

POLICY MANUAL OF THE FULCRUM PUBLISHING SOCIETY

LAST UPDATED ON DECEMBER 9, 2015

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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 in section three (3) of the Constitution. 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 Chief of Staff 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 only 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: Preamble

2.1 Purpose. This policy manual shall serve to govern all policies and operating procedures of the Corporation.

2.2 Authority. If any of the provisions contained in this Policy Manual are inconsistent with those contained in the Bylaws of the Corporation, the provisions contained in the Bylaws of the Corporation shall prevail.

2.3 Amendment Procedures. 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.

2.4 Distribution. 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. A copy of this Policy Manual must be made available on the Corporation's website.

2.5 Review. At at least one duly constituted meeting of the Board in any given publishing year, the Policy Manual must be reviewed.

Last updated on December 9, 2015

Section 3: Committees

3.1 Definition. All committees of the Board 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 open to non-directors. The Board may choose at any time to refrain from convening any committee contained in this section of the Policy manual.

3.2 Legal Committee. 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 this policy may seek the Legal Committee's advice.

3.3 Disciplinary Committee. The Disciplinary Committee is a standing committee of the Board consisting of the President and two (2) directors. The committee shall select a chair from its numbers. It shall have the authority to discipline, but not dismiss any employee. However, the committee may recommend dismissal of any employee to the Board.

3.4 Readership Task Force. The Readership Task Force (RTF) is a standing committee of the Board consisting of the President, two (2) directors, the General Manager, and Editor-in-Chief. This committee is responsible for overseeing distribution, including but not limited to monitoring pick-up, rearranging newsstands, and developing strategies to increase the Fulcrum's visibility on campus with the intention of increasing readership.

3.5 Finance Committee. The Finance Committee shall be a standing committee of the Board that is 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. The Finance committee shall be chaired by the President and additionally be comprised of the Editor-in-Chief, the General Manager and any director, employee, or staff member of the Corporation as appointed by the Board who expresses interest in the process. 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.

3.6 Human Resources Committee. The Human Resources (HR) Committee is a standing committee of the Board consisting of the President and two (2) directors. This committee is responsible for hiring the General Manager, Advertising

Manager, and the On-Campus Distributors, as well as contract negotiations and performance reviews of the General Manager and Advertising Manager.

3.7 Inter-board Relations Committee. The Inter-board Relations Committee is a standing committee of the Board consisting of the President, two (2) directors, the Editor-in-Chief, Production Manager, and any interested Fulcrum volunteer or staff member. The committee is responsible for improving communication between the Board and Editorial employees, including but not limited to communicating decisions made at monthly Board meetings.

3.8 Capital Assets Committee. The Capital Assets Committee is a standing committee of the Board consisting of the President, two (2) directors, the General Manager, and Editor-in-Chief. The committee is responsible for pursuing any policy related to major operational purchases including but not limited to office furniture, computer equipment, software, and cameras.

3.9 Policy Review Committee. The Policy Review Committee is a standing committee of the Board consisting of the President and two (2) directors. The committee is responsible for reviewing suggested changes to the Corporation's policy documents, making policy recommendations, and reviewing the Bylaws and Policy Manual yearly before the Annual General Meeting.

Last updated on December 9, 2015

Section 4: Financial Governance

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

4.2 Signing Authorities. The signing authorities of the Corporation shall be the:

- a. President;
- b. Vice President(s);
- c. General Manager
- d. One other employee that may be appointed by the Board

4.3 Requirements. Two signing authorities are required to sign any cheques or negotiable instruments signed on behalf of the Corporation.

4.4 Contracts. 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.

5.4.1 Staff Contingency Fund. The budget passed by the Board shall include a line designated as “Staff Contingency Fund” and which:

- a. Shall be no less than 2% of the total salaries line. These funds will be drawn from a special account reserved expressly for this purpose, which will be replenished each year as necessary;
- b. Shall be used to pay for unexpected expenses, including, but not exclusive to: maternity/parental leave and raises.
- c. The Editor-in-Chief may ask the President for authorization to use the fund. The President’s permission shall be considered sufficient for its one-time use.
- d. Any authorization of funds made by the President must be included in the President’s monthly report.
- e. If the funds requiring authorization affect more than two publication cycles, then the Board’s approval is required

4.5 Investments. 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.

4.6 Bookkeeper. There shall be an external bookkeeper of the Corporation. The bookkeeper shall be approved by a vote of the Board.

4.7 Advertisements. 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 advertisement goes to print without a signed contract on file, the Advertising Manager 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.

4.8 Financial Review. The General Manager of the Corporation shall be tasked with reviewing the books of the Corporation prior to each duly constituted Board meeting. She is 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 Manager. A report on the finances of the Corporation must be submitted by the General Manager at all duly constituted Board meetings.

4.8.1 Performance Review. Twice per fiscal year, at regular intervals, the President and Vice-President must meet with each Business Employee to review their performance. These meetings must be focused on improving their performance in relation to their job descriptions and any other guiding documents, and must be positive in tone.

4.9 Audit / Review Engagement. The audit or review engagement shall be monitored by the President, General Manager, and the Finance 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 Board. If signatures are needed to approve the final draft it shall first be signed by the President, 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.

4.9.1 Audit. An audit must be conducted under the following circumstances:

- a. A full audit must be undertaken every year following and preceding the hiring of a new General Manager
- b. A full audit must be undertaken every year when the Fulcrum's budget exceeds \$500,000 of expenses
- c. A full audit must be undertaken every year when the Fulcrum's cash holding fall below 50% of the annual operating budget
- d. A full audit must be undertaken every year fourth year if none has been conducted in the previous three years

4.10 Loans. No member of the Board or employee of the Corporation may 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.

4.11 Financial Statements. 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.

4.12 New Spending. Any substantial deviations, changes or unplanned/new spending in excess of \$500 that is not reflected in the current year's approved budget is subject to approval by the Board.

4.12.1 Formal Raise Process. If an employee at any time wishes to request a raise in pay, their proposal must be submitted in writing to the Human Resources Committee for a two-stage evaluation.

4.12.1.1 The Human Resources Committee will assess the request based on its merits. This assessment will be based exclusively on any new information that either the Fulcrum or employee could not have reasonably been expected to know at the time the initial rate of pay was agreed upon. If the request is rejected on the basis of this assessment the decision is final. If the request is accepted it passes to the second stage.

4.12.1.2 The Finance Committee will assess the request based on the available assets of the Fulcrum. If the funds are not available the offer will be rejected. This decision will be final. If it determined that funds are available, the Finance Committee will then be responsible for making a recommendation to the Board to accept the request in whole or in part, and, in the case where only a partial offer is made, and the Board accepts the recommendation, negotiating where necessary.

4.13 Transfers. Transfers of funds from the Corporation's chequing account may be approved in principle in the budget. The Board shall approve any transfers between the Corporation's account.

4.14 Changing Signing Authorities. At any date prior to the first duly constituted meeting of the new Board, an outgoing President and any outgoing Vice-President(s) must submit signed letters renouncing their signing authority of the Corporation to the General Manager. At any date prior to May 31 or immediately following the hiring of a new General Manager, the outgoing General Manager must also submit a signed letter renouncing their signing authority of the Corporation to the President. At the time of the expiration of contract, termination, or resignation of an employee mandated by the Board to have signing authority,

they must submit a signed letter renouncing their signing authority of the Corporation to the General Manager.

