

POLICY MANUAL OF THE FULCRUM PUBLISHING SOCIETY

LAST UPDATED AT APRIL 11 2009 FULCRUM PUBLISHING SOCIETY BOARD
OF DIRECTORS MEETING

Index

Section 1	Interpretation
Section 2	Policy Manual
Section 3	Signing Authority Procedures
Section 4	Business Employees
Section 5	Hiring of Business Employees
Section 6	Review of Business Employees
Section 7	Dismissal of Business Employees
Section 8	Editorial Employees
Section 9	Hiring of Editorial Employees
Section 10	Dismissal of Editorial Employees
Section 11	Hiring Policy
Section 12	Progressive Discipline Policy
Section 13	Financial Governance
Section 14	Budget Policy
Section 15	Financial Controls
Section 16	Special Committees
Section 17	Advertising Policy
Section 18	Technology Policy
Section 19	Areas of Shared Importance
Section 20	Hiring Policy Requirements
Appendix A	Job Descriptions

Section 1: Interpretation

1.01. The following definitions shall apply throughout this Policy Manual unless the context otherwise requires:

- (a) “Act” means the Business Corporations Act of Ontario and any act that may be substituted therefore, as from time to time amended.
- (b) “Board” means the Board of Directors of the Corporation.
- (c) “By-laws” means this by-law and all other by-laws and special by-laws of the Corporation from time to time in force and effect.
- (d) “Letters Patent” means the letters patent of incorporation of the Corporation, as from time to time amended.
- (e) “Meeting of Members” means an annual or general or special general meeting of members.
- (f) “Membership” means any individual with an active University of Ottawa student number who has paid fees in one or more of the academic terms at the University of Ottawa. Membership is only valid for duration of the academic term in which the fees were paid.
- (g) “Voting Membership”
Voting members of the Fulcrum Publishing Society are individuals who:
 - (i) Have obtained staff status with the newspaper as defined under the general by-law 2, section 11.01. Or,
 - (ii) Are members in good standing of the Fulcrum Publishing Society’s Board of Directors or Editorial Board. Or,
 - (iii) Are undergraduate or graduate students at the University of Ottawa, who have registered their membership at the Fulcrum office no later than:
 - a. 6pm on the third (3rd) Friday in September for the fall semester (September – December)
 - b. 6pm on the third (3rd) Friday in January for the winter semester (January- April)
 - c. 6pm on the third (3rd) Friday in May for the summer semester. (May- August).

- d. Voting membership by registration shall be valid for one (1) year from the date at which it is exercised.

And:

- (iv) Are not members of the Executive's of the Student Federation of the University of Ottawa (SFUO) or University of Ottawa Graduate Students' Association (GSAED).
- (h) "Recorded Address" means, in the case of a member, her address as recorded in the register of members and, in the case of a director, officer or auditor of the Corporation, or any other person, her address as recorded in the records of the Corporation (and where no address is so recorded, then the last address of such director, officer or auditor known to the VP Internal Communications of the Corporation).
- (i) "Signing Officer" means, in relation to any instrument, any person authorized to sign the same on behalf of the Corporation by Section 1.0 of by-law two.
- (j) "Publishing Year" means May 1 to April 30
- (k) "Academic Year" means May 1 to April 30
- (l) "Fulcrum" means the University of Ottawa's English-Language Newspaper, which is published and owned by the Corporation.
- (m) "Editorial Content" means all articles, editorials, writing, letters, layout, photos, graphics, visuals, and aesthetics of the publication the Fulcrum.
- (n) "Editorial Board" means the directors of the editorial content.
- (o) "Employees" means section editors, editor-in-chief, unelected editorial positions, business positions, and any other individual on the Corporate payroll.
- (p) "Editorial Department" encompasses the editorial board, all employees and volunteers responsible for overseeing aspects of producing editorial content, and all production of editorial content for the *Fulcrum*.
- (q) "Business Department" encompasses all employees and volunteers responsible for overseeing the financial management of the Corporation, but excludes the Board of Directors of the Corporation.
- (r) "Constitution" means the governing document in which governing policies of the Editorial Department are set out.

- (s) “Policy Manual” means the governing document in which the governing policies of the Business Department and of the Corporation as a whole are set out.

Section 2: Policy Manual

2.01 This policy manual shall serve to govern all policies and operating procedures of the Business Department of the Fulcrum Publishing Society and of the Corporation as a whole.

2.02 If any of the provisions contained in this Policy Manual are inconsistent with those contained in the By-laws of the Corporation, the provisions contained in the By-laws of the Corporation shall trump.

2.03 This Policy Manual shall be amended by a majority vote at a duly constituted meeting of the Board, except where a policy has been mandated by the voting members at a duly constituted meeting of members. All policies mandated by the voting members will be noted as such throughout this Policy Manual.

2.04 A full copy of the Policy Manual must be made available to any member of the Corporation who requests it within 24 hours of the request. An electronic copy of this Policy Manual must also be made available on the official website of the Corporation.

2.05 Prior to the first duly constituted meeting of the Board in any given publishing year, each director must receive a copy of this Policy Manual.

2.06 At the first duly constituted meeting of the Board in any given publishing year, the Policy Manual must be reviewed.

Section 3: Signing Authority Procedures

3.01 Two signing authorities are required to sign any cheques or negotiable instruments signed on behalf of the corporation. One signing authority must be the President of the Corporation and the second signing authority must be any member of the Board or employee of the Corporation that by Board resolution has been granted the authority to sign. The President’s signature is required on all cheques or negotiable instruments signed on behalf of the corporation.

3.02 Contracts, documents or any instruments in writing requiring the signature of the Corporation, aside from cheques, must be signed by the President of the Corporation and any such other persons as the Board shall appoint from time to time.

