

CONSTITUTION OF THE FULCRUM PUBLISHING SOCIETY

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Preamble

The *Fulcrum* above all will strive to achieve the following objectives:

- To promote the interests and welfare of the students of the University of Ottawa through editorial stance by reporting accurately, fairly, and honestly on timely issues and events which concern students, with particular emphasis on issues and events from the University of Ottawa campus;
- To cover issues and angles not always present in the mainstream media from its perspective as a member of the alternative press;
- To serve as an education device and as a forum for diverse points of view and world scopes; and
- To do all such things for the attainment of the above-noted objects in such a manner that is in the interests of University of Ottawa students.

The *Fulcrum* recognizes that they are not solely a “Corporation,” but rather they are a “society” that will always act in a manner that puts the welfare of University of Ottawa students first.

The *Fulcrum* remains politically and financially independent of the Student Federation of the University of Ottawa (SFUO), the Graduate Student Association (GSAÉD), the university administration, and other University of Ottawa student governments.

Index

Section	1	Interpretation
Section	2	Constitution
Section	3	Contributors and Staff Status
Section	4	Staff Meetings
Section	5	Editorial Board
Section	6	Editorial Department Employees
Section	7	Election of the Editor-in-Chief
Section	8	Hiring of Editorial Board Positions
Section	9	Editorial Board Impeachment Procedures
Section	10	Provisional Editor-in-Chief Elections
Section	11	Letters Policy
Section	12	Ownership Rights
Section	13	Conflict of Interest Policy
Section	14	Transition Reports
Appendix	A	Job Descriptions

Section 1: Interpretation

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

- (a) “Board” means the Board of Directors of the Corporation.
- (b) “Bylaws” means this bylaw and all other Bylaws and special Bylaws of the Corporation from time to time in force and effect.
- (c) “Meeting of Members” means an annual or general or special general meeting of members.
- (d) “Publishing Year” means May 1 to April 30.
- (e) “Academic Year” means May 1 to April 30.
- (f) “Fulcrum” means the University of Ottawa’s English-language newspaper, which is published and owned by the Corporation.
- (g) “Editorial Content” means all articles, editorials, writing, letters, layout, photos, graphics, visuals, videos, and aesthetics of the publication the Fulcrum.
- (h) “Editorial Board” means the directors of the Editorial Content.
- (i) “Employees” means section editors, Editor-in-Chief, and unelected editorial positions.
- (j) “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.
- (k) “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.
- (l) “Constitution” means the governing document in which governing policies of only the Editorial Department are set out.
- (m) “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: Constitution

2.01 This Constitution shall serve to govern all policies and operating procedure of the Editorial Department of the Fulcrum.

2.02 If any of the provisions contained in this Constitution are inconsistent with those contained in the Bylaws and/or Policy Manual of the Corporation, the provisions contained in the Bylaws and/or Policy Manual of the Corporation shall trump.

2.03 This Constitution shall be amended by a majority vote at a duly constituted meeting of the staff pursuant to Section 3 of this Constitution. The Constitution amendment must be approved by the Board. Any amendments made by the Board must be approved by a majority vote at a duly constituted meeting of the staff.

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

2.05 At the first staff meeting, pursuant to Section 3 of the Corporation, in which there is at least one voting staff member in attendance who is not an employee of the Corporation, the Constitution will be reviewed.

Section 3: Contributors and Staff Status

3.01 A contributor with staff status is any person who has assisted in the production of the Fulcrum, through both contribution to a minimum of three (3) publications since the beginning of the Publishing Year in question, and who has attended three (3) staff meetings in the same period. Unsolicited material, such as letters to the editor and classifieds, do not constitute a contribution. Any person who achieves staff status in the first semester of a Publishing Year, must attend one (1) staff meeting during the second semester in order to maintain their staff status for the remainder of the Publishing Year.

3.02 Any person, who has made three contributions to the Fulcrum but who has been unable to attend three (3) staff meetings, may become a voting staff member of the Fulcrum by submitting a request for membership, outlining the reasons said person is unable to attend meetings. Approval of the request is subject to ratification by a simple majority vote at a duly constituted staff meeting.

3.03 Any person may be granted staff status at any time by a simple majority vote at a duly constituted staff meeting.

3.04 The Editorial Board members of the Fulcrum shall be given full voting rights as staff members throughout the duration of their term.

3.05 Members of the Board of Directors may obtain their individual staff status pursuant to 3.01 and 3.02 of this Bylaw; or once they have contributed to the Business Department of the Fulcrum Publishing Society three (3) times, attended three (3) Board meetings, and have attended three (3) staff meetings. All Board members are restricted from exercising their staff voting rights on Constitution amendments as outlined in C1.4 of the Constitution.

3.06 Contributors who have achieved staff status have the ability to partake in the Elections Committee of the Editor-in-Chief position and/or Hiring Committee of Editorial Board positions, apply for Editorial Board positions, govern themselves with a Constitution, and give directives to the Editorial Board with regards to the Editorial Content of the Fulcrum. The staff of the Fulcrum, when assembled at a duly constituted meeting of the staff, shall constitute the final authority in all matters concerning the Editorial Department.

3.07 The staff shall govern their own meetings and matters by written procedures established by them. In dispute between any procedure(s) established and those of the Bylaws and/or Constitution (including but not limited to a definition of a word), the Bylaws and/or Constitution shall trump.

3.08 The written procedures established by the staff shall include amendment formula(s) to modify such procedures in a democratic fashion and shall not specifically include any procedure which discriminates against any individual based on race, religion, gender, sexual orientation, age and/or any other grounds recognized by Ontario or Federal

discrimination legislation.

3.09 If a dispute arises between staff regarding the interpretation of their procedures, the regular contributors may ask the Board to make a ruling on the interpretation of the provision. The Board's ruling can be asked to be final or advisory. The Board can remove or alter a procedure and/or add comments to clarify a procedure. The Board has no authority in any circumstance to enter a dispute over the staff procedures unilaterally. However, the Board may alter the staff's procedures if such procedures are determined by the Board's legal counsel to be in violation of Ontario and/or federal law.

