

# Arthur Policies and Procedures

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• Consolidated November 2019

## **MISSION STATEMENT:**

Arthur's goal is to produce a weekly newspaper that gives informative, interesting and accurate accounts of events and issues relevant to Trent students.

Arthur is a student learning community. Arthur is an essential component of the student community. Arthur should be accessible to encourage participation so that it can be representative of the communities it serves.

Arthur strives to be valuable and constructive by providing information and analysis, and by giving a forum to individuals and groups that have little or no access to other forms of media.

Arthur acknowledges its privileged position in being free from commercial and administrative controls. We strive to protect that position by defending our Editorial autonomy.

Our mandate is to cover issues that affect students. However, we believe that no subject needs fall outside the grasp of the student press. We best serve our purpose when we help widen the boundaries of debate on education, social, economic, environmental and political issues.

## **1. INTRODUCTION & DEFINITIONS**

### 1.1 Introduction

The following policies and procedures are intended to give Arthur Board, staff and volunteers the structure and guidelines necessary to fulfil their roles and to work together in an effective manner. Working or volunteering for the University newspaper should be fun and educational experience.

These policies and procedures should be reviewed and updated by the Board of Directors as often as required. They should be made accessible to the Board, staff and volunteers by maintaining an easily accessible copy in the office and having an up-to-date copy on the website. Policy and procedure suggestions can be brought to board meetings for review.

Policies and procedures should be reviewed at the end of each year to assure the policies and procedures have been properly enacted.

## 1.2 Breakdown of Roles

Arthur's Board ensures the year to year survival of Arthur as a corporation. They are accountable to the Membership and the Staff Collective.

The Coordinating Editor(s) are responsible for managing the organization and ensuring that Arthur is published weekly. They are accountable to the Staff Collective.

Other paid staff are responsible to the Coordinating Editor(s) are hired by them. The Staff Collective elect the Editor(s) and three Board members. The Membership elect four Board members.

## 1.3 Definition of Terms

### Membership:

The Membership of Arthur consists of all full-time and part-time students of Trent University, all past Editor(s) of Arthur, anyone who is part of the Staff Collective, and anyone who applies and is approved by the Board as a member [Sec. 3 (a) of the By-Laws].

### Staff Collective:

The Staff Collective is made up of anyone who has contributed to the production of at least 15% of the issues of Arthur in a year. The Staff Collective includes both paid and volunteer staff [Sec. 1. (b) and (d) of the By-Laws].

### Staff Box:

The list of contributors to an issue of Arthur which is published on the Editorial page of every issue. Contributors include anyone who works on production, submits an article that is not a letter to the Editor that is published, does distribution or does any other form of work that is necessary for the publication of an issue [Sec. 1. (c) of the By-Laws].

### Membership Directors:

Four people who are elected from the Membership by the Membership at the AGM, serving a term of office until the next AGM.

### Staff Collective Directors:

Three people who are elected from the Staff Collective by the Staff Collective at the Spring Elections, serving a term of office until the next Spring Elections.

### Coordinating Editor(s):

The elected staff position that consists of one or two people, at least one of which at a full-time position. Also called the Editor(s), Co-Editor(s) or Managing Editor(s). This is not referring to part-time Section Editors or the Editors of one of the

Community Self Representation Project papers/supplements [Sec. 7. of the By-Laws].

#### Consensus Decision Making:

Consensus is a group decision-making process where all members are heard and take part in making decisions. No decision is final until everyone in the group feels comfortable with the decision, and is able to implement it without resentment. Consensus relies on persuasion when there is disagreement. It is a process during which people discuss a proposal, and keep changing it to take into account different ideas or disagreements.

Consensus is not unanimity. Reservations or differences on a particular issue may still exist within the group. Individuals may prefer a solution other than the one that is adopted. Consensus is reached if everyone in the group is willing to accept a decision and they feel that it is the best possible decision that can be achieved at the time under the circumstances.

#### Conflict of Interest:

A person is in a conflict of interest situation when;

- (a) they, their family member, or partner(s) stand to gain as a result of a decision made by the Board or the Staff Collective or;
- (b) they do not act in the best interest of Arthur by compromising their position as a Board member or staff collective member of Arthur as a result of involvement with an individual, group or organization (this does not include one's membership in a cultural, racial, gender, etc group).

#### Partner(s):

Partner(s) who are in a physical, romantic, or business relationship.

#### Racism:

Racism involves societal power imbalance which enables individuals to act on prejudice. Therefore, no person of colour can be racist towards white people in this society. Racism can take many forms both overt and subtle.

The following is a non-exhaustive list of different ways that racism can be expressed: condescension, paternalism, derogatory comments, taunts, threats, racial jokes, teasing or jeers about ethnic origin or religious rituals, racial epithets, perpetuation of stereotypes (whether positive or negative), exclusion, and generalizations ascribing characteristics to every member of a racial group.

#### Discrimination:

- (a) Negative generalizations or comments directed at historically marginalized individuals or groups, which are based on their race, ethnicity, sex, sexual orientation, gender or disability, or the display of material which may reasonably be perceived to create a negative psychological and emotional working environment.

- (b) Comments which have the effect of silencing or reducing the ability to participate of in historically marginalized individuals or groups because of their race, ethnicity, sex, sexual orientation, gender or disability.
- (c) Comments which jeopardize the safety of historically marginalized individuals or groups which are based on their race, ethnicity, sexual orientation, sex, gender or disability.
- (d) Comments which have the effect of demeaning, belittling, or humiliating historically marginalized individuals or groups because of their race, ethnicity, sex, sexual orientation, gender or disability.

#### Sexual Harassment:

- (a) Unwanted sexual attention of a persistent or abusive nature, made by a person who knows or ought reasonably to know that such attention is unwanted. Unwanted sexual attention can include but is not limited to unwelcome cornering, touching, pinching, brushing the body, and actual or attempted rape or assault.
- (b) Implied or expressed promise or reward for complying with a request of a sexual nature (Quid Pro Quo).
- (c) Reprisal, the implied or expressed threat of reprisal, or the denial of opportunity for refusal to comply with a request of a sexual nature.
- (d) Remarks and behaviour of a sexual nature of the display of material which may reasonably be perceived to create a negative psychological and emotion working environment. Negative remarks can include but is not limited to unwanted sexual insults, innuendos, jokes, and humour about sex or gender-specific traits, sexual propositions, or threats.