4.15 Corporate Credit Card. There shall be a Credit Card available for use of the Corporation. Although the card will belong to the Corporation, an individual of the Society with signing authority is required to guarantee the card and accept personal liability for the account. This means the Credit Card shall be under the name of said individual with signing authority. The Credit Card shall be obtained by and go under the name of the General Manager or another individual with signing authority for that fiscal year. At the time of termination, resignation, or the ending of the contract of a General Manager or other signing authority whose name is on the card, the card must be cancelled and an application for a Credit Card with a new name on it will be made.

4.16 Exit Interviews. An outgoing General Manager and outgoing Advertising Manager must complete exit interviews prior to the expiration of their contract. The exit interviews will be conducted by committees comprising the incoming President and Editor-in-Chief and the outgoing President and Editor-in-Chief, following the first duly constituted meeting of the newly formed Board.

4.17 Low Liquid Assets. If at any point the Corporation's liquid, uncommitted assets (i.e. for the purposes of a reserve fund), as assessed by the General Manager, are in danger of reaching an amount of ten (10) per cent or less of the Corporation's annual budget, the General Manager is required to notify the President immediately, who is subsequently required to notify the Board of Directors immediately and ensure that the necessary arrangements are made for an emergency meeting of the Board of Directors, a meeting which must take place within the next business week to address the financial concerns as raised by the General Manager.

Last updated on December 9, 2015

5.1 Annual Budget. The Corporation shall create and approve a budget for each fiscal year.

5.2 Approval. 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.

5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of an Advertising Manager, they, in conjunction with the General Manager, must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the Advertising Manager and General Manager at a meeting called for that purpose. Should the advertising plan meeting between the Advertising Manager, the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.

5.3 Contingency Fund. If less than ten (10) per cent of the organization's projected annual expenses is available in the form of liquid assets, the organization will be required to include in the annual budget a Contingency Fund line equivalent to at least one month's operating expenses.

5.4 Editorial Salaries. The budget for editorial salaries for the upcoming publishing year is set by the Board in conjunction with the annual budget planning process.

a. The General Manager, Editor-in-Chief, Production Manager, and President shall review the existing salary structure for the Editorial Board and propose changes to the Board.

5.5 Melanie Wood Commemorative Fund. The budget passed by the Board shall include a line designated as "Melanie Wood Commemorative Statue Fund" and which:

- a. Shall be of an amount no less than pi dollars;
- b. This fund will be used to erect a statue in front of the Fulcrum offices or in another suitable location in commemoration of Melanie Wood.

Last updated on December 9, 2015

Section 6: Hiring

6.1 Hiring Practice. Throughout the hiring process, no decision may be made concerning an applicant based on race, colour, sexual orientation, disability, age, marital status, political or religious affiliation, place of origin, socio-economic class, or gender. At all times, the hiring committee must act in accordance with Provincial and Federal law and adhere to non-discriminatory hiring practices. No employee may be a director of the Corporation.

6.2 Hiring Committee. All hired employees shall be hired by a committee struck according to Sections 6.14 and 6.15. Each committee shall select a chair from its numbers.

6.3 Advertising. All posted positions 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. All hiring advertisements must include:

- a. Title of the position being hired;
- b. Stipulations on how to submit an application;
- c. Contact info for the chair of the Hiring Committee;
- d. A sampling of duties included in the job description; and
- e. A clear deadline that the application must be received.

6.4 Applications. The hiring committee must receive a hard or electronic copy of an application by the due date for such a submission to be considered valid. Within two (2) days of the due date for applications, the hiring committee must meet to review the submitted applications.

6.5 Interviews. If four (4) or fewer applications have been received for any position, then all candidates must be interviewed for the position. If greater than four (4) applications have been received the hiring committee may use a matrix based on experience, suitable skills, and familiarity with 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 for that position.

6.6 Notification. Following the selection of candidates to interview, the chair of the committee shall call each candidate and set up an interview time. A candidate may be disqualified if they fail to respond to requests for an interview within 72 hours of first contact. Unsuccessful applicants must also be notified via email that their application was rejected.

6.7 Attendance. The chair of the Hiring Committee shall attempt to arrange a time for interviews that accommodates all committee members. In the event that a member is unable to attend the meeting, she may be excused by submitting a letter to the committee chair. Candidate interviews may not occur with less than fifty (50)

per cent of mandated committee members. The Hiring Committee may consider members or candidates in attendance via electronic means at its own discretion.

6.8 Questions. Prior to the first interview, the committee must create a list questions 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. The committee may also ask questions that clarify or follow up on a candidate's answer to a previous question.

6.8.1 References. Any hiring committees for the positions of General Manager and Advertising Manager must request two references from interviewed candidates and ensure that every effort is made to check those references prior to the selection of successful applicants.

6.9 Selection. 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 student press in general, professionalism, and any other criteria relevant solely to the candidate's suitability for the position to select a candidate.

6.10 Offer of Employment. The chair of the Hiring Committee shall make an offer of employment to the selected candidate. The committee may also select up to two other candidates based on this criteria should the selected candidate not be approved or be unwilling or unable to assume the position.

6.11 Unsuccessful Candidates. The chair of the Hiring Committee shall contact the unsuccessful candidates and inform them that their application has been rejected.

6.12 Ratification. The selected candidate, who has accepted the position, shall be ratified at the next meeting of the Board.

6.13 Records. All applications, questions, matrices, and other documentation used in the hiring process should be submitted to the General Manager for confidential filing.

6.14 Hired Business Employees. All business employees shall be hired by a committee of the Board consisting of three (3) directors. All business employees shall be ratified by the Board in accordance with Section 6.12.

6.15 Hired Editorial Employees. All non-Editorial Board editorial employees shall be hired by a committee consisting of the Editor-in-Chief, General Manager and a member of the Editorial Board. All hired editorial employees shall be ratified by the Board in accordance with Section 6.12.

6.16 Hired Editorial Employees. All members of the Editorial Board except for the Editor-in-Chief shall be hired according to the procedures outlined in section eight

(8) of the Constitution. The Editor-in-Chief shall be elected according to the procedures outlined in section seven (7) of the Constitution. All elected and hired editorial employees shall be ratified by the Board in accordance with Section 6.12. In the event that an elected or hired editorial employee is not ratified, the Board shall notify the editorial staff and state its reasons in writing. The staff members, as outlined in the Constitution no later than seven (7) days after receiving the rejection notice from the Board, must conduct a secret ballot, under the supervising and control of an individual chosen by the staff, for the purpose of determining whether to reaffirm their initial choice, or to hold another election; the outcome of which must be presented to the Board within another seven (7) days. In the event that the regular contributors reaffirm their initial choice, the Board will reconsider their request. If a unanimous decision is made to reject the employee such a decision will be final and investigation committee will not be called. The position shall be filled during a by-election. If the Board does not ratify the elected candidate, the Investigation Committee shall be called in accordance with Bylaw 2, Section 13.