3.10 Any staff member of the Fulcrum who is not also an employee of the Corporation or a member of the Board may be suspended or have their status revoked in respect to the Fulcrum and/or ordered from the offices of the Fulcrum for the balance of the Academic Year by a 2/3 majority vote at any duly constituted meeting. Such action is subject to nullification in a subsequent vote at any duly constituted staff meeting. Such a vote requires a simple majority. Grounds for such disciplinary action shall include:

- a) Acting contrary to a staff vote taken at a duly constituted staff meeting;
- b) Acting contrary to this Constitution or any Bylaws of the FPS;
- c) Acting in a manner deliberately detrimental to the proper operation of the FPS;
- d) Continuing to act in a manner considered inconsistent with their job description after being informed that there is a problem;
- e) Any staff member or contributor who continues with racist, sexist, homophobic, or harassing behavior, after being informed of the inappropriateness of that behaviour by any staff member may be subject to impeachment and/or removal from the office. It is recommended that the staffing committee be used to assist in solving problems.

3.11 Any member may resign from the Fulcrum staff, thereby losing all privileges associated with membership, by submitting a letter to that effect to the Editor-in-Chief. Resignation will also negate contributor status.

3.12 The staff shall appoint from their numbers an Ombudsman who can receive complaints and concerns of the staff regarding the Fulcrum, as a workplace. These complaints may include, but are not limited to, concerns with safety, issues with other staff members, or a problem with an Editorial Board member. The Ombudsman shall take the staffs concerns to the Editor-in-Chief. In the case that the Editor-in-Chief is involved in the complaint, the Ombudsman shall take the concern to the President of the Corporation.

Section 4: Staff Meetings

4.01 Staff meetings shall be called a minimum of every two (2) publishing weeks, with one (1) week's notice given in the newspaper. Any change in location or time must appear in the newspaper at least one (1) week in advance.

4.02 Staff meetings will be chaired by the Editor-in-Chief or the Production Manager, or they may delegate this duty to a member of the Editorial Board. When needed, staff meetings will be chaired in accordance with an abridged version of Robert's Rules of Order, which is to be determined by the Editor-in-Chief. A staff meeting shall achieve quorum when 1/3 of the number of eligible voting staff contributors are present, except in the case of meetings dealing with amending the Constitution, elections, or impeaching Editorial Board members. These meetings shall require the presence fifty per cent plus one (50% + 1) of eligible voting members, and shall be advertised as special meetings at least a week in advance of their date.

4.03 While the Editor-in-Chief is responsible for calling staff meetings at least every two (2) publishing weeks, the staff may also call a meeting by presenting a petition containing fifty per cent (50%) or fifteen (15) member signatures (which ever is least) to the Editorial Board.

Section 5: Editorial Board

5.01 Composition. The Editorial Board of the *Fulcrum* shall consist of a minimum number of three (3) positions. The members' specific duties and titles shall be set out in Appendix A of this Constitution.

5.02 Responsibilities. The full job descriptions for all Editorial Board positions can be found in Appendix A of this Constitution.

5.03 Term. The new Editorial Board shall come into office on May 1 following their election or hiring, for a term of office of twelve (12) months. No individual Editorial Board member may hold the same elected or hired position for more than two (2) years.

5.04 The Editorial Board shall have authority over all original content (articles, photos, graphics, layout, video, etc.) printed in the *Fulcrum*. The Board of Directors may only force the publication of material as provided for in the Bylaws of the Corporation.

5.05 The Board of Directors has authority over all financial decisions regarding the Corporation, but must consult the Editorial Board as provided for in the Bylaws of the Corporation.

Section 6: Editorial Department Employees

6.01 Employees of the Corporation may be hired to work for the Editorial Department at the discretion of the Editorial Board, following approval by the Board of Directors at any duly constituted Board meeting, and the approval of a Constitution amendment wherein the job description for the position is approved by a majority vote of staff members at a duly constituted staff meeting.

6.02 All Editorial Department employees will be hired according to the procedures laid out in the Bylaws and Policy Manual of the Corporation.

6.03 Job descriptions for all Editorial Department employees will be set out in Appendix A of this Constitution.

Section 7: Election of the Editor-in-Chief

7.01 Call for Candidates. The *Fulcrum* shall publish a call for applications for the Editor-in-Chief position in three successive issues prior to the election of each position annually.

7.02 Requirements of Call. Each call for applications shall be at least one quarter (1/4) of a page and shall contain the following information:

- a) Eligibility requirements;
- b) Deadline for application;
- c) The date, time, and location of the meeting at which the staff members of the newspaper shall interview the applicants; and
- d) A list of voting staff members according to criteria outlined in Section 3 of this Constitution.

7.03 Timeline. Elections for the Editor-in Chief position shall be held at a staff meeting during the first week of March.

7.04 Creation of the Elections Committee. The staff contributors shall meet at least one (1) week prior to the election of the Editor-in-Chief to elect a five-member Elections Committee. The Elections Committee will be responsible for establishing and enforcing all elections rules and procedures outlined within the Constitution. The committee will work in consultation with the current Editor-in-Chief to create and mark editing and knowledge tests, as well as approve all test scores; prepare position-specific questions for all candidates seeking election; and will be responsible for ensuring the questions asked by staff during elections are both appropriately and adequately answered.

7.05 Composition of Elections Committee. The elections committee will be composed of:

- a) The current Editor-in-Chief;
- b) Two (2) members of the current Editorial Board not seeking re-election; and
- c) Two (2) Fulcrum staff members, as defined in Section 3 of this Constitution.