#### Harassment:

To pester, torment or threaten to the degree that it interferes with the staff or volunteer person's work at Arthur.

#### Issue #:

Issue #s referred to in these policies are based on a 24-issue volume. Issues start on Issue 0 in introductory week. Should the number of issues be different during a publication year, the Issue #s referred to should be reinterpreted to reflect that publication year (i.e. Issue #23 would refer to the second last issue of the year).

## **2. BOARD OF DIRECTORS**

### 2.1 Membership and Meetings

The Board of Directors consists of seven elected members. The Coordinating Editor(s) are expected to attend Board meetings. Paid and volunteer staff who are not Board members may attend and participate in meetings but may not block consensus. The Board meets in closed session to deal with legal or personnel issues.

Board orientation and training is to take place within two weeks following both the AGM and Spring Elections.

The number of Board members who are volunteers of Arthur must be more than the number of Board members who are paid staff members of Arthur.

No family member or partner of a Coordinating Editor may run for a position on the Board of Directors.

Arthur Board members must not be working for or serving on the Board of the Trent Central Student Association, college cabinets, the Board of Governors or Senate.

The Board meets at least once per month. Official minutes are kept at all Board meetings. Decisions are made by consensus decision making. Quorum at Board meetings is four Directors.

Should Board membership fall below four the remaining members and the Editors should call a General Meeting as soon as possible to elect Membership Directors. The Staff Collective should also meet to elect Staff Collective Directors.

## 2.2 Election and Removal of Board Directors

### 2.2.1 Election of Board Directors

Anyone who is not a member of Arthur and who wishes to run for a Board position must apply to the Board of Directors for membership before the election.

Four persons are elected from the Membership by the Membership at the AGM in the fall, serving a term of office until the next AGM [Sec. 4 of the By-Laws]. These Board members are Membership Directors.

Three persons are elected from the Staff Collective by the Staff Collective at the Spring Elections, serving a term of office until the next Spring Elections [Sec. 4 of the By-Laws]. These Board members are Staff Collective Directors.

Board elections should be announced in Arthur at least two issues before the election. The definitions of Membership Directors and Staff Collective Directors, the process for becoming a Member and the date of the next Board meeting should be included in the announcement.

### 2.2.2 Appointment of the Board Directors

If a Director is removed prior to the end of their term of office, or the position is vacant, the Board may hold a meeting to appoint a replacement to carry out the remainder of the term of the Director [Sec. 4 (d)]. Board membership must not be less than four.

Applicants should submit a letter to the Board in order to be considered for appointment. The Board will meet with the applicant and discuss the responsibilities of Directors and the skills they would contribute and reasons for wishing to become a Director. The Board will decide on their suitability as a Director.

Board openings should be announced in Arthur when possible. During summer months and times the paper isn't published, a call out on Arthur's Social Media channels may be deemed more effective and therefore necessary. The definition of Membership Directors and Staff Collective Directors, the process for becoming a Member and the date of the next Board meeting should be included in the announcement.

### 2.2.3 Removal of Directors

**Voluntary Resignation:** Any Board Director who wishes to relinquish their position before the end of their term must send a letter of resignation to the Chair. The resignation is effective on the date specified in the letter, or, if not specified, on the date the letter is received by the Chair. If the Chair resigns, the letter is submitted to the Secretary.

If a Board member submits a nomination to run for the position of Coordinating Editor, the Board member must resign from the Board.

**Involuntary Resignation:** As in Section 4 (a) and (d) of the by-laws, Directors may be removed:

- (a) by a resolution by the Members at a meeting of the Members (Membership Directors only);
- (b) by a resolution of the Staff Collective at the Staff Collective meeting (Staff Collective Directors only);
- (c) by death or incapacity to act; or,
- (d) if a Director fails to attend three meetings of the Board without legitimate reason determined by the Board.

Involuntary resignations will be accepted and recorded in Board minutes.

### 2.3 Summer Board

If a Board member is unable to serve on the Board during the summer months, they must sign a letter of resignation before leaving Peterborough for the summer. The Board may appoint Directors to fill vacant positions.

### 2.4 Responsibilities of Directors

#### 2.4.1 The Board as a collective:

- (a) ensures the year to year survival of Arthur as a corporation;
- (b) reviews the financial status of the organization, passes the budget and approves major purchases;
- (c) sets overall goals, objectives and policies of Arthur;
- (d) monitors the progress of legal activities taken against Arthur, gives advice to the Editor(s) and may be required to respond to legal correspondence;
- (e) may respond to complaints against the Editor(s) regarding Editorial policy;
- (f) may field other complaints;
- (g) adopts or amends By-Laws (which must be passed at a meeting of the Members) and policies and procedures;
- (h) creates Board/staff committees or task groups and sets the mandate and timeline of each committee or task group. At least one Board member should sit on each committee or task group;
- (i) plans the Fall AGM and the Spring Election meeting;
- (j) gives feedback to the Coordinating Editor(s) when they present reports;
- (k) help with securing funding for the payment of student positions. This funding must be arranged by the first issue of the year;
- (l) keep up to date with Arthur's equipment needs and may solicit equipment from sponsors;
- (m) be aware of health and safety issues and work on developing policy and procedure for health and safety; and,
- (n) support Arthur Newspapers' fundraising efforts and assist in the financial well-being of the newspaper (i.e. resource gathering, grant writing).

#### 2.4.2 Each Director:

- (a) must attend Board meetings;
- (b) must be readily accessible to the Staff Collective and Membership and to carry out general office duties as necessary;
- (c) must be sure they have received, read, and understood the Board Orientation Package before taking part in decision making at meetings;
- (d) must participate in anti-oppression and Board training;
- (e) must read the minutes from the previous Board meeting. Directors may only participate in discussion and decision making when they have verbally stated that they are up-to-date in reading Board minutes; and,
- (f) sit on hiring committees as needed.

#### 2.4.3 Ethical Responsibilities

Board Directors agree to:

- (a) uphold the Mission Statement, By-Laws and Policies and Procedures of Arthur;

- (b) be accountable to the Membership and Staff Collective;
  - (c) avoid (or declare) all possible conflicts of interest, and even the appearance of a conflict of interest which may harm Arthur's reputation;
  - (d) keep all information about complaints, personnel, or legal matters confidential;
- and,
- (e) represent Arthur in a professional way at all times to the public and the Membership. Individual Directors may not speak on behalf of the Board without Board approval.