3.03 Any investments in the name of the Corporation shall be in the control of the President of the Corporation and any such other persons as the board shall appoint from time to time. The President of the Corporation shall be given the authority to contact the investment broker to obtain any knowledge needed to perform her duties.

3.04 The Term “contracts, documents or instruments in writing” as used in this by-law shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments of property, real or personal, immovable or movable, agreements, releases, receipts and discharges or the payment of money or other obligations, conveyances, transfers and assignments of shares, stocks, bonds, debentures or other securities and all paper writings.

Section 4: Business Employees

4.01 The Board of Directors may hire or cause to be hired at any time business employees to oversee the financial well being of the Corporation. Salaries of these positions are at the sole discretion of the Board except where provided for by the Bylaws of the Corporation. Salaries will be set out in the annual budget of the Corporation, and all Business employees except their terms of employment by signing their employee contract. The Board reserves the right to not hire for any of the business employee positions provided for in this policy manual.

4.02 Business employees may have signing authority on behalf of the Corporation if assigned such by the Board or if provided for in the Bylaws or Policy Manual of the Corporation. The Board may revoke signing authorities of business staff members at any time.

4.03 All business employees are responsible to the Board as a whole, or if the board is not in session, to the President of the Corporation. Business employees may appeal any decision made by the President to the Board at any duly constituted meeting of the Board.

4.04 The hiring, review, and dismissal procedures for all business employees are outlined in this Policy Manual.

4.04 Business employees currently include:

- (a) The Business Manager. The Business Manager is a hired position responsible for all office and financial management of the Fulcrum Publishing Society on a daily basis. The Business Manager also oversees the Advertising Manager. The position is full-time and the duties associated with the position are set out in appendix A of this Policy Manual.
- (b) The Advertising Representative. The Advertising Representative is responsible for the selling and coordination of advertisements to be

placed in all published issues of the Fulcrum. The position is overseen by the Business Manager of the Corporation. . The position is full-time and the duties associated with the position are set out in appendix A of this Policy Manual

- (c) Board Note-Taker. The Board Note-taker is responsible for the taking of all minutes during Board meetings and at the annual general meeting of members. The Board Note-taker is a casual position and is responsible to the Vice-President Internal Communications and President of the Corporation.
- (d) Chief Executive Officer. The Chair of the Board shall act as the Chief Executive Officer of the Corporation. The Board may also hire someone by following the hiring procedures laid out in this Policy Manual. The Chief Executive Officer of the Corporation is responsible for drafting or causing to be drafted all policy to be enacted by the Corporation. The full job description of the Chief Executive Officer of the Corporation is laid out in Appendix A of this Policy Manual.
- (e) Chief Financial Officer. The President of the Board shall act as the Chief Financial Officer of the Corporation. The Board may also hire someone by following the hiring procedures laid out in this Policy Manual. The Chief Financial Officer of the Corporation is responsible for overseeing all finances of the Corporation and for preparing or causing to be prepared all financial documents required by the Board. If the board wishes, the Chief Financial Officer of the Corporation may also serve as the Business Manager of the Corporation and be remunerated accordingly. The full job description of the Chief Financial Officer of the Corporation is laid out in Appendix A of this Policy Manual.
- (f) Chief Communications Officer. The Vice-President Internal Communications of the Board shall act as the Chief Communications Officer of the Corporation. The Board may also hire someone by following the hiring procedures laid out in this Policy Manual. The Chief Communications Officer of the Corporation is responsible for all communication between the board, and for giving or causing to give notice to all members of the Corporation. The full job description of the Chief Communications Officer of the Corporation is laid out in Appendix A of this Policy Manual.
- (g) Chief Administrative Officer(s). The Vice-President(s) of the Board shall act as the Chief Administrative Officer(s) of the Corporation. The Board may also hire someone by following the hiring procedures laid out in this Policy Manual. The Chief Administrative Officer(s) of the Corporation is/are responsible for seeking out training in the event that the President/Chief Financial Officer or the Business Manager of the Corporation is unwilling or unable to perform their duties. In the event of a conflict of interest involving the President of the Corporation in performing any duty assigned to them, the Chief Administrative Officer(s) absorbs the duty. The full job description of the Chief

Administrative Officer of the Corporation is laid out in Appendix A of this Policy Manual.

- (h) Production Manager. The Production Manager shall be considered a business employee only insofar as they are responsible for laying out advertisements and overseeing the management of the office. The Production Manager shall take direction from the President and the Business Manager of the Corporation, but in all hiring and disciplinary matters shall be considered an editorial staff member.

Section 5: Hiring of Business Employees

5.01 All business employees shall be hired by a special committee of the board consisting of at least three (3) voting members of the Board (of the out-going Board if hiring is occurring after the AGM). The Production Manager and Editor-in-Chief of the Fulcrum (the incoming individuals if hiring is occurring after they have been selected) are also entitled to sit on this committee if they so choose.

5.02 The powers and duties of the hiring committee for business employees shall be:

- (a) To advertise for any open position;
- (b) To conduct interviews to fill the position;
- (c) To recommend to the board candidates to fill the position; and
- (d) Any other duties or powers given to them by the Board.

5.03 The special hiring committee for business employees shall not have the final authority to hire the employee, which remains the final authority of the Board. All employee contracts must be approved by the Board. Despite anything in this section, the Board cannot hire anyone which if they were employed by the Corporation would be in violation of Ontario or federal law.

5.04 All positions the Board deems appropriate shall be hired for a three (3) month probationary period subject to review by the Board. Subject to the review by the Board, these employees may be terminated immediately or offered a full contract of employment. Any Breach of Contract in any of these positions will result in an outcome appropriate for the breach which is not in violation of any Ontario and/or federal laws. To dismiss any business employee of the Corporation shall take a majority vote of the full Board.