7.06 Formation of the Elections Committee.

- a) Those interested in running for the Elections Committee will submit resumés and cover letters to the current Editor-in-Chief, who will then post them in the *Fulcrum* office before the committee elections.

b) At a duly constituted staff meeting, candidates for the Elections Committee may give a one (1) minute speech as to why they should be considered for the Elections Committee.

c) Each voting member may vote for up to two (2) candidates for each position as stipulated in Section 7.05 b and c (ie. Two votes for the members who are current Editorial Board members [7.05 b] and two votes for those who are *Fulcrum* staff members [7.05 c]).

d) Two (2) members of the Elections Committee fulfilling Section 7.05 b and c will be elected by receiving the highest number of votes.

e) In the event of a tie between candidates for the second position on the Elections Committee, a second vote will be held with only those candidates' names on the ballot.

f) Should no member designated in 7.06 d) accept a position on the committee, voting members shall decide how to proceed by a simple majority vote.

g) No member of the Elections Committee may have a significant personal relationship with an applicant for a paid position that might put that person in a conflict of interest.

7.07 Chair. Once all positions on the Elections Committee have been filled, the committee will elect from its numbers, one of the five committee members to act as Chair. The Chair will be responsible for overseeing the Elections Committee and ensuring it fulfills all responsibilities provided for in this Constitution. During the Editor-in-Chief elections, the Chair's vote will only be counted in case of a tie.

7.08 Platforms. All platforms for the Editor-in-Chief position shall be posted publicly in the Fulcrum offices at least three (3) business days prior to the election.

7.09 Knowledge and editing test. All candidates for the Editor-in-Chief position must take an editing and knowledge test drafted and marked by the current Editor-in-Chief in conjunction with the Elections Committee, and both the tests and scores must be approved by the Elections Committee before the candidate may proceed in the elections process. The test must be taken within the seven (7) days prior to the candidate's election date.

The editing test may contain only general knowledge questions pertinent to the job and a copy-editing component. The knowledge test may contain only general knowledge pertinent to the job.

In the event the current Editor-in-Chief is running for re-election, the Executive Editor shall draft and mark the test in conjunction with the Elections Committee.

The results of the test will be announced prior to the election. Any candidate that fails to obtain a score of fifty per cent (50%) on either test will be forced to withdraw his/her

candidacy.

The results of the test may be appealed by the process outlined in Section 7.11 of this document.

7.10 Procedures. All elections for the Editor-in-Chief position shall be performed following these guidelines:

- a) All elections for the Editor-in-Chief position shall be by secret ballot.
- b) If only one person runs for election to the Editor-in-Chief position, the vote shall be in the form of a yes-no ballot. The ballot will be prepared, and distributed, by the Chair of the Elections Committee to all staff members as defined by Section 3 of this Constitution.
- c) If a candidate does not receive fifty per cent plus one (50% +1) of the votes cast on a yes-no ballot, the nominations shall be reopened.
- d) Staff members may vote in Fulcrum Editorial Board elections by special ballot sealed in an envelope given to the Elections Committee Chair if they cannot be physically present during elections. Staff members may also vote electronically. In order to do so, the Elections Committee will create a “password,” given only to the staff member voting via email, and this, along with the member’s vote, must be included in an email sent to all members of the Elections Committee for the vote to be considered valid.
- e) All ties shall be broken by the vote of the Elections Committee Chair. For each elected position, the Chair shall seal their vote in an envelope with her order of preference marked on the ballot. The envelope containing the Chair’s vote shall only be opened in the case of a tie, whereupon the Chair’s vote will be used to determine the winner.
- f) The Elections Committee will count the returns, including all special ballots, and destroy the ballots after the election is over. If approved by a majority staff vote, the screening committee will release the vote toll before destroying the ballots.

7.11 Appealing an Election. Whichever alternative of the following that the applicant elects to pursue does not preclude their right to have their concern dealt with through other means.

- a) Any staff contributor of the *Fulcrum* wishing to challenge the results of an Editorial Board election may do so by submitting a written appeal to the Chair of the Elections Committee within one week of the end of the elections process. The Elections Committee will rule on the appeal by majority vote within one week of receiving the written appeal.
- b) Any staff contributor wishing to appeal a ruling of the Elections Committee may

make a presentation to the Board who has a duty to call the Investigative Committee if the requirements are met under the Bylaws of the Corporation. This appeal must be made within one week of the end of the elections process.

c) At any time, any staff member as defined in Section 3 of this Constitution or thirty-five (35) members of the Corporation, may appeal an election to the staff Ombudperson pursuant to the Bylaws of the Corporation. The Ombudperson has a duty to investigate all complaints in conjunction with the Elections Committee. The Ombudperson has the power to call the Investigative Committee to look into the matter if the Ombudperson deems it necessary. If the Investigative Committee is not called by the Ombudperson, then within 3 (three) days of receiving the complaint, the Ombudperson will prepare a report that will be made public to the staff. If the report contains any names of individuals, then the report will first be provided to the Board, who will determine the legality of making the report public. After the Board receives the report from the Ombudperson, the Board may call the Investigative Committee if the requirements are met under the Bylaws. This appeal must be made within one week of the end of the elections process.

Section 8: Hiring of Editorial Board Positions

8.1 Creation of the Hiring Committee.

8.1.01 When selecting Editorial Board positions for the following Publication Year (May 1–April 30), voting membership (as defined by Section 3 of this Constitution) will strike a Hiring Committee.

The Hiring Committee will be responsible for establishing and enforcing all elections rules and procedures not outlined within the Constitution. The Committee will work in conjunction with the current section editors to create and mark editing and knowledge tests, as well as approve all test scores and prepare position-specific questions for all candidates seeking positions on the Editorial Board.

8.1.02 The Production Manager will be the first position hired. The Hiring Committee that hires the Production Manager will include the current and incoming Editor-in-Chiefs, the current Production Manager, and the two (2) staff members as stipulated in Section 8.1.05 of this Constitution. In the case that a current Production Manager is applying for the position again, he or she will be replaced by another Editorial Board member, who will be selected by the process outlined in Section 8.1.06–8.1.14.