6.17 Employee Intake. After ratification, each employee must agree to the terms of employment outlined in her contract and the Code of Conduct. She must be informed of the disciplinary procedures outlined in Section 7 of the Policy Manual. She must also complete any other official documents, including employee information forms and tax forms. She shall receive her transition report, keys, and job description. She shall receive a copy of her contract and the Code of Conduct upon request.

6.18 Outside Employment. Any employee who holds employment with any organization outside of the Corporation at the time of their hiring, or who takes such employment during their term, must have that employment approved. Employment that is deemed or found to be detrimental to the completion of any employees' responsibilities may be grounds for dismissal, subject to disciplinary policy.

a. Editorial Employees' outside employment must be approved by the Editor-in-Chief. If the Editor-in-Chief wishes to seek outside employment during her term, she must submit a description of said employment to the Board of Directors prior to her ratification.

b. Business Employees' outside employment must be approved by the Board of Directors.

c. Failure to disclose outside employment is grounds for dismissal subject to disciplinary policy.

Last updated on December 9, 2015

Section 7: Disciplinary Procedures

7.1 Objective. The aim of this disciplinary policy is to provide feedback to employees should their performance be unsatisfactory, and a framework for additional disciplinary measures up to and including dismissal.

7.2 Enforcement. Disciplinary procedures outlined in this section shall be enforced as follows:

a. Editorial Employees. The Editor-in-Chief and General Manager shall enforce progressive disciplinary procedures as defined in section 7.6 for editorial employees. The Editor-in-Chief and General Manager may refer an issue to the Human Resources Committee if it is sufficiently severe. The Human Resources Committee may, at its discretion, enact additional measures if the issue is sufficiently severe

b. Business Employees. The Human Resources Committee shall enforce progressive disciplinary procedures as defined in section 7.6 for business employees. The Human Resources Committee may, at its discretion, enact additional measures if the issue is sufficiently severe.

7.3 Human Resources Committee. The Human Resources Committee is a standing committee of the Board consisting of the President and two (2) directors. The committee shall select a chair from its numbers. It shall have the authority to discipline, but not dismiss any employee. However, the committee may recommend dismissal of any employee to the Board.

7.4 Reports. The chair of the Human Resources Committee or the editor-in-chief must provide to the Board a report describing any offences and disciplinary measures taken at any time within six (6) weeks' occurrence of the incident.

7.5 Location of Proceedings. Whenever possible, all disciplinary procedures are to be carried out at the Fulcrum's corporate headquarters.

7.6 Progressive Disciplinary Procedures. Progressive disciplinary procedures are to be used to provide feedback to employees should their performance be unsatisfactory, and to encourage them to correct their behaviour and improve themselves. Progressive discipline shall be carried out in the following manner:

- a. In the case of a first offence, an employee will be given a verbal warning and the directors or employees 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 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.

- b. In the case of a second offence, an employee will be given a written warning signed by the employees or directors enforcing the disciplinary action. The employees or directors 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 written warning should then be placed in the employee's file, and they must be informed that one (1) more disciplinary action could result in the termination of their employment.
- c. In the case of a third offence, the employee will be given a written warning signed by the employees or directors enforcing the disciplinary action and a copy will be placed in the employee's file. The employees or directors enforcing the disciplinary action must inform the employee that the Board will consider the termination of her employment.

7.7 Emergency Removal Procedures. Under extreme circumstances such as assault, fraud, embezzlement, etc., the Board shall have the authority to terminate immediately the employment of any employee.

- The President and at least one other member of the Board must notify the employee of the issue.
- Immediately following notification, the employee shall be suspended of duties, title, and access. All actions required to ensure the suspension of access must be overseen the President or Vice President.
- An emergency Board meeting shall be set for no more than ten (10) days from notification.
- The employee shall be entitled to speak to the issue at that meeting.
- The Board shall make a reasonable effort to notify the employee of its decision in a timely manner.

7.8 Dismissal Procedures. Dismissal of all employees will be conducted by the President and one (1) other director of the Board.

- Immediately following their dismissal, employees must receive a cheque for all unpaid monies and vacation pay owed to the employee as well as any termination pay required by law.
- 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 cannot 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.
- 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 Corporation's headquarters.

- The Board must approve any letter of recommendation for a dismissed employee sent on behalf of any employee or director of the Corporation prior to it being sent.
- 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 prevail.
- All dismissals require a simple majority vote by the Board.

Last updated on December 9 2015

Section 8: Transitions

8.1 Transition Reports. All Editorial Board members must submit a transition report to the General Manager by April 30. Executives of the Board must submit a transition report to the President by May 31.

8.2 Keys and Property. All employees must turn in their keys and any property belonging to, or in the care of the Corporation to the General Manager by April 30.

8.3 Withholding Pay. Those employees who do not complete the obligations laid out in this section shall have their last paycheques withheld until such obligations are fulfilled.

Last updated on December 9, 2015

Section 9: Advertising Policy

9.1 Board Review. The Board shall review and approve the general terms of the standard advertising contract and rate card at its first meeting of the year.

9.2 Contracts. This section must be printed on any and all contracts signed by advertisers in the booking of advertisements.

9.3 Limits. The Corporation will not publish any advertisement that is deemed to be racist, sexist, homophobic, or otherwise discriminatory; is considered to be libellous in congruence with the Canadian Libel and Slander Act, the determination of which will be made by the Editor-in-Chief of the Fulcrum; contravenes the laws of Canada or of the Province of Ontario; contains editorial content, or material which could be confused with editorial content unless the it is duly labelled on the front of the material as an advertisement.

9.4 Excessively Delayed Payments. If after 6 months from the date of the last expected payment, no payment has been received for that time period and no payment plan has been agreed upon, no further advertising contracts may be signed and no advertisements required by any standing contracts may be published.

- a. As soon as payment has been received or a payment plan has been agreed upon, then advertisement may resume and new advertising contracts may be signed.
- b. If a payment plan has been agreed to, but not upheld by the client, then the Fulcrum reserves the right to cancel any open contracts and/or pursue collections.

9.5 Refusal of Service. 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.

9.6 Liability. 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.

Last updated on December 9, 2015

Section 10: Technology Policy

10.1 Storage. 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 and provide these copies to the General Manager for the Corporation’s records and archives.

10.2 Backup Procedures. In order to ensure the Corporation has a backup of files and records available in an emergency, it will follow these procedures:

- 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 General 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.

10.3 Sale of Assets. Whenever 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 Corporation documents, programs, and information.

Last updated on December 9, 2015

Section 11: Areas of Shared Responsibility

11.1 Definition. The following shall be considered areas or items of shared responsibility or importance between the Business and Editorial departments of the organization:

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

11.2 Consultation. For all items designated in Section 11.1, neither the Editorial Board nor the Board of Directors can make unilateral changes without receiving the approval of the other body.

