regarding libel and other aspects of media law;
- d) recruit volunteers to write for *Imprint*, both in the serial reporting series and for the newspaper as a whole, and to support Section Editors in the on-going training of these volunteers;
- e) write at least one article every week for *Imprint*;
- f) host one reporters' group meeting a week; and
- f) take on other duties as required.

<sup>1</sup> There are other duties that are particular to each section. The Arts Editor must review all promotional material to see if any of it is suitable for a story and maintain a directory of contacts; the Sports Editor must maintain amicable relations with varsity athletics and Campus Recreation; the Opinion Editor must solicit comics; the Cover Editor must co-ordinate the Campus Question; and the Science Editor must co-ordinate Microfiles.

## Other Volunteer Staff Positions

### Section Assistants

Section assistants must:

- a) write articles for their sections when other writers are not available;
- b) edit first and second proofs;
- c) familiarize him- or herself with the legal responsibilities regarding libel and other aspects of media law;

### Photo, Web, and Graphics assistants

The Photo, Web, and Graphics assistants must:

- a) assist the appropriate editor with his or her duties; and
- b) take on other duties as required.

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>d) cover for their section editors when necessary; and</li><li>e) take on other duties as required.</li></ul> |  |
|---|--|

## Lead Proofreader

The Lead Proofreader must:

- a) know Imprint's Style Guide and the CP style guide;
- b) proofread every second draft page of the paper on production night;
- c) monitor the progress of each section and report problems to the Editor-in-Chief; and
- d) take on other duties as required.

## Proofreaders

Proofreaders must:

- a) know Imprint's Style Guide and the CP style guide;
- b) proofread the first and second draft pages of the paper on production night, such that each first draft is edited at least twice with red pen (the sign of a staff proofreader), and only once with the green pen of non-staff proofreaders;
- c) take on other duties as required.

## Systems Administrator

The Systems Administrator must:

- a) maintain hardware and software on all office computers;
- b) meet regularly with the Editor-in-Chief to update him or her on all changes made to the system;
- c) maintain the office LAN and ensure that network drives and printers are always available;
- d) regularly backup the ~~Web~~ servers;
- e) ensure that all Internet connections, proxy servers and mail servers are running properly;
- f) train staff members on proper usage of all computer systems, including scanners, PCs, etc.;
- g) familiarize him- or herself with the legal responsibilities regarding copyright and other aspects of computer-related law;
- h) monitor and advise the Board of Directors on the **Policy 7: Using Imprint's computers**;
- i) suggest software and hardware upgrades; and
- j) take on other duties as required.

## Advertising/Production Assistants

Advertising/Production Assistants must:

- f) familiarize him- or herself with the necessary computer software;
- g) assist the Advertising/Production Manager with ad filing, layout, and design;
- h) help with Classifieds and Campus Bulletin copy and layout;
- i) assist in compiling data regarding distribution and recycling;
- j) assist in compiling data information for national and local advertising; and
- k) take on other duties as required.



## Appendix E: Imprint Production Workflow Schedule

### MONDAY

1. EIC Confirms ad list with Production Manager and last minute bookings
  - a. This is done by 1 p.m.
  - b. APM designs ad proofs for customer approval
    - In house Ads are created in InDesignCS2 with Photoshop and Coreldraw assisting for graphics/clipart. All ads are saved in >local disk, c drive>ads.
    - proof is given to the customer on Mondays so that if changes need to be done, there is “extra” time on Tuesdays or Wednesdays to finalize the ad. Proofs are emailed, faxed or hand-delivered to the customer. To email an ad proof the ad must be made into a pdf that is preset in InDesignCS2, under >file>Export...
2. EIC confirms paper size through established ads-to-editorial ratio  
In the Spring Term this ratio is 33 to 67.  
In the Fall and Winter Terms this ratio is 40 to 60.
3. EIC confirms Colour Plates.  
Colour is always used for front and back page (the plate also gives colour for the centre spread). Ensure that Colour plates are used for full and spot colour ads that appear elsewhere within the paper. EIC will piggyback colour with APM’s ads wherever possible.
4. APM confirms to EIC the size of Campus Bulletin by 5:00 p.m.
5. EIC confirms Ad Layout  
Using the Ad List provided by the APM, lay out each ad on the thumbnails, which are found on Sections – Resources – Thumbnails. Draw boxes indicating the Ad size and label the ad appropriately.
6. EIC prepares pages for layout.  
Create a folder for the production week labelled mm.dd.yy  
Open a page template and save it in the folder for the production week.  
Each page is saved as “page#.indd” where # is the actual page number.  
Erase all items that will not re-appear in the next issue.  
Change dates on all pages, including manually changing the date on the front page of each section and masthead.  
For Opinion – make sure that the Volume #/Issue # is changed and the meetings dates, along with staff changes if any.  
Draw boxes and label each to represent the ads on a particular page.
7. Full-time Staff meeting is held at 11:00 a.m. where any Production Problems from previous issue will be brought forward by EIC and APM to the GM and placed in the meeting’s minutes.