8.1.03 Upon ratification by the staff and the Board of Directors, the Production Manager will sit on the Hiring Committee for the hiring of the remaining Editorial Board positions. If no qualified Production Manager candidate can be found after the first round of hiring, the incoming Production Manager seat on the Hiring Committee will be filled by the current General Manager. The General Manager will remain on the Hiring Committee until either Editorial Board hiring is complete or a new Production Manager is hired and rejoins the Committee.

8.1.04 The Hiring Committee that hires the remainder of the Editorial Board positions will consist of the current Editor-in-Chief, the incoming Editor-in-Chief, and the incoming Production Manager or current General Manager if there is none, as stipulated in Section 8.1.03. The editor who currently holds the position that is being hired will also be on the Hiring Committee, as will two (2) voting members of staff as stipulated in Section 8.1.07 of this Constitution. In the case that a current Editorial Board member is applying for the position again, he or she will be replaced by another Editorial Board member. If no outgoing Editorial Board member can be appointed, they will be replaced by the President of the Board.

8.1.05 If the current Editor-in-Chief is applying for an Editorial Board position, they will be replaced on the Hiring Committee by an outgoing Editorial Board member. If no outgoing Editorial Board member can be appointed, they will be replaced by the President of the Board.

8.1.06 Other than for Production Manager and the position where the current section

editor is also the incoming Editor-in-Chief, there should always be six members on the Hiring Committee, of which they can be the following (based on the scenarios stipulated in Sections 8.1.03-8.1.05): incoming and outgoing Editor-in-Chiefs, incoming Production Manager/current General Manager, the current section editor, the President, and two (2) voting members of staff (as defined in Section 3.01 of the Constitution). Should one more member needed to be added for the hiring of an Editorial Board position, a representative from the Board of Directors will be appointed to the Hiring Committee for that position.

8.1.07 The Hiring Committee will also consist of two (2) voting members of staff (as defined by Section 3.01 of this Constitution) who are not applying for Editorial Board positions for the following Publishing Year.

8.1.08 Those interested in applying for the Hiring Committee will submit resumés and cover letters to the current Editor-in-Chief, who will then post them in the *Fulcrum* office before the Committee election.

8.1.09 At a duly constituted staff meeting, candidates for the Hiring Committee may give a one (1) minute speech as to why they should be considered for the Hiring Committee.

8.1.10 Each voting member may vote for up to two (2) candidates.

8.1.11 Two (2) members of the Hiring Committee will be elected by receiving the highest number of votes.

8.1.12 In the event of a tie between candidates for the second position on the Hiring Committee, a second vote will be held with only those candidates' names on the ballot.

8.1.13 Should no member designated in 8.1.09 accept a position on the Committee, voting members shall decide how to proceed by a simple majority vote.

8.1.14 No member of the Hiring Committee may have a significant personal relationship with an applicant for a paid position, which might put that person in a conflict of interest.

8.2 Advertisement of Editorial Positions.

8.2.01 The hiring of Editorial Board members will be advertised by the current Editor-in-Chief in the two issues of the *Fulcrum* prior to the staff meeting for the selection of the Hiring Committee.

8.2.02 Each call for applications for Editorial Board positions shall be at least one-quarter (1/4) of a page and shall contain the following information:

- a) Positions available and eligibility requirements;
- b) Deadline for application;
- c) A list of voting staff members according to criteria outlined in Section 3 of this

Constitution.

8.2.03 Those selected for the Hiring Committee will take applications for staff positions for a period of one (1) week following the publication of the second advertisement in the *Fulcrum*.

8.3 Requirements of Applicants.

8.3.01 All applicants for the Editorial Board positions must have their staff status pursuant to Section 3 of this Constitution.

8.3.02 All applicants are required to submit a platform, resume, and writing/design/art samples.

8.3.03 Within one (1) week of the closing date for receiving applications, the Hiring Committee will contact all applicants that meet the above requirements.

8.4 Knowledge and editing tests.

8.4.01 All applicants that meet the requirements outlined in Section 8.3 will be required to both write and pass a knowledge and editing test.

8.4.02 Knowledge and editing tests will be created and scored by the current section editor in conjunction with the members of the Hiring Committee. The Hiring Committee is responsible for setting consistent standards for testing across positions. The Hiring Committee must approve all tests before they are given. They must also approve all test scores.

8.4.03 The editing test may contain only general knowledge questions pertinent to the job and a copy-editing component (or art direction / production where applicable). The knowledge test may contain only general knowledge pertinent to the job.

8.4.04 In the event the current editor is re-applying for his or her position, the Editor-in-Chief shall be responsible for drafting and marking of the test in conjunction with the Elections Committee. If the Editor-in-Chief is also applying for that position, the test shall be drafted and marked by the incoming Editor-in-Chief in conjunction with the Hiring Committee.

8.4.05 An applicant that fails (ie. cannot obtain a score higher than 50%) either the knowledge or editing test will be automatically dismissed as a candidates for the position being hired.

8.5 Hiring Procedure.

8.5.01 The Hiring Committee will conduct interviews with each qualified applicant pursuant to Sections 8.3 and 8.4 upon creating a set list of questions that will be asked of every applicant for the position being hired.

8.5.02 All proceedings of the Hiring Committee will be kept confidential, and any notes

will be sealed.

8.5.03 The Hiring Committee will be responsible for determining a set of criteria by which they will assess the applicants for the position being hired. This criteria must be equally applied to all applicants.

8.5.04 Of the applicants, the Hiring Committee will select, by majority decision, those most qualified for the Editorial Board positions in the following publishing year.

8.5.05 If no applicants are qualified for a given position, the Hiring Committee will repeat the process until the position is filled.

8.5.06 If an applicant for one (1) paid position is especially qualified for another position, the Hiring Committee may recommend that the applicant be offered the other position.

8.5.07 Applicants may apply for multiple positions.

8.5.08 The Hiring Committee shall have the option of consulting the Board of Directors or the General Manager for assistance during the hiring process.