Last updated on December 9, 2015

Section 12: Board Meetings

12.1 Documents Provided in Advance of Meetings. The following documents shall be provided to all Board members via email no later than 48 hours prior to each Board meeting:

- a. The proposed agenda for the meeting, to be provided by the Chief of Staff;
- b. The draft minutes for the previous meeting, to be provided by the Chief of Staff;
- c. The written Editorial and Business reports, to be provided by the Editor-in-Chief, General Manager, President and Advertising Manager; and
- d. The budget year-to-date, sales aged-overdue and account balances of the Corporation, to be provided by the General Manager.
- e. Any other documents or information that will serve as the object of a meeting motion that may require substantive review, analysis, and discussion before Board members can cast informed votes.

12.2 Meeting Minutes. The vice-president internal communications or her delegate shall take minutes of every Board meeting that include:

- a. The names of the Board members and guests who attended the meeting;
- b. The text of all motions before the Board, including all related documentation necessary to give effect to a Board motion that has been passed (such as a budget); and
- c. The results of the votes on all motions.

Following the voted approval of the minutes at a duly constituted Board meeting, any two signing authorities must sign the document to certify its approval. Only signed minutes may be uploaded to the corporate website. The signed copy of the minutes shall be kept at the Corporate headquarters

Last updated on December 9, 2015

Section 13: Electronic Votes

13.1 Motions. Any Board member may propose a motion to be voted upon by the Board via email.

13.2 Force. A motion passed by the Board via email in accordance with this section has the same force and effect as though the motion were passed by the Board at a regular meeting.

13.3 Minutes. Every motion proposed via email, the results of these proposed motions, and the votes or abstentions of each Board member shall be entered into the Board minutes at the first Board meeting after the email vote is completed. This is unless the votes were specifically called for in a prior Board meeting in which case they will be recorded in the minutes of the meeting in which the call occurred.

13.4 Procedures. Any Board member proposing a motion to be voted upon via email shall send the text of the motion to the Chair of the Board, who shall, as soon as it is practicable, forward the text of the motion to each of the other Board members via email.

13.5 Vote Deadline. The Chair of the Board shall, when forwarding the motion to the Board members, specify a deadline for Board members to vote on the motion. The deadline for voting shall be no sooner than 48 hours after the motion is forwarded to the other Board members and no later than 96 hours after the motion is forwarded.

13.6 Amendments. No motion that has been forwarded by the Chair to Board members may be amended.

13.7 Abstentions. A director who does not vote in favour of or against the motion is deemed to have abstained.

13.8 Decision. An email motion is passed if it receives a simple majority vote, except where a greater threshold is required by policy, with at least as many votes cast as the number of directors required for quorum of a meeting.

Last updated on December 9, 2015

Section 14: Code of Conduct

Part 1: Introduction

14.1.1 Scope. This code applies in the context of the Corporation's workplace and in exceptional circumstances outside the Fulcrum workplace where such conduct is likely to be damaging to the Fulcrum's reputation. The workplace is defined as the physical Fulcrum Corporation offices; additionally, the workplace is further understood to include any conferences, retreats, editorial or Board of Directors meetings, irrespective of location, as well as during travelling to and from said events; furthermore, for purposes of this Code, the workplace also extends to all listservs and communications from Corporation email addresses, as well as any other time/place that an individual can reasonably be understood to be representing the Fulcrum, including and especially when on assignment. This code applies to all Fulcrum volunteers, employees and directors while they are in the Corporation's workplace as defined above.

14.1.2 Application. All employees and directors must agree in writing to the terms of this Code of Conduct before contributing to the Corporation in any way. Editors are responsible for insuring that all volunteers have read, understood, and agree to this Code of Conduct before contributing to the Corporation in any way.

14.1.3 Visibility. This Code shall be posted prominently in the Fulcrum office and circulated to current and new members. The whole document shall be posted on the Fulcrum website. Copies of this code shall be made available to anyone within 48 hours of request.

14.1.4 Violations. Violations shall be subject to the complaints process outlined in Section 14.4.

Part 2: Expectations

14.2.1 Expectations. The Corporation expects all members to aid in the maintenance of a safe, professional and smooth-running operation. All members shall:

- a. conduct themselves professionally and courteously while in the workplace or on Fulcrum business;
- b. do their utmost to foster a welcoming, tolerant, comfortable and professional environment at all times; and
- c. decline to participate in any public behaviour, discussions or commentary disparaging to any fellow volunteer, employee, director, or member of the public.

14.2.2 Office and Equipment Usage. Since the Corporation's office is shared by many people, individuals should clean up after themselves and respect the personal space of others. Equipment and other property belonging to the Fulcrum shall be treated with respect and care, and shall only be used for its intended purpose. By

extension, equipment shall not be used excessively for non-Fulcrum projects. Equipment being removed from the office shall be properly signed out and must be returned in the condition in which it was removed.

14.2.3 Damage. Damage to, or any malfunction of, Fulcrum equipment must be reported to the Editor in Chief and/or the General Manager immediately.

14.2.4 Work Done for the Fulcrum. Contributors shall:

- a. adhere to deadlines as assigned or delegated;
- b. not accept assignments they do not intend to complete;
- c. alert their editor immediately should the completion of an assignment come in to doubt;
- d. take great care to ensure the integrity of all quotes, attributions and facts, bearing in mind that errors reflect not only on personal journalistic integrity, but also directly on the credibility of the Fulcrum.

Part 3: Unacceptable Behaviour

14.3.1 Unacceptable Behaviour. All those affiliated with the Corporation may reasonably expect to pursue their work in a safe and civil environment. The Corporation therefore condemns any violence or offences against property; moreover, the Corporation denounces any harassment or discrimination on the basis (individually or in any combination) of race, colour, sexual orientation, disability, age, marital status, political or religious affiliation, place of origin, socio-economic class, gender or as a result of any conditions or requirements that do not accord with the principles of fairness.

14.3.2 Harassment. Harassment may be verbal or physical, and consists of any vexatious and/or unsolicited comment or conduct that is known, or should reasonably be known, to be unwelcome. This definition applies to both single and ongoing incidents. Harassment may include, but is not limited to:

- a. unwelcome remarks, jokes, innuendoes or taunts about a person's body, clothing, gender or sexual orientation, sexuality, racial background, disability, age;
- b. insulting gestures and jokes: for example, of a sexist, racist or homophobic nature;
- c. the display of pornographic and/or racist material outside of the context of legitimate research;
- d. refusing to talk to, or work cooperatively with, a person based on sex, race, colour, sexuality, or age;
- e. unwelcome physical contact, such as patting, touching, or pinching;
- f. unwelcome sexual overtures;
- g. sexual assault;
- h. physical assault; and,
- i. creating, or threatening to create, a condition that unnecessarily endangers or threatens the health, safety, or well-being of another volunteer, employee or director.

14.3.3 Offences Against Property. Offences against property are defined as wilfully or recklessly taking, having unauthorized possession of, and/or damaging or destroying any property belonging to:

- a. The Corporation; or,
- b. Any fellow volunteer, employee, or director when said individual's property was in the Corporation's workplace.

Part 4: Complaints

14.4.1 Complaints Process. Complaints made under this Policy shall be handled in a manner that is consistent with the principle of fairness for all parties to the complaint, regardless of constituency including obligation to hear both sides, and to render decisions untainted by bias, and to give reasons for any arising decision and to allow for a course of appeal.