EIC chairs the Post Mortem and GM takes minutes at Volunteer Staff meeting, held at 12:30 p.m. where any productions problems voiced by volunteers are noted in the minutes.

From these 2 meetings, the print liaison (APM) ensures that the printer is notified of any problems regarding the previous week's production (i.e. smudges, incorrect colour, # of copies, etc.) by 5:00 p.m.

8. Decide on story list at Editorial Board meeting (time to be determined at the beginning of each term by the EIC and Editorial Board).

Story opportunities will be given to various writers, and writers will submit the story no later than 5:00 p.m. on Tuesday for the appropriate section.

## TUESDAY

1. EIC and APM confirm last minute advertising bookings.
2. APM confirms ad layout once the ads are submitted.  
Ads to be saved in Sections – Advertising – the publication's date
3. APM mocks up the Campus Bulletin and Classifieds  
APM leaves a space in the Campus Bulletin mock-up for last-minute additions.  
This space is filled after production night or replaced with a filler box by APM.
4. All Sections print content they have in standard document form and place on proofreading table for a First Proof.
5. Ads placed on pages by APM using V placement style
  - If the EIC is sending the paper to press on their computer, a file of the weekly ads must be created in Sections so that all ad content can be linked. If the APM is sending the paper to press on their computer, no extra files have to be made as linking is automatic due to all original ad files are made/saved on the "home" (APM's) machine.
  - Camera ready ads are file>place< on the pages, following the thumbnail layout.

## WEDNESDAY

### PRE-PRESS PRODUCTION DAY FOR ALL SECTIONS.

1. APM confirms printing specs with Printer through their FTP site.
2. EIC reads all content that is to go in the paper for quality control.
3. At this point any late ads must be approved by the EIC for space.
4. Enter changes recommended by Proofreaders. All Editors track changes to the article in Microsoft Word using the Track Changes feature. save it as a second copy titled "EDIT-Filename.doc" and email this feedback to the original writer.
5. Thumbnails are printed by the EIC for the Lead Proofreader for Second Proof so that they can track pages.  
Sections are marked on the thumbnails by the EIC.

6. Section Editors lay out content in accordance with the steps proposed by the Editorial Board Manual and the Style Guide, while following the basic principles of layout design.
7. Pages are printed on the Xante printer as a Second Proof and go to the proofreading table. For the Xante problems see the Computer Usage Manual located in the office or under:  
S:\Resources\Documents\PDFs\ComputerSystemsManual.pdf".
8. Editors make final corrections to each page and submit them to the EIC.
9. The Photo Editor checks all pages to ensure that the images are greyscale. CMYK is used on colour pages. All are saved as TIFF files.
10. The EIC proofs all pages for Third Proof, and begins entering corrections into the paper, highlighting changes as they are made.

*See Schedule A for complete proofreading process.*

## **THURSDAY**

Printer's press Deadline is 12:00 p.m.. If this deadline is not going to be met, the APM will notify the printer immediately upon knowing and give an estimated time of delay. Imprint is sent electronically through the printer's FTP site; the site is password protected and this password is known only to the Imprint President, EIC and APM.

1. GM reads all pages for final Fourth Proof by 11 a.m.
2. EIC and Assistant Editor make any remaining changes.
3. Save the page as a copy using the format "page1c.indd".
5. APM converses with the printer regarding any problems that may arise.
6. APM reconfirms any changes as "New" on Confirmation Page located on the printer's FTP site.
7. Front page signoff. APM reconfirms any changes as "New" on Confirmation Page located on the printer's FTP site.
8. APM does "New" page signoff by fax, and keeps on file.
9. Final confirmation by the Printer arrives in Imprint office by Fax, signalling the end of production. EIC is free to go home and sleep. APM remains available from time of paper being sent digitally to time of delivery Friday morning to ensure smooth delivery.

## **FRIDAY**

1. Web editor and assistant Web editor put the paper online by 5:00 p.m.
2. APM will archive hard copies of Imprint each week and ensure there is an adequate number in the office on an ongoing basis for archive files and for bound volumes.
3. Imprint delivered by 6:00 a.m. and its distribution is ensured by APM.

#### 4. ARCHIVING

- EIC archives Imprint onto CD. This is done each Friday as part of production, as well as cataloguing and burning a whole volume CD at the end of the year.
- APM files two copies of Imprint in the designated file cabinets.