8.5.09 All Editorial Board members selected by the Hiring Committee must be ratified by both the staff at a duly constituted meeting pursuant to Section 2 of this Constitution (requiring 50%+1 to be ratified) and the Board at the following Board of Directors meeting. Any candidate that does not meet this requirement will not be hired, and the Hiring Committee will repeat the process until the position is filled.

8.6 Emergency Hiring Procedure.

8.6.01 An emergency hiring procedure is defined as the hiring of an Editorial Board position following the untimely resignation or termination of an Editorial Board member.

8.6.02 An Emergency Hiring Committee shall be struck from the current Editor-in-Chief, Production Manager, Executive Editor, General Manager, and President of the Board.

8.6.03 The hiring of the Editorial Board position shall happen as soon as possible, or within a period of time deemed acceptable by the Emergency Hiring Committee.

8.6.04 If the Editorial Board position is vacant during the publication of the Fulcrum, and if there is sufficient time to do so, the vacant staff position will be advertised in the Fulcrum for a period of two (2) weeks.

8.6.05 The Emergency Hiring Committee will be diligent in hiring an appropriate staff member.

Section 9: Editorial Board Impeachment Procedures

9.01 Staff Members. The staff members of the *Fulcrum*, as defined in Section 3 of this Constitution, have the right to impeach any members of the Editorial Board through a two-thirds (2/3) majority vote of staff at a staff meeting that has been advertised as an impeachment meeting in the preceding edition of the *Fulcrum*. The vote to impeach may be nullified by a subsequent vote by the staff, requiring only a simple majority.

9.02 Limitations. No decisions on impeachment may take place until full staff requirements, as defined in Section 3 of this Constitution, can be met by at least one person.

Section 10: Provisional Editorial Board Elections

10.01 Editor-in-Chief. In the event that no nominations for the position of Editor-in-Chief are received by the deadline the following procedure will be followed:

- a) A call for applications shall be run in the *Fulcrum* for an additional two (2) weeks, after which another election shall be called.
- b) In the event that this second election does not result in the election of an Editor-in-Chief or in the event that the elected person resigns before the beginning of the Publishing Year, the staff shall select an elected member of the Editorial Board to the position of interim Editor-in-Chief for the summer and the beginning of the year.
- c) Remuneration for these duties shall be determined by the Board.
- d) A call for applications for the position of Editor-in-Chief shall be issued in September and elections will subsequently be held, in accordance with Section 7 of this Constitution.

10.02 Vacant Seat. In the event of the impeachment, resignation, or dismissal of a *Fulcrum* Editorial Board or paid staff member during the Publishing Year the Editor-in-Chief shall take the responsibilities of that position upon themselves, receiving no remuneration, while calling for applications.

Section 11: Letters Policy

11.01 Letters must be typewritten, submitted on disk, or emailed to the Editor-in-Chief by Sunday at 1 p.m. prior to the publication date, and must include the author's proper name, program and year of study, and telephone number. Pseudonyms may be considered after consultation with the Editor-in-Chief and should only be used in the most extreme of circumstance.

11.02 The *Fulcrum* will exercise discretion in printing letters that are deemed racist, homophobic, or sexist.

11.03 Typed letters under 500 words must be published unless they are deemed to violate the policies of the *Fulcrum*.

11.04 Letters must be clearly marked for publication.

11.05 The Editor-in-Chief has the right to edit all Letters to the Editor for content violating standing policies of the *Fulcrum* and for length. The Editor-in-Chief will not even consider hate literature or libelous material.

11.06 Priority will be given to new voices and discussions. Endless debates will not be tolerated and the Editor-in-Chief reserves the right to truncate debate at any time.

11.07 No letters from current *Fulcrum* staff will be printed.

11.08 During the campaign period for the U of O's Senate and Board of Governors, as well as Student Federation of the University of Ottawa, Board of Administration, Graduate Students' Association, and federated body elections, letters regarding the platforms of candidates in all races will not be run in the *Fulcrum*'s letters section. An attempt to further or slander the campaign of any candidate in the letters section will be determined by the Editor-in-Chief.

11.09 All letters submitted for publication must be verified by the Editor-in-Chief to ensure that they meet the above noted standards.

Section 12: Ownership Rights

12.01 All material submitted for publication to the *Fulcrum* becomes property of the *Fulcrum* and can only be reproduced with the permission of its Editor-in-Chief.

Section 13: Conflict of Interest Policy

13.01 The following are guidelines set up to try and ensure the objectivity and credibility of the *Fulcrum*. Staff and editors are expected to follow them. It should be noted that although no real enforcement is found in this policy, staff may vote to impeach an editor if it appears the breach of these guidelines will seriously impede the successful and professional performance of their job. All breaches of conflict of interest should be brought to staff.

13.02 Volunteers, Employees, Editorial Board

- a) A member of the SFUO and GSAÉD executives shall not be a contributing member of the *Fulcrum* and cannot assume any duties related to the production of the *Fulcrum*.
- b) Contributors should not write articles about groups, teams, events, etc. that they are involved with. This does not include editorials or opinion pieces. They may, however, cover issues that they may encounter by working with these groups.
- c) A conflict of interest also exists if the contributor stands to gain or lose in a material or tangible way by the publication of the article in question.
- d) Section editors or editors shall assess the presence of a conflict of interest on a case-by-case basis.

13.03 Employees, Editorial Board

- a) Employees and members of the Editorial Board shall not hold positions on the University Senate or the Board of Governors.
- b) Employees and the Editorial Board shall not receive monetary compensation from the SFUO, GSAÉD, or the university administration for services rendered. This applies only during the Publishing Year and does not apply to salaries received from the Pivik.

13.04 Editorial Board and Board of Directors

- a) Members of the Editorial Board shall not be on the executive of any student associations nor shall they be a representative on the Board of Administration.

13.05 Anyone running for a position on the Student Federation executive, Board of Administration, the University of Ottawa Senate or Board of Governors shall not contribute to the editorial production of the *Fulcrum* in any way. Any editors or employees running for one of the above positions must resign their position with the *Fulcrum*.