14.4.2 Initial Complaint. Complaints can be brought to the overseer of complaint by anyone who has suffered, or (if not a sufferable offense) personally witnessed, a gross or recurrent failure to meet expectations (as outlined in Section 14.2) and/or any instance of unacceptable behaviour (as outlined in Section 14.3).

14.4.3 Complaint Oversight. Complaints shall be overseen in the first place by the immediate supervisor according to the following order:

- a. If there is a complaint among volunteers, the complaint will initially be overseen by an editor;
- b. If there is a complaint between a volunteer and an editor or between two editors, it will initially be overseen by Editor in Chief and General Manager;
- c. If there is a dispute between a volunteer or editor and the editor in chief or General Manager it will be initially overseen by the Board;
- d. If there is a dispute between a person external to the Fulcrum and any volunteer and employee of the Fulcrum, the complaint will initially be overseen by the Board of Directors;

14.4.4 A complainant may at any time request that their complaint be handled by the Board initially.

14.4.5 Proceeding with the Complaint. At all stages of the complaint the twin rights to confidentiality and fairness held by both the complainant(s) and the defendant(s) shall be held in the highest regard by all participants.

14.4.6 Complaint Period. Normally, a formal complaint should be filed within thirty (30) days of the alleged violation. This period may be extended at the discretion of the overseer of complaint..

14.4.7 Filing of Complaint. Any formal complaint must be made in writing, must include substantive detail as to the nature and extent of the alleged code violation(s) and must specify the identity of the defendant(s).

14.4.8 Restrictions. Complaints may not be brought on behalf of another party.

Part 5: Grievance Process

14.5.1 Grievance Committee. The overseer of complaint shall act as Chair of the Grievance Committee

14.5.2 Delays. The overseer of complaint shall inform the complainant(s) of any delays regarding the complaint procedure, should they occur

14.5.3 Human Resources Committee. In the event that the alleged offence is of a sufficiently serious nature as to suggest an ongoing danger to volunteers, employees, and directors or the Corporation's interests, the overseer of complaint shall consult the Human Resources Committee.

14.5.4 Composition. The Grievance Committee shall be composed as follows:

a. The overseer of complaint shall be the chair of the committee. She shall immediately fill the two other positions, avoiding any persons known to be substantially in conflict with either the complainant(s) or defendant(s).

b. The second member of the committee shall be a voting member of the Board .

c. The third member of the committee shall be a member of the Editorial Board.

d. The overseer of complaint should also recognize the need to represent a diversity of backgrounds and opinions on the committee.

14.5.5 Confirmation of Membership. Having preliminarily established an absence of malice or conflict on the part of a prospective member of the committee, the overseer of complaint shall disclose the written complaint to the prospective committee member in strict, stated confidence. overseer of complaint shall then ask the prospective committee member to declare if they feel able to deal fairly with the complaint involving the named parties. If they cannot do so without reservation then they shall be replaced by another suitable member.

14.5.6 Selection Deadlines. The overseer of complaint shall make every reasonable effort to complete the initial selection of the Grievance Committee within forty-eight (48) hours of receiving the complaint.

14.5.7 Notification of Complainant. The overseer of complaint will notify the complainant(s) of the composition of the Grievance Committee to ensure there are

no substantial conflicts from the perspective of the complainant(s). It shall fall to the judgment of the committee as a whole to weigh any objections.

14.5.8 Notification of Defendant. The overseer of complaint shall make every reasonable effort to notify the defendant(s) in writing that a complaint has been filed within twenty four (24) hours of the approval of the committee by the complainant(s). The composition of the committee shall be disclosed at this time. The defendant(s) shall receive a copy of the formal complaint.

14.5.9 Right of Reply. The defendant(s) shall be encouraged to submit a written statement in response to the complaint. The defendant(s) shall also be expressly informed of their opportunity to state, in writing, any objections to the composition of the committee. The defendant(s) shall normally have forty eight (48) hours to compose these responses, though this may be extended at the discretion of the committee.

14.5.10 Disclosure of Reply. The Grievance Committee members shall receive one copy each of the defendant(s)' reply to allegations made against them.

14.5.11 Defendant Objection to Committee Membership. The overseer of complaint shall review any objection on the part of the defendant(s) to the composition of the Committee.

14.5.12 Committee Membership Changes. In the event that the composition of the Grievance Committee changes by resignation or removal, both the complainant(s) and defendant(s) shall have a right of reply to the appointment of any new member of the committee.

Part 6: Investigation

14.6.1 Investigation. The committee shall thoroughly investigate the details of the alleged code violation to ascertain its veracity.

14.6.2 Interviews. Any interviews conducted shall be recorded and transcribed for the investigation file. Interviews shall be conducted only in the presence of all members of the committee. Both the complainant(s) and defendant(s) shall have the opportunity to suggest witnesses for interview.

14.6.3 Hearsay. Hearsay shall not be admissible. Hearsay may be understood as second-hand evidence in which the witness is not testifying about what he/she knows personally, but about what others allegedly told the witness they saw.

14.6.4 Leading Questions. Committee members shall not ask leading questions of the witness. Leading questions are those that supply new information to the witness or otherwise suggest an answer or put words in the mouth of the witness.

14.6.5 Transcripts. Witnesses shall be entitled to request a copy of the transcript of their own interview no less than forty eight (48) hours from giving it, and may ask for it from the investigation file at any time until the records are destroyed in accordance with provisions found below in Section 14.7.11.

14.6.6 Testimony. Witnesses may correct errors they note, but may not change their testimony. If witnesses persist in desiring to significantly alter their statements, their entire testimony shall be deemed discredited and shall be disregarded.

14.6.7 Defendant Review. Once the committee is satisfied with the evidence collected they shall forward it to the defendant(s) for review. The defendant(s) shall be given the opportunity to respond in writing to any evidence considered by the committee.

Part 7: Decisions

14.7.1 Decision. The committee may not render a decision until it has collected sufficient facts upon which to act. Decisions must be made in writing and must spell out the reasons underlying the decision. The committee may:

- a. dismiss the complaint if it is found to be groundless or dilatory.
- b. recommend another form of mediation if the complaint does not fall within the purview of this code.

In respect to a defendant who is not an employee or director of the Corporation the committee may resolve any of the following individually or in combination:

- a. request an apology from the defendant(s);
- b. issue a formal confidential notice of reprimand of the defendant to the attention of her appropriate supervisors, editors, etc;
- c. issue a temporary suspension of privileges, including barring contributions to the Corporation; and/or,
- d. recommend to the Board a permanent revocation of any and all of the defendant(s)' privileges, including but not limited to staff status, contributions, participation in any activities, attendance at conferences, or application for any Corporation positions.

In respect to a defendant who is a directors or employee of the Corporation, the committee may resolve any of the following individually or in combination:

- a. Request an apology from the defendant(s);
- b. Issue a formal reprimand for the personnel file ;
- c. Order an immediate short-term suspension with pay (if applicable) for up to two weeks, which shall include immediate expulsion from the Corporation workplace . The suspension may be extended indefinitely at the discretion of the Board;

d. Refer a recommendation of termination of employment or contract (if applicable) to the Board for ratification; and/or,

e. Recommend to the Board a permanent revocation of the defendant(s)' status within the organization.