## 2.5 Descriptions of Board Positions

The Board decides amongst themselves who will fill each position. Positions are decided on at the first meeting after the Spring Elections and AGM.

### 2.5.1 Chair of the Board

- The Chair should be a person with experience on Arthur's Board or with Arthur in general;
- The Chair facilitates Board meetings by ensuring that meetings are run efficiently and effectively, that everyone is given a chance to speak and that Board Directors are respectful of each other's points of view;
- The Chair ensures that consensus is reached after an issue has been discussed thoroughly;
- They may attempt to refocus discussion when necessary, defer an item if more information is needed, or ask a committee or task group to deal with an item;
- The Chair works with the Editor(s) in setting the agenda for Board meetings, AGMs, and Spring Election meetings;
- The Chair must ensure that there is a current Board Orientation Package and that all new Board members possess and have a clear understanding of such a package.
  - The Board Orientation Package should include:
    - a description of the Board
    - its role
    - a breakdown of each portfolio
    - and a copy of the policies and procedures.
  - Each Board member should have his/her own copy of the Board Orientation Package;
- The Chair communicates with funders as necessary;
- They may speak on behalf of Arthur in public if directed to do so by the Board;
- The Chair is aware of the financial status of Arthur as reported by the Treasurer;
- They ensure that Board positions are filled and that Directors are fulfilling their responsibilities;



- They may be a signing officer and may be required to sign documents requiring the President's signature; and,
- The Chair should write a report of success/failures at the end of their term.

### 2.5.2 Treasurer of the Board

- The Treasurer must not be a paid staff person;
- It is preferable that the Treasurer have financial experience;
- The Treasurer will ensure that Arthur's financial archives are kept for a period of seven years;
  - These archives include, but are not limited to:
    - actuals
    - budget
    - balance sheet
    - income statement;
- They may assist the Editor(s) in drafting a budget;
- The Treasurer must meet regularly with the Editor(s) and bookkeeper to discuss all financial matters. They monitor the financial health of the organization and present monthly income statements at Board meetings;
- The Treasurer presents the final statement at the AGM;
- The Treasurer is a signing officer with the bank. Cheques for the coordinating Editor(s) should be signed by the Treasurer;
- The Treasurer ensures that the budget is followed;
- The Treasurer ensures that a (local) bookkeeper is hired to close the books in the summer;
- The Treasurer is in contact with the Financial Services office regarding Arthur's account and levy;
- The Treasurer gives the final statement to the University and picks up the levy cheque; and,
- The Treasurer should write a report of successes/failures at the end of their term.

### 2.5.3 Secretary of the Board

- The Secretary should have experience with Arthur and have good organizational skills;
- The Secretary records the minutes of all Board meetings, AGMs and Spring Election Meetings;
- Minutes must indicate a clear record of decision making;
- It is the Secretary's responsibility to keep official minutes of all meetings in the designated area of the office that are not to be taken out of the office.
- If minutes to a meeting are requested by a non-Board member, any personnel or other confidential information should be removed in the copy provided;
- The Secretary ensures that minutes are amended if necessary and passed at

- the next meeting;
- The Secretary should be familiar with past minutes and may refer to them during discussions at Board meetings;
- The Secretary shall handle all Board correspondence as may be required by the Board;
- The Secretary must maintain the Board binder with all documents that relate to agenda items and make sure that all Directors have read the binder before the meeting; and,
- The Secretary should write a report of successes/failures at the end of their term.

#### 2.5.4 Internal Affairs Commissioner (IAC)

- The Internal Affairs Commissioner should be a Staff Collective Director of the Board. This person acts as a representative for the Board to the staff and should attend Staff Collective meetings;
- The IAC may help with grants for staff positions (Work Study, Section 25, Co-op students, etc.);
- This person sits on the Spring Elections planning committee;
- The IAC may deal with complaints to the Board made by members of the Staff Collective or Board when directed to do so by the Board;
- The IAC should arrange a meeting with the Staff Collective before the first reading break so that all paid staff members know who they are and what their responsibilities are. The IAC should sit on the Anti-Oppression Committee;
- The IAC should assist the Volunteer Coordinator to plan events, workshops, recruitment;
- The IAC should work with the Editors to review staff job descriptions. This person is responsible for proposing changes to the board after the original hiring model and budget has been proposed; and,
- The IAC should write a report of successes/failures at the end of their term.

#### 2.5.5 External Affairs Director (EAD)

- This person should be a Membership Director of the Board.
- The EAD acts as a representative to outside organizations and individuals.
- The EAD should ensure there is a wide distribution of Arthur.
- The EAD should promote Arthur widely.
- The EAD should solicit prizes and giveaways.
- The EAD organizes any bursaries to independent publications.
- The EAD should be available to caucuses to assist in the production of CSRP's.
- The EAD should establish and maintain relationships with Community Organizations. The EAD should encourage student groups and community organizations to access Arthur and its resources, (i.e. send out information letters to groups/organizations.)

- The EAD should work to get Arthur's name out in the community whether it be through postering, promotion, or sponsorship of events, etc.
- The EAD should establish and maintain a list of contacts.
- The EAD will write a report of successes/failures at the end of their term.

### **3. PERSONNEL POLICIES & PROCEDURES**

#### 3.1 Forms of Employment

According to By-Law 7(a.i.), Editors are the only position which are required to receive full-time remuneration for their employment. All other positions are coordinated by the Editors and paid at the rate and discretion of the Board. During times of financial hardship, it is recommended that Editors hire (and remunerate) in this priority sequence:

1. Themselves;
2. Business Manager (and any other financial/business positions as necessary);
3. Distribution Manager;
4. Production Assistant (only if Editors have no prior experience);
5. Volunteer Coordinator/Section Editors; and then,
6. All other positions.

If possible, Editor(s) may also decide to distribute the paper themselves and/or find volunteers to do so. If this is done, it is recommended that the Board is consulted and additional funds are added to the budget for honorariums to help offset the cost of gas/transportation.

It is highly recommended that all writing and production positions (ex., Section Editors, Production Assistant) are hired on a per-semester basis. This is to assure proper review of employees and for budgetary reasons.