#### WEEKLY

- On Friday morning, go through the paper and remake all the PDFs. Ensure that you are making PDFs out of the original InDesign files, not the outlined copies. Use the Printer Preset method as outlined in the workflow process. Put that folder in the folder called “archived PDFs” which is located on Beast.
  - Once all the pages are in a folder, EIC to make one PDF of the whole paper. The easiest way is to open the cover in Adobe Acrobat (need the most recent version that is on the EIC computer) and then add all the rest of the pages into that document.
- 1) Open cover in Acrobat
  - 2) Document – pages – insert
  - 3) It will give the option to select what you would like to insert. Make sure you are in the folder for that date and select the next pages (i.e. 3\_5)
  - 4) Select after last (or whatever the case requires depending on if you are in order or not)
  - 5) Continue until all the pages have been added in order and double check to make sure that they are all there and that they are in the right order.
  - 6) File – Save As – the file name should be the publication date written out (i.e. May 7, 2004.pdf) and it should be located in the “archived PDFs” folder, not in the 05.07.04 folder.
  - 7) What you should now end up with is a) a folder labelled by date (05.07.04) in the “archived PDFs” folder which contains all the PDFs from that week b) a PDF with all the pages combined, labelled by the date written out in the “archived PDFs” folder.

#### AT THE END OF THE YEAR

- EIC will have to catalogue all these PDFs and burn a CD of all the issues for the year. There should be 33 issues to burn.
- 1) Open Adobe Acrobat
  - 2) Advanced – catalogue – new index
  - 3) Name it for the year
  - 4) Pick the directory where all the PDFs are (“archived PDFs” folder) – build the catalogue – save it where the PDFs are (in the “archived PDFs” folder)
  - 5) Burn the catalogue six times onto CD; place one with other archived volumes in the darkroom storage closet and give the rest to the GM for distribution to Feds (2 sets), Library, City of Waterloo, UW Communications and Public Affairs.

Add to Imprint web site’s Archives. If you need help, the contact person is Kevin Paxman at ext. 35578.

**Schedule A: Proofreading Process**

1. First drafts of layout are given to proofreaders on Tuesday. Three proofreaders must look over and sign the pages before it is returned to the Section Editor.
  - a. Proofing shall include: spelling and grammar errors, poor sentence structure, clarity, Imprint style and compliance with the standard of quality.
2. Once three signatures are on the page, it is returned to the section editor. He/She will make the suggested corrections and save the file as a copy, using the Track Changes feature in Microsoft Word.
3. Second drafts of layouts and firsts are given to proofreaders. Three proofreaders must look over and sign the pages. One of these proofreaders must be the designated lead proofreader for that production night. If the lead proofreader is bogged down with seconds, the EIC can give signing authority to another proofreader to act as another lead proofreader.
  - a. If there is a discrepancy over a style error etc., the EIC should be notified and make the final decision on the matter. Style discrepancies should be noted to EIC and will be reviewed by the Editorial Board.
4. Second drafts of layouts are returned to section editors for correction.
5. Once corrections on the second drafts have been made, section editors must print the page off one more time and it should be given to the EIC to proof all third drafts.
6. Campus Bulletin and Classifieds are read once by 2 proofreaders and the Lead Proofreader. Final changes made by APM.
7. Once the EIC has proofed each page, the pages are left for the General Manager to proof the following morning.

## Appendix F: Robert's Rules of Order

Robert's Rules of Order (Newly Revised) is over 500 pages long and obviously many of the finer points must be omitted in as short a summary as this. However, the meeting Chair is responsible to advise on procedure so if you want to do something but aren't sure how, just ask.

There should always be a concrete item of business being addressed at a meeting. The item is usually a motion or presentation of a report. It can be an inquiry about procedure or informal consultation on the working of a motion. The meeting can only deal with one item at a time and remarks must be addressed to the item before the meeting, with a few exceptions listed below:

Presentation of a report, in one of the following ways:

- a) reading a report;
- b) circulating copies of the report to staff; or
- c) moving to receive a report that will not be read or circulated at any point on the agenda.

Inquires about procedure can be directed to the Chair at any time, even when someone else is speaking. The chair then offers an opinion on how to proceed.

Informal consultation on the wording of a motion is an opportunity for the staff or Chair to briefly make sure the wording will be clear before the motion is debated. If more than a few minutes are necessary the Chair can ask the mover to clear up the wording and try again.