14.7.2 Dissenting Opinion. A committee member disagreeing with the grounds and/or scope of the decision shall detail her reasoning in a dissenting opinion as part of the written decision.

14.7.3 Referrals for Ratification of Certain Decisions. The Board shall act as the body of appeal for all matters arising from this Code of Conduct's grievance process. Aspects of the complaints and the identity of those involved shall be kept in the strictest confidence and that all discussions shall be held in camera.

14.7.4 Appeal by Complainant. The complainant(s) may appeal dismissal of the complaint to the Board in writing within thirty (30) days of the decision by the Grievance Committee.

14.7.5 Conflict of Interest. Any member of the Board who is in a conflict of interest, is named in the complaint, or has ruled on the issue as a member of the Grievance Committee, shall recuse themselves from any discussion of the issue at a Board meeting.

14.7.6 Suspension. The extension of any suspension must be ratified by the Board with full reference to the investigation files. The Board shall at that time decide whether the suspension will include pay (if applicable).

14.7.7 Termination. Any recommendation for termination or permanent revocation of privileges shall only be ratified by the Board.

14.7.8 Appeal by Defendant(s). The defendant(s) may appeal any ratification decision of the Board in writing. The defendant(s) is/are entitled to a hearing before the Board in respect of any ratification or appeal.

14.7.9 Board Decisions. All decisions of the Board must be given in writing and must include reasoning, and shall be appropriately filed with other documents from the investigation. Dissenting opinions shall be included if applicable.

14.7.10 Record of Investigation. Any written decision issued by the Grievance Committee or subsequently by the Board will be included in the personnel file of the defendant(s) along with the investigation transcripts, as well as a copy of the initial written complaint and any replies. Both the complainant(s) and the defendant(s) have the right to see these documents. Other witnesses in the investigation do not have any right to said documents. Records from complaints deemed dilatory or groundless shall be destroyed after thirty (30) days, once the window for appeal has elapsed.

14.7.11 Retention of Records. Records of all complaints and decisions shall be retained in the Corporation's files for three (3) years.

14.7.12 Notification of Decisions. The right to confidentiality of complainants and defendants must be balanced firstly against the Board's need to be aware, and secondly against the need for all volunteers, employees, and directors to be kept aware of the disposition of their fellow colleagues.

14.7.13 Confidentiality of Decisions. Decisions arising out of this process, both of the Committee and the Board, shall remain confidential except in the following cases, and even so only specified aspects will be made selectively available according to the stipulations in each case:

a. In the event of any reprimand being issued to a Director, the Board shall be notified in camera of the details of the decision by the overseer of complaint.

b. In the event of a reprimand of a volunteer or employee who is not a Director, the Editorial Board and Board shall be notified in camera by the overseer of complaint.

c. In the event of any suspensions arising from this process, parties involved will be notified of the suspension of the defendant, and further that it came about as a consequence of a Code of Conduct violation. The details of the complaint and arising decision shall otherwise remain confidential.

d. None of the provisions laid out in this section shall be interpreted as to limit the power of the Board to consider all evidence on a confidential basis in the event of an appeal.

14.7.14 Legal recourse. This Code of Conduct does not affect any members' right to seek legal recourse.

Last updated on December 9, 2015

Appendix A: Executive officers

President

- Is 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 General Manager and ensures that financial controls are being enforced
- Drafts policy in consultation with the Board
- Prepares all necessary arrangements for the Annual General Meeting
- Oversees the Business department when the Board is not meeting
- Acts as a signing authority
- Writes a transition report for the incoming President
- Before or on the final day of their term, shall transfer the Board email account to the incoming President.

Chair

- Chairs all duly constituted meetings of the Board except in cases of absence
- Writes a transition report for the incoming Chair

Vice-President

- Assumes the duties of the President or General 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
- Writes a transition report for the incoming Vice-President

Chief of Staff

- Coordinates all necessary internal communication required for the Board's general activities though not necessarily all of its committees, including:
 - o Meeting agendas
 - o Meeting minutes
 - o Meeting support documents
- Fosters a culture of learning through ongoing professional development efforts that may include, but is not exclusive to:

- Curating and regularly adding to the Board of Directors Professional Development Library of Online Resources
- Preparing and where possible administering an annual orientation session for incoming directors
- Preparing or seeking out and encouraging other directors to prepare regular professional development workshops
- Fosters a culture of engagement, professionalism, and accountability
- Supports the President in the recruitment of Directors in the circumstance that Director seats are vacant
- Takes, or causes to be taken, edits, and is the keeper of all minutes of the Corporation
- Is responsible for providing all necessary notice to directors or members of the Corporation
- Compiles and distributes all documents relating to the meeting
- Writes a transition report for the incoming Chief of Staff

Last updated on December 9, 2015

Appendix B: Business Department Employees

General Manager

General

- Oversees the Business Department
- Acts as a link between the Board and the Business Department
- Acts as a liaison between the Fulcrum and Canadian University Press for administrative matters
- Implements any resolutions passed by the Board of Directors
- Attends all Board meetings
- Acts as the Office Manager of the Corporation
- Helps with the general upkeep of the office
- Provides a report to the Board at all regular meetings and as requested by the Board
- Provides adequate training to the incoming General Manager
- Writes a transition report for the incoming General Manager
- Is responsible for hiring and disciplinary procedures in accordance with Human Resources policy
- Administers employee intake
- Oversees and maintains distribution of the Fulcrum's equipment
- Performs any tasks assigned by the Board

Bookkeeping and Administration

- Maintains accounts payable
- Maintains accounts receivable in conjunction with the Advertising Manager
- Approves all advertising contracts
- Administers payroll
- Is responsible for all Fulcrum accounts
- Maintains relations with Free Media to ensure the Fulcrum receives remittances for national advertising
- Administers the Corporation's bank accounts and petty cash
- Communicates with the Fulcrum banker, accountant, and auditor
- Maintains Corporation's files to ensure that continuity is maintained from year to year
- Acts as a signing authority
- Coordinates production of bound editions

Budgetary

- Drafts Corporation's budget in accordance with budgeting policy
- Assures adherence to the annual budget
- Approves all expenditures within the parameters set by the Board
- Ensures that the advertising sales target is met

Advertising Manager

- Facilitates the booking of advertisements
- Pursues and maintains relations with advertising clients
- Maintains client lists
- Maintains advertising records
- Drafts and signs advertising contracts
- Submits all contracts to the General Manager for approval
- Collects advertising materials for publication
- Provides design services for clients
- Helps with the general upkeep of the office
- Attends all Board meetings
- Provides a report to the Board at all regular meetings and as requested by the Board
- Sets ad rates, in conjunction with the General Manager and the Board
- Prepares tear sheets for clients
- Provides adequate training to the incoming Advertising Manager
- Writes a transition report for the incoming Advertising Manager
- Coordinates placement of advertisements with the Production Manager

Advertising Intern

- Pursues new clients through canvassing activities
- Visits a set number of businesses in the local area per day, as determined by the Advertising Manager
- Meets with the Advertising Manager before going out to canvas and after the day's canvassing activities are concluded
- Records data for and assists in maintaining a database of client information in conjunction with the Advertising Manager
- Note: it is at the Board's discretion on an annual basis whether or not to fill this position.