The following list of positions of employment are intended to be helpful in budget creation. They may change depending on Arthur's financial situation and other conditions, based upon Editor(s) needs and objectives for the current Volume. All wages and honoraria must be approved by the Board of Directors.

*Coordinating Editor(s)* [Approx. 28 weeks x 35 hr/week]: As elected by the membership. This position is the only mandatory job on Arthur's payroll. All other jobs can be held on a volunteer basis or otherwise fulfilled by the Coordinating Editor(s). Duties may include: planning and maintain production schedules, hiring and supervising staff, pagination, editing, maintaining office hours, administrative emailing, creating budget with Board Treasurer, filing paperwork, sending finished newspaper into printer, conducting story meetings, and approving articles for publication.

*Business Manager(s)* [Approx. 30 weeks x 10 hr/week]: Hired to assist in office

business. In the past, this position also replaced the need for a bookkeeper as they had maintained the books and assisted in communication with advertisers. Other jobs business manager(s) have done in the past are: maintaining record of finances/spending, opening a closing accounts with local businesses for advertising purposes, and general office upkeep. Business managers typically are hired on longer contracts with the potential to renew annually.

*Production Manager* [Approx. 22 weeks x 7 hr/week]: Typically hired if only one Editor is elected by the Staff Collective. This position assists in production management and oversees creation of the paper with the elected Editor. The position typically would begin during the same week as Editor(s) and business manager(s).

*Production Assistant* [Approx. 25 weeks x 10 hr/week]: Hired to help Editor(s) in the design and layout of the paper. Typically this position works alongside editors within the office. Production Assistants are expected to have a basic understanding of the design program and layout basics.

*Section Editor(s)* [Approx. 22 weeks x 15 hr/week]: Hired to design, edit, and recruit volunteers for their respective section of the newspaper, to assure submissions are in, attend story meetings, and regularly submit pieces to their sections. These positions are mutually exclusive to the Section Editor(s) positions and Volunteer coordinator(s) positions (ex., when Section Editor(s) are hired, weekly/bi-weekly writer(s) are not).

*Weekly/bi-weekly writer(s)* [Approx. 22 weeks x 7 hr/week]: Hired to attend weekly story meetings and submit two or more articles a week. It is highly recommended that this position is hired on a semester-long term to assure proper evaluation of each writing position. These positions are mutually exclusive to the Section Editor(s) positions and Volunteer coordinator(s) positions (ex., when Section Editor(s) are hired, weekly/bi-weekly writer(s) are not).

*Volunteer coordinator(s)* [Approx. 22 weeks x 7 hr/week]: Hired to manage and coordinate volunteer submissions. These positions are mutually exclusive to the Section Editor(s) positions and Volunteer coordinator(s) positions (ex., when Section Editor(s) are hired, weekly/bi-weekly writer(s) are not).

*Proofreader* [Approx. 22 weeks x 5 hr/week]: Hired to assist in proofreading the paper weekly. Can be hired in conjunction with the Copy Editor(s) position.

*Copy Editor* [Approx. 22 weeks x 5 hr/week]: Hired to assist in reviewing articles for the newspaper and fact checking. Can be hired in conjunction with the proofreader(s) position.

*Distribution Manager(s)* [Approx. 24 weeks x 7.5 hr/week]: Hired to distribute the

paper. Typically this position requires regular transportation. Typically expected to not utilize all hours for distribution, but additional hours recorded to subsidize cost of gas/insurance.

*Advertising Manager* [Approx. 22 weeks x 5 hr/week]: Hired to both/either create advertising revenue and/or design advertisements for local business who seek to promote themselves in the newspaper. At the end of the production year this position would follow up on unpaid accounts..

*Bookkeeper* [Approx. 22 weeks x 5 hr/week]: Hired to maintain weekly bookkeeping tasks (billing, paycheque signing/delivery).

*Social Media manager* [Approx. 22 weeks x 5 hr/week]: Hired to help update social media and maintain the newspapers presence online.

*Summer Bookkeeper* [Approx. 2 weeks x 15 hr/week]: A bookkeeper hired over the summer to bring the books up to date and to close the books.

### 3.1.2 Honoraria

Honoraria may be given for consistent volunteer work in a specialized field.

The Editor(s) and/or Business Manager also may receive an honorarium to recognize unpaid volunteer work. This is not to exceed \$500 each.

All decisions around honoraria must be approved by the Board.

### 3.1.3 Other Jobs

The Editor(s)/board members may apply for grants to hire other staff. This may include hiring staff through Summer Career Placement, Canada Summer Jobs, or placements through other programs.

### 3.1.4 Summer Programming

All policies that govern traditional Arthur procedures can be applied to any summer programming that occurs.

## 3.2 Hiring

All hiring is done by the Coordinating Editor(s) during the school year. Board members should also sit on hiring committees. If Editor's decide to run Arthur-In-Summer during the summer months, hiring should be done by a hiring committee [see 5.2.2 for committee policies re: structure of this committee].

All job opportunities will be posted at the Arthur office, on Arthur Newspaper social media, and the Trent Job Board. Priority will be given to volunteers with the appropriate skills. Job opportunities can also be posted at Careers and Counselling, in the Indigenous Studies lounge, the Trent International office, the Human Rights Office and the Trent Queer Collective office, and emailed to all applicable departments/levy groups and/or initiatives.

Job postings should state that only applicants who receive an interview will be contacted.

No person who is a partner or family member of a Coordinating Editor may apply for a job at Arthur.

Applicants should be informed that the rates of pay for staff are not confidential among the paid staff and Board of Directors.

During each interview, a question relating to oppression issues must be asked (ex., asking for the definition of accessibility, racism, patriarchy, heterosexism, ableism and colonialism). The aforementioned list of examples is not exhaustive and does not include all forms of oppression.

As part of the interview process, applicants may be asked to perform a test and/or submit previous samples of work before the interview. Section Editor applicants should be asked to edit an article and to submit a sample of their writing. The Proofreader and Copy Editor should be asked to proofread articles. The Production Assistant should be asked to design a layout of a page of the newspaper. The Production Manager should be asked to evaluate samples of pages. The same material should be provided for each applicant of their potential job. Other job applicants should be asked to bring in a sample of their work (e.g. photographer, advertising manager).

### 3.3 Orientation

New staff are required to fill out all necessary tax forms and provide Arthur with their correct address and telephone number.