### Dealing with a motion

A motion is a proposal for action by the staff, made by a staff member. The staff acts through the motions. The Chair can vary the wording of a suggested motion if this would clarify its intent but when this is done, the Chair should make sure that staff are aware of the change. A motion is not before the meeting for debate until it is stated by the Chair. The Chair then asks for a seconder.

Once discussion has begun on a motion, there can be procedural or subsidiary motions to deal with the motion and its subject. The procedural motions must apply to the main motion and the main motion is then called a pending motion.

Examples of subsidiary motions include:

A motion to amend modifies the wording of the original motion and therefore changes its meaning. It must deal with the same subject as the original motion and not introduce a new subject. It must be relevant to the subject under consideration;

A motion to refer sends the pending motion to a smaller group for careful investigation and possible improvement;

A motion to restrict or extend the limits of debate can extend or limit the number or length of speeches or set a time limit for debate on a subject;

A motion to call the question immediately closes debate on the immediately pending motion or if specified a consecutive series of pending motions.

A motion and motions to the same effect cannot be renewed once it has been decided on, referred, postponed, or tabled. An exception is to reconsider a motion that has been decided. At any time during a meeting a staff member that voted with the majority can move to reconsider the motion. Usually this suspends operation of the item currently before the meeting. A successful motion to reconsider reopens debate on the original motion.

## **Debate**

Recognition by the Chair is the only way for a speaker to receive the right to speak. Exceptions include raising a point of privilege, a point of order, an appeal, or an urgent request or inquiry.

Speeches must:

- a) deal with the subject under discussion;
- b) avoid repetition;
- c) not attack personalities and personal motive;
- d) be addressed through the Chair of the meeting, not a dialogue;
- e) not be against a prior act of staff unless there is a motion to change that action; and
- f) not be against one's own motion.

## **Points of information**

A point of information is a question, directed through the Chair, from the person speaking or to the person speaking. The speaker can be interrupted but keeps the floor. There is no obligation to answer the question.

## **Points of order**

A point of order is raised by a staff member who thinks that the Chair should permit or prevent action or debate on grounds of procedure. The Chair then makes a ruling. The Chair or a staff member may call someone to order.

The Chair must make a ruling in response to a point of order or else put the point to the vote of staff. A staff member who disagrees with the Chair's ruling may appeal (known as challenging the Chair) which is a motion putting the point of order to a vote or staff. There cannot be an appeal unless a ruling has been made.

Decorum must be maintained. A staff member who persists in disorder without appealing a ruling, moving to suspend the rules, etc. can be disciplined by staff.

Voting begins when the debate on the motion has ended. There must be silence during a vote. The vote starts when the Chair is sure that the staff know what the motion is and finishes when the Chair declares the result of the vote. A tie vote defeats the motion. Abstentions are not considered to be votes and should only be made when a conflict of interest exists.

## Precedence of Motions

When a motion takes precedence over another motion, it must be decided upon before staff can return to the motion that has lower priority. The following list indicates the priority of motions in descending order:

1. adjourn or recess;
2. questions of privilege;
3. appeals (decision of the Chair);
4. points of Order or Information;
5. laying on the Table;
6. calling the Question;
7. limiting or extending debate;
8. postponing to a definite time;
9. referring to a committee;
10. making amendments (can also be applied to appropriate motions above);
11. postponing indefinitely; and finally
12. the main motion.

Reconsideration of a motion previously decided has the same level of precedence as the motion being considered.

This list means several things. First, it means that a motion to adjourn must be dealt with immediately after it is put forward. Second, it means that no other motion is allowed to be put forward until the motion has been dealt with. This is equally true if staff were dealing with an amendment and someone put forward a motion to postpone to a definite time.

Staff members would have to settle the motion to postpone before it could take up discussion of the amendment again.

## Special Cases

Some motions are not debatable. These include:

- a) adjourn;
- b) calling the question;
- c) limiting or extending debate;
- d) division of the motion;
- e) tabling the motion;
- f) objecting to consideration of a motion;
- g) suspending the rules; and
- h) taking a motion from the table.



Some motions cannot be amended. These include:

- a) adjourn;
- b) amending an amendment;
- c) tabling a motion;
- d) objecting to consideration of a motion;
- e) postponing a motion indefinitely;
- f) calling the question;
- g) reconsidering a previously decided motion;
- h) suspending the rules; and
- i) taking a motion from the table.

Some motions cannot be reconsidered. These include:

- a) adjourn or recess;
- b) division of a motion;
- c) tabling a motion;
- d) reconsidering a previously decided motion;
- e) suspending the rules; and
- f) taking a motion from the table.

Some motions need a 2/3 vote instead of a simple majority.

These include:

- a) Calling the question;
- b) Limiting or extending the debate; and
- c) Suspending the rules.