5.05 All business employees will be hired in accordance with due process and in accordance with all Federal and Provincial law. The full hiring procedure for business employees is set out in the hiring section of this Policy Manual.

Section 6: Review of Business Employees

6.01 This policy establishes clearly-defined requirements for a performance evaluation process. By emphasizing the importance of setting goals, monitoring them, and using consensus-based input, performance evaluation should result in stronger co-operation throughout the organization, greater insight into organizational culture and better decision-making.

6.02 A performance evaluation process, as outlined herein, shall be performed annually in relation to the Business Manager and Advertising Representative.

6.03 It shall be the responsibility of the President of the Board to formally carry-out this process. They, in turn, shall be responsible for the communication, administration and interpretation of this review. If for any reason the President of the Board is unwilling or unable to carry out this process, or if they are subject to the review, then the Board may appoint any director to carry out this responsibility.

6.04 The Process

- a) Every employee covered under this policy reports to a “Performance Manager,” officially the immediate supervisor or supervisory body responsible for overseeing said employee’s work. In the case of the Business Manager this shall be interpreted as the President or the Board of Directors; the Advertising Representative reports to the Business Manager.
- b) This process is year-long. At the beginning of every year, at a time not exceeding the 45th calendar day of the fiscal year, the Performance Manager and the employee shall meet to establish succinct goals and expectations across the following set of dials:
 - I. Financial: based on the financial performance of the organization and the specific activities within the job description of the employee.
 - II. Organizational: based on the employee’s ability to clearly manage their time and balance different aspects of their performance.
 - III. Strategic: based on goals formulated, undertaken, and achieved by the employee.
 - IV. Other: as defined between the employee and the Performance Manager.
- c) It is recommended that, in total, no more than four or five goals be set for a given year. Goals should closely reflect the work-plan, strategic plan, and organizational priorities as set out by the Board of Directors, and/or the Editorial Board.
- d) Following this initial discussion, the employee shall put in writing their goals and objectives for the year, which shall be forwarded to their Performance Manager for review and consensus. This phase,

culminating in a formal Goal Plan, shall be completed by no later than the 60th calendar day of the fiscal year.

- e) Within five months of the Goal Plan being put in place, the employee and Performance Manager shall meet again to review interim performance against the goals. This conversation is meant as formal feedback, but it should not replace frequent dialogue between the two about work and outcomes.
- f) A brief summary of this discussion should be documented between the employee and Performance Manager. Unless significant material issues about performance have been identified, a brief email shall suffice.
- g) Within the final month of the fiscal year, the Performance Manager and employee will meet to review performance against the Goal Plan, as well as all other relevant information to reach consensus. From this, the Performance Manager will summarize the discussion in a Statement of Review, identifying key accomplishments and challenges throughout that year, and recommendations to be considered in the coming year. The employee will be given a fair opportunity to suggest alterations in the Statement of Review, but ultimately authority for its approval rests with the Performance Manager.
- h) The Board shall receive and review for information purposes the results of these exercises. In the case of the Business Manager, where the Board acts also in the capacity as Performance Manager, it shall formally approve the Statement of Review.
- i) Should the Board establish bonuses for any employee covered by this policy, it shall be required to take into account the results of the Statement of Review in assessing whether and to what extent a bonus is merited.
- j) In subsequent performance evaluation processes, all prior documentation will be duly considered for its relevance.

Section 7: Dismissal of Business Employees

7.01 All business employees will be subject to the Fulcrum Publishing Society's progressive discipline policy (as outlined in this Policy Manual) and all dismissals will be conducted in accordance with due process and will adhere to Federal and Provincial law.

7.02 Business employees may only be dismissed following a majority vote of the Board of Directors, and according to any stipulations set out in the employee's contract.

7.03 Dismissals of all business employees will be conducted by the President of the Board of Directors and one (1) other director or employee of the Corporation as appointed by the Board.

7.04 All dismissals must take place at the Fulcrum's corporate headquarters.

7.05 Immediately following their dismissal, employees must receive a cheque for all unpaid monies and vacation pay owed to the employee as well as one week's severance pay for every year the employee was employed by the corporation (the board may choose to grant extra weeks severance pay at their discretion. The employee must also receive a letter of dismissal outlining the reason for dismissal (no cause is considered a reason in this context), a breakdown of all monies paid to them, and the signatures of the President and at least one (1) director of the Corporation. If the employee is owed commission or other monies that can not be paid immediately, a statement of monies owed must be presented to the employee along with a letter indicating how they are to receive those funds, and any stipulations that may lead to them receiving fewer monies than are indicated. If available, they should also receive a record of employment.

7.06 The President is charged with acquiring any and all property of the Corporation, or in the charge of the Corporation that is currently in the possession of the employee prior to the employee leaving the headquarters of the Corporation. Dismissed employees must be monitored by the President at all times while they are in the Corporate headquarters.

7.07 Whether to grant a letter of recommendation to a dismissed employee is up to the individual discretion of the employee or director from whom it was requested; however, the Board must approve any letter of recommendation sent on behalf of any employee or director of the Corporation prior to it being sent.

7.08 If any of the procedures outlined herein for the dismissal of business employees are in conflict with the employee's contract, then the contract shall trump.

Section 8: Editorial Employees

8.01 The Board of Directors may hire editorial staff members provided that the positions have been approved in the Constitution of the Corporation. Salaries of these positions are at the sole discretion of the Board except where provided for by the Bylaws of the Corporation. Salaries will be set out in the annual budget of the Corporation prior to the hiring of any editorial employee, and all editorial employees accept their terms of employment by signing their employee contract.

8.02 Editorial employees elected by the staff at a duly constituted meeting of staff members must be offered a contract of employment by the Board of Directors. The board reserves the right to pursue disciplinary action against any editorial employee provided that they follow the stipulations provided for in the Bylaws, Constitution, and this Policy Manual.