During the first 30 days following the first day of classes, new staff are required to participate in ongoing anti-oppression training as well as other skills workshops as set out by the Editor(s). During this training event, new staff will attend a group training session which will stress the importance of professionalism when dealing with people throughout the year. Staff should be aware that they do represent Arthur to others simply by working there and should strive to represent Arthur in a professional manner at all times.

All new staff must receive adequate training for their positions and must review the

Policies and Procedures document in full. They should also be given a tour of the office and an explanation of the production process. Staff should be introduced to other staff at the first staff meeting or story meeting.

### 3.4 Conditions of Employment

The Coordinating Editor(s) have sole authority and powers with respect to the engagements, supervision, and termination of employees of Arthur, but may consult with the Board.

Employees are expected to work the required number of hours each week. If an employee is unable to work because of illness or conditions beyond their control, they are required to notify the Editor(s) so that they may make other arrangements well before submission due dates. If an Editor is unable to work, they are expected to make up their hours at another time.

Arthur paid staff are required to participate in anti-oppression training and other training related to their job. If they are unable to attend, other arrangements must be made with the Editor(s) for alternative anti-oppression training.

Employees are required to keep any information about legal matters and personnel issues confidential.

Paid staff must avoid (or declare) all possible conflicts of interest, and even the appearance of conflict of interest which may harm Arthur's reputation.

Also see By-Laws Sec, 7 (d) for impeachment of the Coordinating Editor(s).

#### 3.4.1 Illness or Short Term Leave of Paid Employees

All employees are expected to fulfill their weekly/biweekly hour requirement, as per the conditions of their employment outlined during the hiring process. In case of illness or personal emergency, employees are expected to report their incomplete hours.

Staff hired by Editor(s) must report incomplete hours to the Editor(s). Editor(s) are expected to report incomplete hours to the Board of Directors during their monthly report.

Editor(s), who report Short Term Leave to the board, can opt to be paid in full during their biweekly pay period. If this occurs, Editors should report their choice to receive advance pay to the board and ensure additional hours are recorded and submitted to the board during the following months. This option is not available for all other employees of Arthur Newspaper.

### 3.5 Evaluations

All paid staff will meet with the Editor(s) to discuss their work at least two times a year. The first meeting will be before the December holiday and the second before the second reading break. At these meetings employees will discuss their job performance including areas such as skills development, dependability and effective work with volunteers.

The meetings should also include an evaluation of the Editor(s): their strengths, weaknesses, etc.

The Editor(s) will meet with the Board to present a report on their work for feedback. This will be done three times over the year, once at the beginning of their term in September, once at the winter break and once at the end of their term in April.

## **4. VOLUNTEER POLICIES AND PROCEDURES**

### 4.1 Volunteer Staff

#### 4.1.1 Membership in Staff Collective

Volunteer staff are volunteers who have contributed to at least 15% of the issues of Arthur. This makes them part of the Staff Collective.

A list of current members of the Staff Collective should be printed on the editorial page of Arthur for the three issues before the Spring Elections Meeting. A regularly updated list should be updated monthly by the Internal Affairs Coordinator and shared when requested to current/potential staff collective members.

The efforts of recruiting and training volunteers should result in volunteers becoming part of the Staff Collective.

#### 4.1.2 Roles and Responsibilities

Arthur depends on volunteers for most of the written content of the paper. Volunteers are encouraged to participate in a series of skills-based workshops put on by Arthur.

Volunteer staff members are also encouraged to participate in the anti-oppression training provided by Arthur. Volunteers are encouraged to join Arthur caucuses and attend Staff Collective meetings.

Arthur volunteers are held to the same standard as Arthur employees. Editors and Board Members are expected to treat volunteer writers with the same standards as



their employees.

In the case of complaints between Volunteers and Arthur Employees/Editor(s), board members are expected to follow the policies outlined in Section 6 (Complaints; Policies and Procedures).

#### 4.1.3 Recruitment

Arthur will participate in Club and Group days at the University with a table where past issues of Arthur and pamphlets detailing ways to contribute will be available.

An open house will take place in September or October, which should be advertised widely both in the Arthur, online, and by poster. Posters should include a map.

Presentations may also be made to groups including the Centre for Women and Trans People (TCWTP), the Trent Queer Collective (TQC), the Trent University Native Association (TUNA), the Trent International Student Association (TISA) and the regional groups, Ontario Public Interest Research Group (OPIRG) Peterborough, Trent Radio, Trent Writers' Society and other student groups.

#### 4.1.4 Orientation and Training

A pamphlet (or equivalent) should be produced each year including up-to-date information on:

- how to become a member of the Staff Collective and what this means;
- submission guidelines;
- tips for news writing;
- names and emails of the Editor(s);
- the role of the Board; and,
- a brief description of the complaints procedures.

#### 4.1.5 Volunteer Access

The Editor(s), Section Editor(s), Production Assistant and the Copy Editor are all expected to work with volunteers as part of their job descriptions. This may include working one on one with volunteers on specific tasks or performing skills workshops for volunteers.

The Arthur office should have regular posted hours determined in the summer before their term. The office hours should be posted on the door and available online. It is the Editor(s)' responsibility to coordinate staff and Board to maintain these hours.

At all times when the office is open, the staff and Board members in the office should

be aware when people come in the door, be welcoming and direct people to the appropriate person to talk to. If the person hasn't been to Arthur before, staff and Board members should offer to give them a tour of the office and invite them to sit down and chat.

Many times volunteers feel isolated from Arthur until they get to know people better (or they don't stick around at all) so staff and Board members should make everyone feel welcome when they come into the office.

#### 4.1.6 Use of Facilities

Office equipment is available for use during office hours. Permission must be given by the Editor(s). Arthur business takes priority over other projects. If projects take a large amount of time and/or use of the facilities, Arthur should be reimbursed for the expenses. No one is to add or remove any software or directories from the computers without the permission of the Editor(s) or the computer technician.

A sign-out sheet should be posted on the wall and all loans should be recorded with a name and phone number. Anyone who is given an office key must sign it out on a form with their name, the key # and their phone number.

## **5. COMMITTEES POLICIES AND PROCEDURES**

### 5.1 Committees

#### 5.1.1 Creating New Committees

In creating new committees, the Arthur Board of Directors must:

1. Set the terms of reference of the committee, including their mandate and a timeline (if applicable);
2. Establish a budget for the committee (where appropriate); and,
3. Advertise positions on the committee to the Staff Collective.