Board Note-taker

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

On-Campus Distributor

- Is responsible for delivering the Fulcrum to all on-campus drop-points in a timely manner as determined by the General Manager
- Maintains a spreadsheet of information indicating the rate of pick-up for each location at each issue
- Maintains distribution stands

- Works with the General Manager to improve distribution effectiveness
- Provides feedback to the General Manager regarding the state of the newspapers being delivered, the number of copies left on stands, the state of stands, and other pertinent information that regards distribution
- Writes a transition report for the incoming On-Campus Distributor

Last updated on December 9, 2015

Appendix C: Editorial Employees

Editor-in-Chief

- Ensures the regular publication of the Fulcrum
- Is responsible for the overall editing of the paper, including but not limited to libel, spelling, grammar, *Fulcrum* style, clarity, accuracy, and completeness
- Approves all content for publication
- Determines number of issues published and sets circulation in consultation with the Production Manager
- Selects a printer for the publishing year in consultation with the Production Manager
- Acts as a liaison between the Board and Editorial Board
- Acts as a liaison between the Fulcrum and Canadian University Press for editorial matters
- Implements any staff directives
- Oversees Editorial Employees
- Determines, in conjunction with the Production Manager, the Fulcrum's copy chain, including but not limited to choosing which staff positions (located in Appendix C) will be hired and what format pages will be edited in
- Edits all content to ensure that it is consistent with the Constitution, policies and the laws of Ontario and Canada
- Is responsible for the editorial and letters to the editor
- Works with the Managing Editor to develop and implement a social media strategy for promoting the Fulcrum online
- Conducts staff elections in March for the following year's Editor-in-Chief position
- Advertises for all hired Editorial Board and non-elected, paid staff positions in consultation with the Production Manager
- Is responsible for hiring and disciplinary procedures in accordance with Human Resources policy
- Ensures the formation of the hiring committee for paid positions, and if needed complete the hiring in consultation with the Production Manager and President
- Maintains relations between the *Fulcrum* and outside organizations
- Acts as the contact person for all external inquiries concerning the newspaper that do not fall within the bounds of other editorial or staff positions
- Mediates disputes between staff members and deals with staff member complaints and/or refers complaints to the mediation committee in consultation with the Human Resources Committee
- Oversees and coordinates the mediation committee in consultation with the Production Manager
- Attends all staff, Editorial Board and Board meetings
- Provides a report to the Board at all regular meetings and as requested by the Board
- Helps with the general upkeep of the office
- Fields and resolves reader complaints
- Ensures Editorial Board staff evaluations are conducted at least once per semester in consultation with the Production Manager

- Serves as a chair for the Editorial Board and all Staff Meetings
- Holds at least six (6) office hours during the rest of the week. These hours must be during regular business hours
- Supervises a transition period following the hiring of Editorial Board positions
- Assumes duties of any editorial employee should she resign or is no longer able to work for the *Fulcrum*, or may appoint an interim until another employee is hired or elected
- Devises and implements recruiting strategies for new volunteers throughout their term
- Evaluates the need for volunteers in each section, in conjunction with the section editors
- Maintains a database of volunteer contact information
- Creates/updates a volunteer list serve in conjunction with the General Manager
- Tracks and maintains a list of contributors with staff status
- Helps to ensure volunteers feel welcome and acts as a resource and face of the paper for them
- Organizes social events in conjunction with the General Manager
- Develops internal and external strategies to increase the visibility of the paper on campus
- Investigates marketing opportunities for the paper throughout their term
- Coordinates activities geared towards employee appreciation in conjunction with the General Manager
- Offers training to an applicant running for the position of Editor-in-Chief for the upcoming publishing year
- Provides adequate training to incoming Editor-in-Chief
- Sits on the Elections Committee for the incoming Editor-in-Chief
- Sits on the Hiring Committee for the incoming Editorial Board positions
- Writes an end-of-term transition report
- Helps ensure section editors' deadlines are met
- Maintains the advertising ratios in cooperation with the Production Manager
- Acts as a liaison for editorial matters with Canadian University Press

Managing Editor

- Is responsible for editing all copy for structure, tone, factuality, clarity, newsworthiness, libel, spelling, grammar, *Fulcrum* style, clarity, accuracy, etc., as well as ensure 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
- Assist with content creation by keeping up with the *Fulcrum* news beat and suggesting stories and ideas to editors
- Updates Facebook page and Twitter feed on a regular basis
- Has a hand in crafting and shaping pitches at the weekly Editorial Board meetings

- Works with the Associate Online Editor to secure consistency and high quality for all web content
- -Covers breaking news events as they occur for online purposes
- Responsible for proofreading pages on Tuesday evenings if a Staff Proofreader is not hired
- Edits contents, structure, and style of all submitted content for the website
- Regularly uploads new, web-exclusive content (written, audio, and/or video)
- Uploads content as often as necessary, in consultation with the Editor-in-Chief, in order to ensure website remains an up-to-date source for news from all sections
- 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
- Works with the Editor-in-Chief and Production Manager to handle human resources and other in-house issues.
- In cooperation with other staff and volunteers, ensures breaking news from all sections is regularly uploaded to the website
- 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 in conjunction with the Editor-in-Chief
- Must receive professional training in the summer months as determined by the Editor-in-Chief
- Seeks and oversees volunteer fact-checkers and proofreaders
- Holds at least three (3) office hours per publishing week, outside of production duties and during regular business hours
- Trains Editorial Board members and volunteers if there is interest
- Attends staff and Editorial Board meetings
- Encourages contributors to attend staff meetings
- Helps with the general upkeep of the office
- Offers training to anyone applying for the position for the upcoming publishing year
- Sits on the Hiring Committee for the incoming Managing Editor
- Provides adequate training to the incoming Managing Editor
- Writes an end-of-term transition report
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

Production Manager

- Design the look of the paper
- Sets the production schedule of the paper in consultation with the Editor-in-Chief as directed by the Business Department for approval by the Board
- Selects a printer for the publishing year in consultation with the Editor-in-Chief
- Coordinate the production of the paper
- Helps ensure section editors' deadlines are met
- Dummies the layout of the newspaper in consultation with the Editor-in-Chief and the section editors

- Places advertisements as directed by the Business Department
- Maintains the advertising ratios in cooperation with the Editor-in-Chief
- Is responsible for production training and coordination of interested volunteers and staff
- Is responsible for the layout of the paper, in consultation with section editors and the Visual Editor
- Holds at least six (6) hours outside of the production schedule in the office during regular business hours
- Coordinates editorial staff office hours
- Helps with the general upkeep of the office
- Cleans and maintains all machines in the office; including but not limited to the answering machine, computers, laser printers, fax machine, and scanners
- Attends staff and Editorial Board meetings
- Mediates disputes between staff members and deals with staff member complaints and/or refers complaints to the mediation committee in consultation with the Editor-in-Chief
- Oversees and coordinates the mediation committee in consultation with the Editor-in-Chief
- Communicates regularly with the printer
- Coordinates with the General Manger the stocking and order all supplies
- Lays out newspaper in consultation with the Editorial Board
- Creates archive of computer files and advertisements on a regular basis in accordance with the Technology Policy
- Archives computer files (Pagemaker and Word) and ads on a regular basis
- Is responsible for uploading and maintaining pdfs of the Fulcrum on the website
- Is responsible for the coordination of all *Fulcrum* covers in consultation with the Visual Editor
- Advertises for hiring of all paid staff in consultation with the Editor-in-Chief
- Offers training to applicants applying for the position of Production Manager for the upcoming publishing year
- Sits on the Hiring Committee for the incoming Production Manager
- Ensures the formation of the Hiring Committee for paid staff positions, and if needed complete the hiring in consultation with the Editor-in-Chief
- Provides adequate training to the incoming Production Manager
- Writes an end-of-term transition report
- Ensures Editorial Board staff evaluations are conducted at least once per semester in consultation with the Editor-in-Chief
- Performs any other duties as assigned by the Editor-in-Chief