Section 9: Hiring of Editorial Employees

9.01 All non-elected editorial employees shall be hired by a special staffing committee consisting of the Editor-In-Chief of the Fulcrum, and two (2) elected members of the editorial board. The President, Chair, and Business Manager are also entitled to sit on this committee if they so choose.

9.02 The powers and duties of the hiring committee for editorial employees shall be:

- (a) To advertise for any open position;
- (b) To conduct interviews to fill the position;
- (c) To recommend to the board candidates to fill the position; and
- (d) Any other duties or powers given to them by the Board.

9.03 The special hiring committee for editorial employees shall not have the final authority to hire the employee, which remains the final authority of the Board. All employee contracts must be approved by the Board. Despite anything in this section, the Board cannot hire anyone which if they were employed by the Corporation would be in violation of Ontario or federal law.

9.04 The board must defer to the decision of the special hiring committee for editorial employees unless doing so would contravene Federal or Provincial law.

9.05 All editorial employees will be hired in accordance with due process and in accordance with all Federal and Provincial law. The full hiring procedure for editorial employees is set out in the hiring section of this Policy Manual.

Section 10: Dismissal of Editorial Employees

10.01 All elected Editorial Board employees will be dismissed in accordance with the Bylaws of the Corporation, but are subject to the Fulcrum Publishing Society's progressive discipline policy (as outlined in this Policy Manual).

10.02 All non-elected editorial employees will be subject to the Fulcrum Publishing Society's progressive discipline policy (as outlined in this Policy Manual) and all dismissals will be conducted in accordance with due process and will adhere to Federal and Provincial law.

10.03 The staffing committee shall be a standing committee of the Board consisting of the Editor-in-Chief, the President of the Corporation, and two staff representatives. The President shall chair this committee.

10.04 The staffing committee shall have the authority to dismiss or discipline any editorial employee in accordance with the Constitution and Bylaws of the Corporation and this Policy Manual.

10.05 Where a member of the staffing committee is deciding a matter in which they are involved, the member must be suspended from the committee and a new member found. In the event that no editor can replace the suspended member of the editorial staff committee than the suspended member's position shall be left unfilled. In the event that all members are suspended the staff committee powers shall be vested back to the Board until all necessary decision is made. Upon the completion of the discussion the suspension shall be lifted. In the event that the committee sits empty the staff committee powers shall be vested back to the Board

10.06 The vote requirement to dismiss any staff member shall be a unanimous vote of all committee members sitting.

10.07 After any decision made by the staffing committee, the concerned employee has the ability to appeal the decision of the committee to the Board, at the next Board meeting. The Board has the ability to overturn a decision made by the committee.

10.08 Dismissals of all non-elected editorial employees will be conducted by the President of the Board of Directors and the Editor-in-Chief of the Corporation. If the President is unwilling or unable for any reason to perform this duty then the board may appoint any other director to perform this task

10.09 All dismissals must take place at the Fulcrum's corporate headquarters.

10.10 Immediately following their dismissal, non-elected editorial employees must receive a cheque for all unpaid monies and vacation pay owed to the employee. The employee must also receive a letter of dismissal outlining the reason for dismissal (no cause is considered a reason in this context), a breakdown of all monies paid to them, and the signature of the Editor-in-Chief of the Fulcrum, the President of the Corporation, and of at least one other (1) director of the Corporation. If the employee is owed commission or other monies that can not be paid immediately, a statement of monies owed must be presented to the employee along with a letter indicating how they are to receive those funds, and any stipulations that may lead to them receiving fewer monies than are indicated. If available, they should also receive a record of employment.

10.11 The President is charged with acquiring any and all property of the Corporation, or in the charge of the Corporation that is currently in the possession of the employee prior to the employee leaving the headquarters of the Corporation. Dismissed employees must be monitored by the President at all times while they are in the Corporate headquarters.

10.12 Whether to grant a letter of recommendation to a dismissed employee is up to the individual discretion of the employee or director from whom it was requested; however, the Board must approve any letter of recommendation sent on behalf of any employee or director of the Corporation prior to it being sent.

10.13 If any of the procedures outlined herein for the dismissal of business employees are in conflict with the employee's contract, then the contract shall trump.

Section 11: Hiring Policy

11.01 Throughout the hiring process, no decision may be made concerning an applicant based on gender, sexuality, race, ethnicity, or disability. At all times the committee must act in accordance with Provincial and Federal law and adhere to non-discriminatory hiring practices.

11.02 Upon the opening of any position hired by committee as outlined in this policy manual, the committee must be formed as stipulated in this policy manual and meet to discuss the procedures for hiring and to review the steps outlined in this policy manual.

11.03 The position must be advertised for a minimum of two weeks prior to the due date of applications. Advertising must appear in as many issues of the Fulcrum as are published during this period. The Board may, at its discretion, approve funding to advertise the position in other venues within the community. All hiring advertisements must include the title of the position being hired, stipulations on how to submit an application, contact info for any individual on the hiring committee, and a sampling of duties included in the job description.

11.04 Within two (2) days of the due date for applications, the hiring committee must meet to review the submitted applications. If four (4) or less applications have been received for any position then all candidates must be interviewed for the position. If more than four (4) applications have been received the hiring committee may use a matrix based on experience, suitable skills, and familiarity with the Fulcrum or the student press in general, and any other criteria relevant solely to the candidate's suitability for the position to disqualify candidates provided a minimum of four (4) candidates is interviewed.

11.05 Following the selection of candidates to interview, one member of the committee must be selected to call each candidate and set up an interview time in which all members of the committee can attend. Unsuccessful applicants must also be politely notified via e-mail that their application was rejected.