#### 5.1.2 Structure of Committees

Committees must include at least one Board member and at least one paid staff member (or incoming Editor during the summer months). On each committee there will be an Editor and/or the Chair of the Board.

Committees are required to provide monthly written reports at Board meetings. Committees will operate in an informal structure and use consensus decision making as a model. Committees shall meet a minimum of once per month or as regularly as is needed to fulfil their responsibilities.

### 5.2 Terms of Reference for Committees

The following committees have existed in the past to serve the following functions.

### 5.2.1 Anti-Oppression Committee

**Mandate:** To address issues of harassment (sexual or otherwise) and discrimination based on race, ethnicity, religion, gender, sex, sexual orientation, age, record of offences, AIDS/HIV status or physical or mental disability.

**Composition:** The Anti-Oppression Committee must include at least one Board member, one paid staff member and an Editor. The Anti-Oppression Committee should consist of a minimum of three and a maximum of six people. Members of this committee, historically, are meant to represent a diverse group of people with a variety of backgrounds in supporting social justice issues.

**Responsibilities:**

- To make monthly written reports to the Board of Directors;
- To bring forth any complaints that might arise under the mandate of the committee to the board, and deal with such complaints that fall under the mandate of the committee;
- To plan anti-oppression training for Board and staff before the first reading week of the year;
- To participate in the Student Anti-Racism Coalition; and,
- To meet with the Human Rights advisor for a training session before the first reading week.

### 5.2.2 Space Committee

**Mandate:** To ensure Arthur's ability to provide its staff, volunteers, and visitors with a workspace that is accessible to all, safe and healthy so that Arthur may meet its mandate.

**Composition:** The space committee is made up of the External Affairs Commissioner of the Board of Directors and a Coordinating Editor. It may include other Board or Staff Collective members as well.

**Responsibilities:**

- To make monthly written reports to the Board of Directors;
- To maintain a list of Arthur's space needs;
- To be members of the Student Space Coalition;
- To negotiate space with other members of the Space Coalition; and,
- To ensure that staff go through WHMIS training and that used darkroom chemicals are disposed of every three months.

### 5.2.3 CUP Committee

**Mandate:** To ensure that members of Arthur's Staff Collective participate in and benefit from Arthur's membership with the Canadian University Press.

**Composition:** The CUP Committee consists of the Staff and Volunteer Issues Commissioner of the Board of Directors and the Volunteer Coordinator. It may include other Board members and other members of the Staff Collective as well.

**Responsibilities:**

- To make monthly written reports to the Board of Directors;
- To ensure that Arthur is visited by a CUP representative who will do a workshop on CUP, at least once in a year;
- To ensure that anyone from the Staff Collective who wants to go to ORCUP regional conferences has the opportunity to go;
- To make sure that the CUP handbooks are put to good use in building skills among members of the Staff Collective;
- To monitor and increase, when possible, the frequency of Arthur articles on the News Exchange Coordinate the planning of the conference if a conference is to be hosted by Arthur;
- To monitor the activities and information of CUP (be on the list server, etc.);
- To select a CUP liaison person; and,
- To ensure that Arthur upholds its responsibilities to CUP as in CUP By-Laws 15-26.

#### 5.2.4 Finance Committee

**Mandate:** To ensure that Arthur is in a healthy financial state at all times.

**Composition:** The Finance Committee consists of the Treasurer of the Board, Fundraising Director, Advertising/Business Manager, the Bookkeeper and a Coordinating Editor.

**Responsibilities:**

- To make monthly written reports to the Board of Directors as to Arthur's financial status;
- To assist the Coordinating Editor(s) in developing the Budget;
- To monitor the Financial Statements as compared to the Budget;
- To monitor the status of outstanding advertising; and,
- To be aware of the policies and procedures of Campus Plus and monitor the national ad revenue.

#### 5.2.5 Contingency Committee

**Mandate:** To ensure the continued survival of the *Arthur* newspaper, to allow *Arthur* to operate with impunity from shifting political climates and retain its dedication to

student voices during this and future tumultuous times, and ensure that *Arthur* remains accountable to its members who decide to opt-in during the years of its continued publication.

Responsibilities:

- To review budget actuals for the past three years in an effort to develop a “cost-per-page” analysis as a guideline for minimal-budget production;
- To review and apply for grants available to not-for-profit entities to supplement anticipated budgetary shortfall;
- To review current Volume budget and make suggestions to the Arthur Board to ensure minimal debt-load is carried into next year;
- To review current staffing models and draft suggestions of alternative staffing models for the consideration of future Editors; and,
- To provide updates at Board meetings.

## **6. COMPLAINTS POLICIES & PROCEDURES**

### 6.1 Complaints dealt with by the Board of Directors

All complaints are directed towards the Board of Directors.

Any complaints considered to be based on discrimination or sexual harassment will be dealt with by the Board of Directors but will be handled in with utmost discretion and by consulting authorities as necessary if there is not an active Anti-Oppression committee. These complaints may include complaints between staff/volunteer members, harassment complaints, complaints regarding Editorial policy, failing to uphold the policies, or complaints regarding fiscal mismanagement.

#### 6.1.1 Complaints between Staff or Volunteer Members

Members are encouraged to work out any problems they may encounter from working together on their own. If they are unable to resolve a problem, members are required to bring the issue to the coordinating Editor(s) within two publication weeks of the incident.

If a complaint involves one or both of the Editors, the complaint should be brought directly to the Board of Directors and addressed to the Internal Affairs Commissioner. If the response of the coordinating Editor(s) is unsatisfactory, the staff person(s) may take a written complaint to the Board of Directors, addressed to the Internal Affairs Commissioner. This written complaint must be received within six days of the meeting with the coordinating Editor(s). A copy of this complaint must be given to the coordinating Editor(s), unless the complaint is against the coordinating Editor(s).

The Board will review and respond to the staff member concerning the complaint

within ten weekdays. The Board's written decision will be final.

### 6.1.2 Harassment Complaints

Harassment complaints that are made by members of the Staff Collective (volunteers or paid staff) should be taken directly to the Board of Directors in writing. The Board will contact the person who the complaint names and ask them for a written response which must be received within five weekdays of the request. The Board may request a separate meeting with each party, but is not required to do so.