Section 14: Transition Reports

14.01 All editors will compose a transition report before the end of their term in April to provide to their successive editors (unless they are incumbent). Transition reports may include but are not limited to a weekly semi-detailed schedule, problems they encountered, time commitments to the job, general advice on editor–volunteer relations, tips on how to make their jobs easier, and things they wish that they had known when they started the job.

14.02 Along with the transition report must be a detailed job description, which is to be attached to the incoming editor’s contract. The job description can, but does not have to be, an amended version of the previous year’s, and must be approved by the outgoing Editor-in-Chief and President of the Board prior to the contract being signed by the incoming editor. Incumbent editors must also provide the job description prior to resigning their contract.

14.03 The management staff of the *Fulcrum* reserves the right to withhold the final pay cheque of any Editorial Board member who has not submitted a transition report or returned any property belonging to the Fulcrum Publishing Society until these requirements are met.

Appendix A

Editor-in-Chief

- Ensure the regular publication of the *Fulcrum*
- Implement the Bylaws of this constitution, and implement any resolutions passed at staff meetings and all other staff directives
- Determine number of issues published and set circulation in consultation with the Production Manager
- Determine, in conjunction with the Production Manager, the *Fulcrum*'s copy chain, including but not limited to choosing which staff positions (located in Appendix A) will be hired and what format pages are being edited in
- Read all content (i.e. editorial, advertising, inserts, letters, graphics, photos, articles, and video) of the newspaper to ensure it conforms to the *Fulcrum*'s constitution, policies and the laws of Ontario and Canada and reject all material that does not conform.
- Be responsible for the editorial/comments/letters/voice pages
- Be responsible for the overall editing of the paper
- Work with the Online Editor to develop and implement a social media strategy for promoting the *Fulcrum* online
- Conduct staff elections in March for the following year's Editor-in-Chief position
- Advertise for all hired Editorial Board and non-elected, paid staff positions in consultation with the Production Manager
- Ensure the formation of the hiring committee for paid staff positions, and if needed complete the hiring in consultation with the Production Manager and President
- Maintain relations between the *Fulcrum* and outside organizations such as the Student Federation of the University of Ottawa, *La Rotonde*, CHUO-FM, Zoom Productions, CUP, The *Charlatan*, the university administration, etc.
- Act as the contact person for all external inquiries concerning the newspaper that do not fall within the bounds of other editorial or staff positions
- Attend all staff, Editorial Board, and Board of Director meetings
- Help with the general upkeep of the office, including, but not limited to, filing, and general cleaning
- Field and resolve reader complaints whenever the section editor in question is unavailable or requests that the Editor-in-Chief deal with it, particularly when threats of libel suits may be in question
- Dealing with all legal problems that may arise with respect to the *Fulcrum* and representing the *Fulcrum* in court, should the need arise
- Mediate disputes between staff members and dealing with staff member complaints and/or refer complaints to the mediation committee in consultation with the Production Manager
- Oversee and coordinate the mediation committee in consultation with the Production Manager
- Ensure Editorial Board staff evaluations are conducted at least once per semester in consultation with the Production Manager
- Serve as a chairperson for the Editorial Board
- Hold a minimum of six (6) office hours during production and six (6) office hours

during the rest of the week. These hours must be during regular business hours

- Supervise a two-week transition period following the hiring of Editorial Board positions
- Assume duties of a section editor should s/he resign or is no longer able to work for the Fulcrum, or may appoint an interim editor until another editor is hired or elected
- Select a printer for the publishing year in consultation with the Production Manager
- Continue long term planning and conduct a directional meeting at least once per publishing year with the Production Manager
- Devise and implement recruiting strategies for new volunteers throughout their term
- Evaluate the need for volunteers in each section, in conjunction with the section editors
- Maintain a database of volunteer contact information
- Create/update a volunteer list serve in conjunction with the General Manager
- Track and maintain a list of contributors with staff status
- Help to ensure volunteers feel welcome and act as a resource and face of the paper for them
- Organize social events in conjunction with the General Manager
- Develop internal and external strategies to increase the visibility of the paper on campus
- Investigate marketing opportunities for the paper throughout their term
- Actively attempt to advertise and promote the paper on campus throughout their term
- Review pickup percentage of every issue with the General Manager
- Strategize how to increase overall readership during their term
- Coordinate activities geared towards employee appreciation in conjunction with the General Manager
- Offer training to anyone running for the position for the upcoming Publishing Year
- Sit on the Elections Committee for the incoming Editor-in-Chief
- Sit on the Hiring Committee for the incoming Editorial Board positions
- Provide adequate training to the incoming Editor-in-Chief
- Write an end of term transition report
- Help ensure section editor's deadlines are met
- Along with the Production Manager maintaining the ad to copy ratios established by the budget of the paper

Production Manager

- Design the look of the paper [i.e. the flag, styles]
- Set the production schedule of the paper in consultation with the Editor-in-Chief
- Coordinate the production of the paper
- Ensure section editor's deadlines are met
- Dummy the weekly layout of the paper in consultation with the Editor-in-Chief and the section editors
- Along with the Editor-in-Chief maintaining the ad to copy ratios established by the budget of the paper
- Be responsible for production training and coordination of interested volunteers and staff
- Be ultimately responsible for the layout of the paper, in consultation with section editors and the Art Director
- Participate on the hiring committee for paid staff positions