11.06 If at any time a member of the hiring committee is unable to attend a candidate's interview they will be immediately removed from the hiring committee to ensure fair hiring practices. The hiring committee must make all necessary arrangements to ensure that all of its members are present at all candidate interviews.

11.07 Prior to the first interview, the committee must set out a list of questions pertaining to the position to be hired that will be used for all interviews. The list of questions may pertain only to the position to be hired and may not include personal questions of any kind. This list of questions must be used for all candidates and no other questions may be added following the first interview. The committee may only ask additional questions if it is a clarification of a response to the initial list of questions or a request for additional information in regards to a response to one of the initial questions.

11.08 Within two (2) days of the final interview, the committee must meet to select a candidate. The committee should use a matrix based on experience, suitable skills, familiarity with the Fulcrum or the student press in general, professionalism, and any other criteria relevant solely to the candidate's suitability for the position to select a candidate. The committee should also select two other candidates based on this criteria should the selected candidate not be approved or be unwilling or unable to assume the position.

11.09 Once selected, the committee must present its choice to the Board of Directors for approval. If it is an editorial employee that is to be hired, the candidate should also be approved by the Editorial Board.

11.10 One member of the hiring committee must also be selected to call the unsuccessful candidates and politely inform them that their application has been rejected.

11.11 All applications, questions, matrices, and other documentation used in the hiring of a candidate should be submitted to the President of the Corporation for confidential filing.

Section 12: Progressive Discipline Policy

12.01 The aim of this progressive discipline policy is to provide feedback to employees should their performance be unsatisfactory, and to encourage them to correct the behaviour and improve themselves.

12.02 All employees must be informed of this progressive disciplinary policy immediately following the signing of their employee contract.

12.03 In the event that any employee of the corporation fails to perform the duties outlined in their job description they will be subject to this progressive discipline policy. All disciplinary actions must be approved by a majority vote of the board of directors. If disciplinary procedures are being enacted towards an elected or non-elected editorial employee, the editor-in-chief and/or a majority of the Editorial Board must also approve the action.

12.04 All disciplinary procedures are to be carried out at the Fulcrum's corporate headquarters and the employee's performance manager and the President of the Corporation must be present. Should either the performance manager or the President be unwilling or unable to conduct the disciplinary procedure then the Board may appoint any other director of the corporation to administer disciplinary procedures so long as two (2) people are present.

12.05 Progressive discipline shall be carried out in the following manner:

- a) In the case of a first offense, an employee will be given a verbal warning and the director or employee enforcing the disciplinary action must actively engage the employee in a constructive dialogue on steps that can be taken to improve the situation. A letter should be placed in the employee's confidential file signed by the two (2) directors or employees present outlining the disciplinary action taken, and the employee should be informed that two (2) more disciplinary actions could result in the termination of their employment with the Corporation.
- b) In the case of a second offense, an employee will be given a written warning signed by the two (2) employees or directors enforcing the disciplinary action. The employee or director enforcing the disciplinary action should engage the employee in a constructive dialogue and help them to analyze why their attempts to improve the situation were not successful. A copy of the letter submitted to the employee should then be placed in the employee's confidential file, and they must be informed that one (1) more disciplinary action could result in the termination of their employment with the Corporation.
- c) In the case of a third offense, the employee will be given a written warning signed by the two (2) employees or directors enforcing the disciplinary action and a copy will be placed in the employee's confidential file. The employee or director enforcing the disciplinary action must inform the employee that a decision will now be made on whether to terminate their employment with the corporation. If possible, the employee or director enforcing the disciplinary action must engage the employee in a constructive dialogue analyzing why their attempts at improvement have failed and to suggest a course of action to improve themselves for the future.

12.06 If the decision is made to terminate an employee following the procedures outlined in this progressive discipline policy then the stipulations provided for in the Bylaws and Constitution of the Corporation and in this Policy Manual should be followed in terminating the employee.

Section 13: Financial Governance

13.01 The Finance Committee shall be a standing committee of the Board, responsible for overseeing the creation of the budget of the Corporation, overseeing the audit, recommending financial policies to the board, and supervising the financial affairs of the Corporation.

13.02 The Finance committee shall be chaired by the President of the Corporation. and additionally be comprised of the Editor-in-Chief of the Fulcrum, the Business Manager of the Corporation and any director, employee, or staff member of the Fulcrum Publishing Society who expresses interest in the process.

13.03 The Finance Committee is required to meet as many times as necessary to fulfill the duties placed upon them. The budgeting process which must be undertaken by the Finance Committee is outlined in this Policy Manual.

13.04 On or before May 31 in each fiscal year, the finance committee shall present to the Board, for its approval, an operating budget for the summer term, provided that the budget has been submitted to the Editorial Board, for their comments and recommendations at least seven (7) days before submission to the Board for approval. Editorial Board comments and recommendations shall be appended to the copy of the budget which is submitted to the Board.

13.05 On or before June 30 in each fiscal year, the finance committee shall present to the Board, for its approval, an operating budget for the present year, provided that the budget has been submitted to the Editorial Board, for their comments and recommendations at least seven (7) days before submission to the Board for approval. Editorial Board comments and recommendations shall be appended to the copy of the budget which is submitted to the Board.

13.06 The audit shall be monitored by the President, Business Manager, and the financial committee and such committee shall have the power to approve drafts, except the final draft which must be approved by a majority vote of the full Board. If signatures are needed to approve the final draft it shall first be signed by the Presidents, followed by any other member determined by the Board to fill the required signatures. Auditors shall be instructed to complete all the necessary tax return forms for both levels of governments.

13.07 No member of the Board may not at anytime borrow money on the credit of the Corporation; or charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation including book debts, rights, powers, franchises and undertakings to secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation.