Section Editors (News, Arts and Culture, Sports, Features, and Opinions)

- Seeks contributors for her section
- Generates ideas for content in her section
- Generates content for her section
- Assigns articles to contributors

- Liaises with the Visual Editor about artistic content appearing in her section
- Ensures production deadlines are met
- Edits content, structure, and style of all copy for her section
- Educates all interested volunteers (through seminars, workshops, guest speakers, one-on-one training, etc.)
- Liaises with the Production Manager and Visual Editor about the layout of her section
- Ensures there is sufficient copy to fill the space assigned by the Production Manager
- Uploads all print content to the Fulcrum website each week
- Uploads all relevant content to the Canadian University Press wire each week
- Is 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
- Attends staff and Editorial Board meetings
- Encourages contributors to attend meetings
- Holds at least three (3) office hours per publishing week, outside of production duties and during regular business hours
- Regularly provides feedback to volunteers
- Solicits story ideas from volunteers
- Helps with the general upkeep of the office
- Offers training to applicants applying for the section editor position for the upcoming publishing year
- Provides adequate training to the incoming Section Editor
- Sits on the Hiring Committee for the incoming Section Editor
- Provides adequate training to the incoming Section Editor
- Write an end-of-term transition report
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

Online Editor

- Generates and promotes online exclusive content for the *Fulcrum*
- Responsible for design of all stories appearing online
- Solicits contributions from staff and volunteers for multimedia content
- Assigns articles and projects to contributors
- Determines the Associate Online Editor's biweekly assignments in consultation with the Editorial Board
- Assigns graphic and/or photographic assignments to the Visual Editor
- Educates (through seminars, workshops, guest speakers, one-on-one training, etc.) all interested staff in all aspects of the section
- Attends staff and Editorial Board meetings
- Encourages contributors to attend meetings

- Holds at least three (3) office hours per publishing week—office hours must be scheduled during regular business hours
- Conducts a regularly scheduled meeting with volunteers for content feedback and new story ideas
- Helps with the general upkeep of the office, including but not limited to cleaning and filing
- Works with the Board's Chief of Staff to ensure all relevant documentation (i.e. meeting minutes, audits, reports, etc.) are on the Fulcrum website
- Ensures website design is consistent with print in conjunction with Production Manager
 - Works with Advertising Manager to ensure all online ads are posted on time and meet Advertising Manager's specifications
- Is responsible for the general upkeep of the Fulcrum's website including liaising with website host, ensuring the interface is aesthetically pleasing, and maintaining the functionality of the website
- Meets 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 Updates and reorganize design and layout of the website when necessary, in consultation with the Editor-in-Chief
- Works with the Online Editor to ensure all aspects of the website are up-to-date and functioning properly
- Consults with the Editor-in-Chief, Online Editor, and other Editorial Board members to regularly update existing features and add new features to the website
- Ensures print content is consistently and properly archived on the website
- Ensures production deadlines are met
- Offers training to anyone running for position in end-of-year hiring
- Provides adequate training to the incoming Online Editor
- Sits on the Hiring Committee for the incoming Online Editor
- Writes an end-of-term transition report
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her 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 multimedia product 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* YouTube channel

- Work with the Online Editor to solicit volunteers for video production
- Must educate all interested volunteers upon the request of the Editor-in-Chief and/or the Online Editor
- Attends Editorial Board meetings upon request
- Attends all staff meetings
- May only be excused from any of their duties by the Editor-in-Chief

Visual Editor

- Seeks contributors to provide artistic content
- Generates ideas for artistic content
- Delegates or executes all artistic assignments
- Educates all interested volunteers in all aspects of the graphic/photographic content of the newspaper (i.e. through seminars, workshops, guest speakers, one-on-one training, etc.)
- Is responsible for digital photography equipment
- Is responsible for editing all photos and graphics
- Is responsible for the coordination of the cover in conjunction with the Production Manager
- Hold at least three (3) office hours per publishing week, outside of production duties and during regular business hours
- Is responsible for managing and regularly updating the *Fulcrum's* Flickr pool
- Attends staff and Editorial Board meetings
- Encourages contributors to attend staff meetings
- Helps with the general upkeep of the office
- Offers training to anyone applying for the position for the upcoming publishing year
- Sits on the Hiring Committee for the incoming Visual Editor
- Provides adequate training to the incoming Visual Editor
- Writes an end-of-term transition report
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

Associate News Editor

- Must write a minimum of two stories per issue as assigned by the News Editor
- Assists the News Editor during production of the newspaper
- Must be available for last-minute assignments
- Meets all production deadlines assigned by her editor
- Attends all staff meetings
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

Multimedia Coordinator

- Works closely with the Managing Editor and Visual Editor to generate and promote multimedia content for the Fulcrum
- Work with the Managing Editor and Visual to solicit volunteers for multimedia content production
- 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 Managing Editor, or multimedia content accompanying one story assignment, and photo assignments accompanying three stories per week, as assigned by the Managing Editor, and Visual Editor
- Responsible for creating one multimedia product every two weeks in consultation with the Managing Editor, in addition to weekly multimedia content
- Responsible for covering special events upon request of the Editor-in-Chief and/or the Managing Editor
- Ensure all multimedia content is of consistent quality and style
- Maintain and promote the Fulcrum YouTube channel
- Must educate all interested volunteers upon the request of the Editor-in-Chief and/or the Managing and Visual editors
- Attends Editorial Board meetings upon request
- Attends all staff meetings
- Responsible for maintaining all video, photography and digital equipment
- May only be excused from any of their duties by the Editor-in-Chief

Staff Reporter

- Writes 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 Managing Editor
- Meets all production deadlines assigned by her editors
- Must have at least two hours available on each of Monday and Tuesday for last-minute assignments
- Attends Editorial Board meetings upon request
- Attends all staff meetings
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

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
- Meets all production deadlines assigned by the Visual Editor

- Must have at least two hours available on each of Sunday, Monday, and Tuesday for last-minute assignments
- Attends Editorial Board meetings upon request
- Attends all staff meetings
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

Proofreader

- Proofreads all content in every issue
- Acts as a resource for volunteer proofreaders
- Attends Editorial Board meetings upon request
- Attends all staff meetings
- Performs any other duties as assigned by the Editor-in-Chief
- May only be excused from any of her duties by the Editor-in-Chief

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