- Spend at least six (6) hours during production and at least six (6) hours outside of the production schedule in the office during regular business hours
- Conduct a weekly meeting with production volunteers
- Coordinate the office hours and section meetings
- Clean and maintain all machines in the office; including but not limited to the answering machine, computers, laser printers, fax machine, and scanners.
- Help with the general upkeep of the office; including, but not limited to filing and general cleaning
- Regularly attend staff and editorial meetings
- Write the weekly instructions for the printers
- Stock and order all supplies for the production of the paper or inform the President of what needs to be restocked and ordered
- Set up the physical layout of the paper in consultation with the Editorial Board
- Archiving computer files (Pagemaker and Word) and ads on a regular basis
- Responsible for uploading and maintaining pdfs of the *Fulcrum* on the website
- Be responsible for the coordination of all *Fulcrum* covers in consultation with the Art Director
- Offer training to anyone applying for the position for the upcoming Publishing Year
- Sit on the Hiring Committee for the incoming Production Manager
- Provide adequate training to the incoming Production Manager
- Write an end of term transition report
- Prepare the financial forms required by Campus Plus and Canadian University Press
- Advertise for all paid staff in consultation with the Editor-in-Chief
- Ensure the formation of the hiring committee for paid staff positions, and if needed complete the hiring her/himself in consultation with the Editor-in-Chief
- Mediate disputes between staff members and dealing with staff member complaints and/or refer complaints to the mediation committee in consultation with the Editor-in-Chief
- Oversee and coordinate the mediation committee in consultation with the Editor-in-Chief
- Ensure Editorial Board staff evaluations are conducted at least once per semester in consultation with the Editor-in-Chief
- Select a printer for the publishing year in consultation with the Editor-in-Chief
- Continue long term planning and conduct a directional meeting at least once per publishing year with the Editor-in-Chief

Section Editors (including, but is not limited to: News, Arts and Culture, Sports, Features, and Opinions Editors)

- Solicitation of contributors to a particular section
- Be responsible for content of a particular section
- Assign articles to contributors
- Assign graphic and/or photographic assignments to the Art Director
- Ensure production deadlines are met
- Edit contents, structure, and style of all submitted copy for that section
- Educate (through seminars, workshops, guest speakers, one-on-one training, etc.) all interested staff in all aspects of the section

- Coordinate the layout of their section, in conjunction with the Production Manager and/or Art Director
- Ensure there is enough copy or visuals to fill the pages assigned by the Production Manager
- Responsible for uploading all print content to Thefulcrum.ca each week
- Responsible for uploading all relevant content to the Canadian University Press wire each week
- Responsible for working with the Editor-in-Chief and the Online Editor to develop an online strategy that integrates the editor's section with the website, including but not limited to social media use, video content, liveblogging, podcasting, and alternative story forms
- Regularly attend staff, volunteer and Editorial Board meetings unless excused by the Editor-in-Chief
- Encourage contributors to attend meetings
- Hold at least three (3) office hours per publishing week, outside of production duties. Office hours must be scheduled during regular business hours
- Offer training to anyone applying for the position for the upcoming Publishing Year
- Sit on the Hiring Committee for the incoming Section Editor
- Provide adequate training to the incoming Section Editor
- Write an end of term transition report

Online Editor

- Generates and promotes online exclusive content for the *Fulcrum*
- Responsible for carrying out and/or delegating the multimedia content accompanying five (5) story assignments per week (including but not limited to video, podcasting, slideshows, live-blogging and other interactive content, etc).
- Cover breaking events when they occur
- Assign articles to contributors
- Solicitation of contributors to produce multimedia content for the website
- Assign video assignments to contributors
- Responsible for determining the Associate Online Editor's biweekly assignments in consultation with the Editorial Board
- Work with the Associate Online Editor to ensure consistency and high quality for all web content
- Meet regularly with the Webmaster to optimize the website and ensure it runs smoothly over the course of the year
- Act as a liaison between the Editorial Board and the Webmaster, including relaying the concerns of the Editorial Board to the Webmaster and alerting the Webmaster to any issues with the website
- Work with other section editors to assist them in posting content online when required, as well as assist them in carrying out any online projects they want to undertake (including but not limited to live blogging, multimedia projects, podcasting, video, and changes to their sections online).
- Assign graphic and/or photographic assignments to the Art Director
- Create and implement branding strategies, with the goal of making the *Fulcrum* website the first place students turn for information

- Work with section editors to develop a social media strategy for promoting the Fulcrum online
- Ensure visual consistency of content on the website
- Work with the Board of Directors' VP Internal Communications to ensure all relevant documentation (ie. meeting minutes, audits, reports, etc.) are on the *Fulcrum's* website
- Ensure production deadlines are met
- Edit contents, structure, and style of all submitted copy for that section
- Educate (through seminars, workshops, guest speakers, one-on-one training, etc.) all interested staff in all aspects of the section
- Regularly attend staff, volunteer and Editorial Board meetings unless excused by the Editor-in-Chief
- Encourage contributors to attend meetings
- Hold at least three (3) office hours per publishing week, outside of production duties—office hours must be scheduled during regular business hours
- Conduct a regularly scheduled meeting with volunteers for content feedback and new story ideas
- Help with the general upkeep of the office, including but not limited to cleaning and filing
- Offer training to anyone applying for the position for the upcoming Publishing Year
- Sit on the Hiring Committee for the incoming Online Editor
- Provide adequate training to the incoming Online Editor
- Write an end of term transition report

Visual Editor

- Solicit contributors for the graphic/photographic content of the newspaper
- Delegate or execute all assignments such as graphics, editorial graphics, cartoons, illustrations and photos for both the print and online content of the *Fulcrum*
- Educate (i.e. through seminars, workshops, guest speakers, one-on-one training, etc.) all interested volunteers in all aspects of the graphic/photographic content of the newspaper
- Responsible for editing all photos and graphics
- Responsible for layout and scanning of all comics to be placed in the newspaper in consultation with the Production Manager
- Responsible for the coordination of the cover, in conjunction with the Production Manager
- Responsible for managing and regularly updating the *Fulcrum's* Flickr pool
- Hold at least three (3) office hours per publishing week, outside of production duties. Office hours must be scheduled during regular business hours
- Regularly attend volunteer and Editorial Board meetings unless excused by the Editor-in-Chief
- Encourage contributors to attend staff meetings
- Help with the general upkeep of the office, including but not limited to cleaning and filing
- Offer training to anyone applying for the position for the upcoming Publishing Year
- Sit on the Hiring Committee for the incoming Visual Editor
- Provide adequate training to the incoming Visual Editor