13.08 The Corporation shall comply with the financial statement requirements of the Act which are applicable to the Corporation. Notwithstanding the generality of the foregoing, the President of the Corporation shall prepare or cause to be prepared the following financial statements:

- a) Balance Sheet;
- b) Statement of Income and Expenses;
- c) Statement of Accumulated Equity;
- d) Statement of Change in Financial Position.

Section 14: Budgeting Policy

14.01 This section outlines the budgeting policy of the Fulcrum Publishing Society (FPS) and its decided processes for determining budgets on a per fiscal year basis, including, but not limited to, the following:

- a) Summer office management and issue printing;
- b) Fall and Winter office management and issue printing;
- c) Ed-board salaries;
- d) Future transfers of funds between the FPS's chequing account and its savings or investments;
- e) Other issues that must to be resolved on a per-issue basis.

14.02 The budgeting process for the entire fiscal year, including but not limited to, the following: estimation of revenues; allocation of monies needed for general office maintenance and upkeep; allocation of the printing budget for issues during the school year and any summer issues proposed; and any other expense decreed as acceptable by the Board of Directors, excluding editorial board salaries. To ensure appropriate funds are allotted, the budgeting process is as follows:

- a) The outgoing Business Manager, President, Editor-in-Chief and Production Manager shall review the budget of the concluding fiscal year and prepare a draft/working budget for the incoming staff and Board of Directors
- b) Any volunteers, staff, or members of the editorial board wishing items considered outside a regular budgetary line need to submit a request to either the Editor-in-Chief or the Production Manager prior to the final setting of the budget
- c) The Production Manager, Editor-in-Chief, President and Business Manager (or Vice-President should the Business Manager also be serving as the President) must meet and discuss the draft

- budget left by the previous year's staff, discuss plans on what to accomplish for the remainder of the publishing year
- d) Estimate, to the best of their ability, the cost of additional plans that would fall outside normal expenses and adjust the existing budget lines accordingly or propose the creation of new budget lines
 - e) Prepare a preliminary budget
 - f) Present the preliminary budget to the Financial Committee prior to presenting the preliminary budget to the entire Board of Directors for the review and suggestions and conditional approval of the Financial Committee
 - g) Following the approval of the Financial Committee, the preliminary budget shall be presented at the first regularly scheduled Board of Directors meeting for discussion and approval

14.03 The budget passed by the Board of Directors shall include a line designated as "Contingency Fund" and which:

- a) Shall be of an amount no less than one (1%) per cent of the projected revenues for the budgeted fiscal year
- b) Is not intended as an actual expense, but acts as buffer for the FPS's budget
- c) Shall not be spent during the fiscal year without unanimous consent of the voting membership of the Board of Directors

14.04 The budget for editorial board salaries is set by the Board of Directors at the meeting prior to the first Editorial Board election in March. And is set by the previous year's board for the financial year in question.

- a) The Business Manager, Editor-in-Chief and President (or Vice-President shall the Business Manager also serve as the President) shall review the existing salary structure for the editorial board and propose changes to the Board of Directors
- b) Any substantial changes they or volunteers, staff or editorial board members propose must also be discussed with the Production Manager before being brought forth to the Board of Directors. The Editor-in-Chief may (but is not required to) discuss the proposals with the outgoing editorial board.
- c) Any substantial changes proposed by members of the Board of Directors must be substantiated to the Production Manager and the Editor-in-Chief and must be considered as a last resort
- d) These recommendations must be brought to the Board of Directors meeting prior to the first editorial-board election for discussion and approval

14.05 Upon approval of the Budget, the Business Manager shall be permitted to allocate funds as approved by the Board of Directors, subject to standing signing authority requirements

14.06 Any substantial deviations, changes or unplanned/new spending must be brought to the attention of the Board of Directors at the next meeting and may be subject approval.

14.07 Transfers of funds from the FPS chequing account into the corporation's investments or savings accounts may be approved in principle in the budget. However, prior to any transfers between the accounts occurring, a formal motion must be adopted by the Board of Directors to ensure that there are no concerns regarding FPS cash flow.

14.08 As part of their report at each meeting of the Board of Directors, the Business Manager shall include a document contrasting up-to-date revenues and expenses compared to budgeted revenues and expenses. At every second meeting of the Board of Directors, the Business Manager's report shall include an aged-overdue advertising sales report showing the status of local advertising accounts receivable.

Section 15: Financial Controls

15.01 The day-to-day financial governance of the Corporation shall be overseen by the Business Manager of the Corporation. In all financial management, the Business manager is responsible to the President of the Board, and to the Board of Directors itself.

15.02 All cheques, contracts and other official documents of the Corporation must be signed by the President of the Corporation and one other employee or director as appointed by the board. In the event that the President of the Corporation is unwilling or unable to fulfill this obligation, the Board may select any member of the board to act as a signing authority for the year.

15.03 The book-keeper of the Corporation shall be tasked with preparing a report following each session in which they review the Fulcrum's finances outlining any concerns or discrepancies with the Fulcrum Publishing Society's books, or simply signing an acknowledgement that none were found.

15.04 The advertising manager shall be responsible for ensuring that all advertisements that go to print correspond with a signed contract from the advertiser. In the event that an ad goes to print without a signed contract on file, the Advertising Representative must submit a report to be signed by the President of the Corporation outlining the steps taken to attain the contract before any commission will be paid for the advertisement. In the event that the President is also the Business Manager of the Corporation, the report must be submitted to the Vice-President of the Corporation.

15.05 The President of the Corporation shall be tasked with reviewing the books of the corporation prior to each duly constituted Board meeting. In the event that the President of the Corporation is also the Business Manager, the duty shall fall to the Vice-President of the corporation. They are responsible for reconciling

petty cash to ensure that all expenditures are legitimate; reconciling credit card purchases to ensure that expenditures are legitimate; reviewing employee payroll to ensure that employees are receiving the correct remuneration; reviewing the list of unpaid advertisers to ensure that collections are kept up to date; reviewing all commission paid out to employees to ensure they are receiving the correct percentages of commission; ensuring that all invoices issued correspond to signed contracts or that a report on the unsigned contract has been submitted by the Advertising Representative. A report on the finances of the Corporation must be submitted by the President at all duly constituted Board meetings.