The Board will review both letters and make a decision within ten week days of receipt of the letter of response or within ten days of the meetings with the parties involved.

If the Board finds that there is an issue of harassment that is impeding the Staff Collective member from working effectively at Arthur, the Board will write a letter to the person who is harassing a staff collective member (volunteer or paid staff) and send a copy of it to the complainant.

Remedies shall fall within the spirit and the range of the following: asking them not to contact the complainant again; removal from committees or caucuses; banning from future functions; banning from the offices of Arthur; a public apology; revocation from participant of status (paid or volunteer staff position or Board position) at Arthur; and/or restrictions of access to Arthur organized social activities. The Board's written decision will be final. The person that the complaint is against can request a review/appeal.

### 6.1.3 Complaints Regarding Editorial Policy

Complaints regarding Editorial decisions are to be made to Arthur as a letter to the Editor or as a letter of complaint to Arthur's Board.

No personal exchanges between the complainant and the Editor(s) will take place. If they do, it should be understood that any personal exchanges be kept personal and not be brought into a public debate including letters to the Editor and letters to Arthur's Board, as quotes may be taken out of context.

If the complaint is regarding a decision not to run an article or the editing of an article, the disputed article may be forwarded to the Board for review.

Complaints must be submitted in writing to the Board and Editor(s), who have 10 week days to respond in writing. The Board may request a meeting with both parties but is not required to do so. The Board has 10 week days to respond. Recommendations made by the Board regarding Editorial policy are non-binding.

#### 6.1.4 Complaints Regarding Fiscal Mismanagement and Failure to Uphold Policies

Complaints regarding fiscal mismanagement and/or failure to uphold policies are to be handled in a timely manner. Such complaints can be made either directly to the Editor(s) or directly to the Board.

When Editor(s) receive any complaints, they should assure that Board members are made aware of the complaint before the next board meeting. When Board Members receive a complaint, the Editor(s) should be consulted and the issue should be discussed at the next Board meeting. These discussions and the result of the complaint should be communicated to the complainant in a timely fashion, when possible.

#### 6.2 Complaints dealt with by the Anti-Oppression Committee

If no Anti-Oppression Committee exists the following should serve as a guide for the Board of Directors for harassment and discrimination complaints.

##### 6.2.1 Complaints

The committee may be approached at any time by Members or Staff Collective members who wish to discuss issues or incidents of harassment or discrimination. These informal meetings shall be considered outside the formal complaints process. However, should either party so desire, informal mediation between parties involved may be attempted or a formal complaint may be filed at this time.

The committee will receive formal complaints from a person(s) alleging that an act(s) of harassment or discrimination has been directed to them. Formal complaints shall be in writing and shall include: the name(s) of the complainant(s), the name(s) of the respondent(s) and a brief description of the incident(s) or circumstance(s) prompting the complaint. In addition, the complainant shall outline what in their opinion a satisfactory resolution of the situation might entail. The statement must be signed by the person(s) who was/were allegedly harassed.

A formal complaint must be filed within six months of the occurrence of the incident prompting the complaint. Under extenuating circumstances, the Anti-Oppression Committee may extend this deadline.

##### 6.2.2 The Interview Process

Upon receiving a complaint the committee will meet separately with both the complainant and the respondent in that order. During these interviews the complainant and the respondent may have another participant of their choice present to help them represent their interests.

The Committee may subsequently meet with any other person(s) the committee feels may be able to assist them by providing additional insights surrounding the complaint provided confidentiality is assured (ex, Trent's Human Rights Advisor).

### 6.2.3 Official Record of Interviews

The official record of the meetings must be in written form and shall be drawn from the notes of the members of the committee. This record shall be signed by the person interviewed to attest to its completion and accuracy in representing the interview. Those interviewed shall have the opportunity to view and amend their statement prior to signing the document. If those interviewed agree, the interview should be audio recorded.

### 6.2.4 The Decision Making Process

The committee will assess all of the information brought forward to them surrounding the complaint and establish if the particulars of the complaint describe an incident of sexual harassment or discrimination. The committee will also conclude if, under a balance of probabilities, the circumstances have taken place. The committee will ask both the complainant and the respondent to recommend an appropriate remedy or conclusion for the complaint.

### 6.2.5 The Reporting Mechanism

The committee will set their reasoning and conclusion down in writing and provide it to the complainant(s) and respondent(s) and have them sign in acknowledgment of their viewing the conclusion. If the committee has concluded in favour of the complainant, the remedy(s) against the respondent shall also be contained in the report. Reports will be presented at a meeting of the Board of Directors and will be entered into the minutes of the meeting.

### 6.2.6 Remedies

Remedies will be introduced to the limit deemed necessary to reestablish and maintain the safety and full participatory rights of the complainant. Remedies will be introduced at the discretion of the committee and will take the wishes of the complainant into account.

Remedies shall fall within the spirit and the range of the following: having the respondent apologize in person or by letter to the complainant; removal from committees or caucuses; banning from future functions; banning from the offices of Arthur; a public apology; revocation from participant of status (paid or volunteer staff position or Board position) at Arthur; restrictions of access to Arthur organized social activities; and/or notification of the staff that the incident happened.



Remedies shall take effect as soon as the conclusion of the committee has been seen and signed by all parties concerned until an appeal is launched.

Should a respondent refuse to participate with any part of the committee's work, they shall have their status revoked and/or the right of participation in Arthur in any way revoked.

If a person has been banned from involvement with Arthur, they may appeal their ban after the end of the current publication year. The Board may uphold or revoke the ban at this time, after consulting with the complainant if possible.

The committee's findings must be approved and recorded by the Board in Board minutes. Only under extenuating circumstances will the committee's recommendations not be approved by the Board.

### 6.2.7 Appeals

The respondent or the complainant may initiate an appeal of the conclusion of or the remedies introduced by the committee. Appeals will be in writing and will state exactly what the appellant would like the committee to reconsider, and must be received by the committee and the Board within one month of the date that the conclusion of the committee was signed.

Appeals will only be considered if and when at least one of the following have occurred:

- Procedural errors have been made by the committee that have affected the outcome of the complaint;
- New information is introduced that would alter the conclusion of the committee;
- The remedies introduced are not consistent with the principles outlined in section 2.6 of this policy; and/or,
- The Committee's decision was not consistent with the definition of harassment or discrimination as defined by Arthur.