- Write an end of term transition report

Managing Editor

- Responsible for editing all solicited copy for structure, tone, factuality, clarity, newsworthiness, grammar, spelling, *Fulcrum* style, typos, etc., as well as to ensure that it conforms to the *Fulcrum*'s constitution and policies
- Manages section editors and ensures deadlines are met and quality of work meets *Fulcrum* standards
- Assists the News Editor, Associate News Editor, Online Editor, and Editor-in-Chief with covering breaking news
- Assists with content creation by keeping up with the *Fulcrum* news beat and suggesting stories and ideas to editors
- Has a hand in crafting and shaping pitches at the weekly Editorial Board meetings
- Responsible for proofreading pages on Tuesday evenings if a Staff Proofreader is not hired
- Acts as a national newswire correspondent for the *Fulcrum* by seeking out relevant newswire stories and working with the News Editor to slot them for publication
- Will work with the Editor-in-Chief and Production Manager to handle human resources and other in-house issues.
- Assists the Editor-in-Chief with volunteer and visibility initiatives.
- In the absence of the Editor-in-Chief, the Managing Editor shall assume all duties of the Editor-in-Chief until their return or until a new Editor-in-Chief is elected.
- Re-examines the style guide once a year, during the summer months in conjunction with the Editor-in-Chief
- Must receive professional training in the summer months as determined by the Editor-in-Chief
- Oversees and solicits volunteer fact-checkers and proofreaders during production
- Trains Editorial Board members and volunteers if there is interest
- Hold at least three (3) office hours per publishing week, outside of production duties. Office hours must be scheduled during regular business hours
- Regularly attend volunteer and Editorial Board meetings unless excused by the Editor-in-Chief
- Encourage contributors to attend staff meetings
- Help with the general upkeep of the office, including but not limited to cleaning and filing
- Offer training to anyone applying for the position for the upcoming Publishing Year
- Sit on the Hiring Committee for the incoming Managing Editor
- Provide adequate training to the incoming Managing Editor
- Write an end of term transition report

Staff

Staff Photographer

- Responsible for the execution of all photo assignments as required by the Editorial Board, with an expectation of at least five (5) assignments.
- Responsible for maintaining the digital camera

- Responsible for ensuring all production deadlines assigned to them by the Visual Editor are met
- Responsible for the coordination of the cover at the request of the Visual Editor
- Must educate all interested volunteers upon the request of the Visual Editor
- Must have at least two hours available on each of Sunday, Monday, and Tuesday for last-minute assignments
- Must attend Editorial Board meetings upon request
- Must attend all staff meetings
- May only be excused from any of their duties by the Editor-in-Chief

Staff Reporter

- Must write at least 1,000 words per issue
- Responsible for providing the photo(s) or other piece(s) of art required to accompany the assignment
- Responsible for shooting some video at the request of the Online Editor
- Is responsible for ensuring all production deadlines assigned to the Staff Reporter by the Editorial Board are met
- Must have at least two hours available on each of Monday and Tuesday for last-minute assignments
- Must educate all interested volunteers upon the request of the Editor-in-Chief
- Must attend Editorial Board meetings upon request
- Must attend all staff meetings
- May only be excused from any of their duties by the Editor-in-Chief

Associate News Editor

- Must write a minimum of two news stories per week as assigned by the News Editor
- Must be available to assist the news editor on production days
- Must be able to take last-minute stories for the news section
- Is responsible for ensuring all production deadlines assigned to the Associate News Editor are met
- Must educate all interested volunteers upon the request of the Editor-in-Chief
- Must attend Editorial Board meetings upon request
- Must attend all staff meetings and news meetings
- May only be excused from any of their duties by the Editor-in-Chief or the News Editor

Copy Editor

- Must educate all interested volunteers upon the request of the Editor-in-Chief
- Responsible for editing all solicited copy for grammar, spelling, *Fulcrum* style, typos, etc.
- Must receive professional training in the summer months as determined by the Editor-in-Chief
- Trains Editorial Board members if there is interest
- Copy edits other *Fulcrum* documents as requested
- Must attend Editorial Board meetings upon request
- Must attend all staff meetings

- May only be excused from any of their duties by the Editor-in-Chief

Associate Online Editor

- Works closely with the Online Editor to generate and promote online exclusive content for the *Fulcrum*
- Responsible for the multimedia content accompanying two story assignments per week (including but not limited to video, podcasting, slideshows, live-blogging and other interactive content, etc.) as assigned by the Online Editor
- Responsible for creating one video every two weeks in consultation with the Online Editor, in addition to weekly multimedia content
- Responsible for covering special events upon request of the Editor-in-Chief and/or the Online Editor
- Responsible for maintaining all video and digital equipment
- Ensure all multimedia content is of consistent quality and style
- Maintain and promote the *Fulcrum*'s YouTube channel
- Work with the Online Editor to solicit volunteers for multimedia production
- Must educate all interested volunteers upon the request of the Editor-in-Chief and/or the Online Editor
- Must attend Editorial Board meetings upon request
- Must attend all staff meetings
- May only be excused from any of their duties by the Editor-in-Chief

Webmaster

- Responsible for the management of the *Fulcrum*'s website, including liaising with website host, ensuring the interface is aesthetically pleasing, and maintaining the functionality of the website
- Work with the Online Editor to ensure the website includes features editors require, including but not limited to live blogging, multimedia projects, podcasting, video, and changes to their sections online
- Meet with the Editor-in-Chief and/or the Online Editor over the summer to discuss a redesign of or any major changes to the website
- Must be available to troubleshoot problems with the website in a timely manner (ie. within 24 hours of a problem occurring)
- Meet regularly with the Online Editor to discuss the ways in which to enhance and further develop Thefulcrum.ca
- Liaise with the Online Editor and the Editorial Board on issues regarding the functionality of the website and any concerns the Webmaster has with the website
- Must attend Editorial Board meetings upon request
- Must attend all staff meetings
- May only be excused from any of their duties by the Editor-in-Chief