Section 16: Special Committees

16.01 All committees of the Board are standing committees and fall to the President of the Corporation to create. No committee of the Board has executive powers, except for the executive committee of the Board. All committee meetings are public, and the recommendations of the committees can be rejected or accepted by the Board. The Board may choose at any time to refrain from convening any committee contained in this section of the Policy manual.

16.02 The legal committee shall be a special committee of the Board consisting of at least two (2) directors, one of which must be the President of the Corporation. The Editor-in-Chief must also sit on this committee. The legal committee is charged with finding at least two (2) experts in the field of law to act in an advisory capacity for the Corporation. The legal committee is also charged with researching publication, corporate, and employment law in order to advise the Board on any matter that the Board deems necessary. Should it be required, any committee of the Fulcrum pursuant to these by-laws may seek the legal committee's advice.

16.03 Advisory Committee. The advisory committee shall be a special committee of the Board consisting of at least two (2) directors, one of which must be the President of the Corporation. The advisory committee shall consist of any interested individual who has a professional background in media, law, business, marketing, public relations, accounting. The committee shall advise the Board on any matter that the Board deems necessary. Should it be required, any committee of the Fulcrum pursuant to these by-laws may seek the advisory committee's advice.

Section 17: Advertising Policy

17.01 A copy of this advertising policy must be printed on any and all contracts signed by advertisers in the booking of advertisements in the Fulcrum.

17.02 The Fulcrum Publishing Society will not publish any advertisement that is deemed to be:

- a) racist;
- b) sexist;
- c) homophobic;
- d) or otherwise discriminatory;
- e) is considered to be libelous in congruence with the Canadian Libel and Slander Act, the determination of which will be made by the Editor-in-Chief of the Fulcrum;
- f) contravenes the laws of Canada or of the Province of Ontario;
- g) contains editorial content, or material which could be confused with editorial content unless the it is duly labeled on the front of the material as an advertisement.

17.03 The Fulcrum Publishing Society reserves the right to refuse service to any advertiser who does not adhere to the above stipulations. Furthermore, the Fulcrum Publishing Society reserves the right to nullify existing contracts with advertisers who fail to adhere to the above stipulations.

17.04 Booking for advertisements is to be completed by the Friday prior to publication at 5 p.m. EST. The material must be received no later than the following Monday at 12 p.m. EST. Any exceptions to these deadlines will be determined on a case-by-case basis, at the discretion of the production manager.

17.05 In the case of inserts, the material must be delivered directly to the printer by the Monday before publication at 12 p.m. EST. One copy of the material must also be received by the Fulcrum for review two weeks prior to the publication date.

17.06 The advertisement material is the sole responsibility of the advertiser. Advertisers who do not submit material in time for publication or review must pay the full fee for the advertising space purchased. When ad material has not been received in time for publication, it is agreed that the publisher may arrange appropriate material for placement.

17.07 Contracts cancelled prior to publication will be subject to a penalty of 20% of the remaining value of the contract.

17.08 Accounts are payable by cash, cheque or credit card when rendered. Interest at the rate of 2% will be charged on any account not paid within 30 days of publication.

17.09 The publisher shall not be liable for errors in the advertisement unless those errors were caused directly by the publisher. The total cost of liability shall not exceed the cost of one unit of advertising. The publisher is not liable for damages

arising out of errors in the advertisement beyond the amount paid for the actual space occupied by the advertisement in which the error occurred. There shall be no liability for any non-insertion of any advertisement.

Section 18: Technology Policy

18.01 As long as the financial position of the Corporation is sufficient, it shall attempt to replace the computer hardware that it owns and operates on a cycle that is roughly in line with the depreciation of these capital assets to zero. In order to maintain a regular, four year cycle, the capital purchases should be completed in the following manner:

- a) Year 1: Replacement of the Business, Ad Manager, Editor-in-Chief, Executive, Features, A&E and Associate News computers. Replacement of Sports and News laptops. Year 1 last occurred in 2008.
- b) Year 2: Replacement of the Art Director computer. Year 2 will occur in 2009.
- c) Year 3: Replacement of the Production Manager computer. Year 3 will occur in 2010.
- d) Year 4: Allot fund for purchase of new camera equipment, updated versions of Adobe (and the required licenses) and other software purchases that may be required. Year 4 will occur in 2011.

18.02 Though the Corporation strives to follow the purchase timeline set out in section 18.01, the Board of Directors may deviate from the cycle as needed (i.e.: in case of theft, damage, fatal compatibility problems) to ensure continued operations.

18.03 After the publication of the final issue of each year, but prior to the expiry of their contract, the Production Manager shall copy the “production” files from their publishing year onto a portable storage platform (i.e.: CDRW, USB key, external hard drive) and provide these copies to the Business Manager for the Corporations records and archives.

18.04 In order to ensure the Corporation has a backup of files and records available in an emergency (i.e.: theft of the server, fire in offices), it will create an emergency backup process in the following manner:

- a) The Corporation shall purchase and maintain an external hard drive or back up device upon which to store the data.
- b) It will be the Production Manager’s responsibility to backup the server at least once every two weeks during production periods and once per month during non-production periods (summer, winter break)

- c) Upon completing the mandated backup, the Production Manager shall provide written confirmation (via letter or email) to the Editor-in-Chief and Business Manager that everything has been completed.
- d) The Production Manager will be responsible for storing and securing the external hard drive outside of the office and shall provide it as required.

18.05 Where possible and applicable, the Corporation should seek to sell off computer assets that are being replaced. Prior to any sale, the hard drives shall be wiped clean of any FPS documents, program and information.

Section 19: Areas of Shared Responsibility

19.01 The following shall be considered areas or items of shared responsibility or importance between the Business and Editorial parts of the organization:

- a) The design of the Fulcrum's website
- b) The design of the Fulcrum's logo (or "flag")
- c) Changes or renovations to the Fulcrum's offices

19.02 For all items designated in 19.01, neither the Editorial Board nor the FPS Board of Directors may make unilateral changes without consulting and receiving the approval of the other body. If approval is not granted, the changes shall be prohibited from being made.

19.03 Should it choose to do so, the Board of Directors may delegate its approval authority to the President (or Business Manager). This authority may be revoked at any time.

Section 20: Hiring Policy Requirements

20.01 All communications sent out regarding hiring for either Business (Business Manager, Advertising Representative) positions or Editorial (Editorial board and part-time staff) positions shall require that applications must be "received" by a clear deadline. No other word choice shall suffice.

20.02 The application deadline referenced in 20.01 shall be determined according to the preferred clock of the Chair/Head of the respective hiring process

20.03 The election/hiring committee for Editorial Board Elections (hiring) must receive both hard and electronic copies of an application or platform for such a submission to be considered valid.

20.04 The applications for hiring/elections shall be submitted to both chair of respective process and one of the following: Business Manager, Staff Ombudsperson or Chair of the FPS Board of Directors. Which individual shall be determined by the respective hiring/elections committee.

Appendix A

President/Chief Financial Officer

- Responsible for overseeing the budget of the Corporation
- Draft, or causes to be drafted all financial documents required by the Board of Directors
- Oversees the audit of the Corporation
- Ensures that all Corporate documents are correctly filed with the government
- Oversees the Business Manager and ensure that Financial Controls are in place and being enforced
- Responsible for reviewing the books of the corporation prior to every Board meeting and providing a report to the board
- Drafts policy in consultation with the Chair/Chief Executive Officer of the Corporation
- Prepares all necessary arrangements for the annual general meeting of members
- Prepares all necessary arrangements for monthly staff meetings
- Acts as a signing authority

Chair/Chief Executive Officer

- Chairs all duly constituted meetings of the Board
- Drafts policy and convenes committees for the purpose of drafting policy for the Corporation
- Acts as a signing authority if the board so chooses

VP Internal Communications/Chief Communications Officer

- Coordinates all necessary communication for the Board
- Takes, or causes to be taken, edits, and is the keeper of all minutes of the Corporation
- Responsible for providing all necessary notice to directors or members of the Corporation
- Acts as a signing authority if the Board so chooses

Vice-President(s)/Chief Administrative Officer(s)

- Responsible for seeking out training in all business/administrative and assumes the duties of the President or Business Manager in the event that they are unwilling or unable to fulfill their duties
- Assumes any of the President's duties in the event of a conflict of interest on the President's part

- Assists in drafting policy and financial documentation for the Board

Business Manager

Bookkeeping and filing

- Maintains accounts payable
- Ensures that invoices are sent out for accounts receivable in conjunction with the ad manager
- Administers payroll
- Responsible for ensuring taxes, insurance and all Fulcrum accounts are in good order
- Deals with Campus Plus to ensure the Fulcrum receives remittances for national advertising
- Administers the FPS bank account.
- Deposits all cheques to FPS bank account and keeps records of bad debts
- Communicates with the Fulcrum banker, accountant, and auditor
- Maintains Fulcrum files to ensure that continuity is maintained from year to year

Budgetary

- Review and recommend changes to and report on the long-term financial plan
- Drafts FPS budgets in collaboration with the editor-in-chief and the production manager after receiving written priorities from the Editorial Board, the audit from the previous year, and appendix A (Campus-Plus printing schedule).
- Assures adherence to the annual budget passed at a Board of Directors meeting
- Attends a long-term planning meeting with the editor-in-chief and production manager at least once a year
- Approves all expenditures within the parameters set by the BOD
- Ensures that the weekly ad sales goals are met
- Ensures that the Production Manager has and adheres to the BOD approved printing parameters and approves any changes to these parameters on a weekly bases

Legal

- Deals with legal problems that may arise with respect to the FPS and representing the FPS in court, should the need arise
-

General

- Acts as a link between the Board of Directors and the Editorial Board
- Ensures the implementation of the by-laws of the FPS, and implements any resolutions passed by the Board of Directors
- Attends all Board of Directors meetings, staff meetings upon request, and Editorial Board meetings at the editor-in-chief's request

- Help with the general upkeep of the office, including, but not limited to, filing and general cleaning
- Provides documentation to the Board of Directors regarding all initiatives
- Responsible for creating tear sheets for local advertising
- Works with the ad manager to ensure weekly sales targets are met
- Offers training to anyone who expresses interest in running for the position
- Provides adequate training to the incoming president
- Writes a transition report for the incoming president

Ad Manager

- Contacting advertisers
- Maintaining client lists
- Bad debts (chasing advertisers)
- Signing contracts
- Collecting ad mats
- Reformatting ad mats
- Delivering invoices to clients`
- Collecting on invoices and giving payment to President
- Office recycling
- Ensure we follow by-laws
- Ensure we follow the law
- Mailouts
- Ad rates, in conjunction with the BOD
- Maintain thorough and complete files
- Creating Tear-sheets
- Coordinating with the Production Manager

Board Note-taker

- Ensures that accurate minutes of all meetings of the Board and of members are taken

Production Manager

- Acting as the Office Manager of the Corporation
- Acting as a liaison between the Board and the Editorial Board
- Ensuring that all advertising material is accurately placed on a weekly basis