Appeals will be directed to the Board of Directors of Arthur (including all ex-officio members). The Board will review the statements and the documentation of the meetings and may request a meeting with all concerned parties.

If there is not an active Anti-Oppression committee at this time the Board will at this step make sure they seek consultation with the Centre for Human Rights, Equity & Accessibility at Trent University or another group determined by consensus of the Board to be a justifiable authority in the situation.

The Board may modify the remedy(s) introduced by the committee or the conclusion of the committee. The decision of the Board regarding an appeal will be

entered into the minutes of the Board meeting.

The decision of the Board on an appeal of a decision made regarding a complaint is final.

#### 6.2.8 Confidentiality

All proceedings and records of the committee will be kept confidential among members of the committee, the complainant, the respondent, individuals present at interviews, members of any involved outside organizations and the Board.

The records of the committee will, at the conclusion of the complaint, be turned over to the Chair of the Board for secure confidential storage. If the Chair is a participant in the case the files shall go to the Secretary.

Records are kept for one month to facilitate the appeals process. After this time they are to be destroyed by the Chair. The reports and decisions that have been entered into Board minutes will, of course, not be destroyed and will be an official record of the complaint.

If breach of confidence can be shown to have occurred at the level of the committee the case will immediately be brought to the Human Rights office of Trent.

#### 6.3 Conflict of Interest

Board and paid staff members of Arthur should act in the best interest of Arthur. Board members and paid staff should avoid all conflict of interest and even the appearance of a conflict of interest.

Board and paid staff members should immediately declare a conflict of interest and excuse themselves from the decision making process and discussion when appropriate.

Board or paid staff members should raise the issue of a potential conflict of interest of another Board or paid staff member whenever they feel one may exist and the person in question does not declare a conflict of interest. The Board or paid staff may then discuss the issue and ask the person with the conflict of interest to excuse themselves from the decision making process and discussion when appropriate.

If an ongoing conflict of interest situation is identified, the Board or paid staff members will be asked to remove themselves from the conflict of interest or, if not possible or desirable, resign from their position at Arthur.

There are occasions when a person is in a perpetual conflict of interest by nature of title or relationship and thus must not be allowed to sit on the Board. Some instances are:

- (a) a person who is in a significant relationship with an Editor, either social (such as spouse) or professional (such as business partners).
- (b) a person who sits as a member of the student government of Trent.

## **7. FINANCIAL POLICIES AND PROCEDURES**

### 7.1 Signing Officers

#### 7.1.1 Bank Accounts

The Editor(s) and the Business Manager are the signing officers for bank accounts. Cheques require the signatures of both Editors or the Editor and the Business Manager.

#### 7.1.2 University Account

If there are two Editors, they are the signing officers for the University account(s). If one Editor is elected, the Editor and the Business Manager are the signing officers for the University account.

### 7.2 Payroll

#### 7.2.1 Timesheets

All paid employees (if applicable) are paid through the University payroll office. The University has a bi-weekly pay day. In order to process the payroll, the University requires staff timesheets on Mondays by noon every week when working payable hours.

Timesheets for the upcoming payday should be filled out, signed and photocopied as employees pick up their notice of pay. Editor(s)/Business Manager should keep accurate, thorough and current records of the number of weeks employees have been paid for.

Employees are paid by direct deposit. Employees are required to submit a void cheque, or the appropriate account information to the University at the beginning of the year.

They are then signed by (one of the coordinating) Editor(s). The Business Manager (or similar position) delivers paysheets to the payroll office on the Monday of pay weeks. Employees should submit a timesheet for every weekly period worked by the pay period end date of that period.

#### 7.2.2 Advances and Loans

Pay advances and loans will not be made by Arthur, unless there is a delay in regular

payment.

### 7.3 Budgets and Financial Statements

#### 7.3.1 Preliminary Budget

The Editor(s), with the assistance of the Treasurer, are to present the preliminary budget to the Board for approval before the first day of the academic year. The preliminary budget should include a monthly cash flow projection, in chart form. The preliminary budget is presented at the fall AGM. Line items that do not exist in the preliminary budget must be approved by the Board.

#### 7.3.2 Financial Statements

Each month, the Treasurer is to compare the previous month's financial statement, provided by the bookkeeper, with the previous month's cash flow projection from the preliminary budget and present the information to the Board.

The books are to be closed after April 30. A final statement is produced and recorded in Board minutes. The Treasurer is to present the year end financial statement to the AGM.

#### 7.3.3 Budget and Board Transparency

In order to assure transparency of the financial operations of the paper, the yearly budget must be published online when the notice for the AGM is placed in the paper. Additionally, the board minutes should be published and updated on the website monthly.

Monthly minutes should be uploaded within a week of the previous board meeting. All in-camera conversations should be blacked-out for the purpose of retaining security for legal or similar conversations.

#### 7.3.4 Contingency and Not-for-Profit Business Model

When creating a preliminary budget for the year, it is critical that the Editors and Board focus on retaining a zero balance by the end of the year, when possible. As Arthur Newspaper is a not-for-profit, any extra funding should be budgeted in a contingency fund for the current and future volumes.

In order to ensure budgets remain at a zero balance, Editor(s) should work to have their weekly spending be less or equal to their weekly profit.

The most simple way to ensure this is to base the size of each paper on the amount of advertising received. Colour pages should not be printed unless colour

advertising is purchased. Advertising should offset the cost of printing every week.

If all of the above has been considered and profits are still less than the cost of running the newspaper, a Contingency Committee should be formed by the Board of Directors (see Policy 5.2.5). This committee will help gather funding and resources for the current/upcoming year. Focus and budget should be set aside to acquire paid positions able to fiscally benefit the newspaper (ie., Advertising Manager, Business Manager, etc).

## 7.4 Customer Accounts

### 7.4.1 New Customers

First time advertisers must pay in advance.

When the Editor(s)/Business Manager/Advertising Manager establishes a new customer account, they are to ensure that the first contract includes complete mailing address, phone number and email address. The contract should also indicate if the customer is GST exempt. Trent customers must include their account number.

New customers must not appear on Arthur's boycott list. The boycott lists consists of past customers who failed to pay for advertising or businesses that the Arthur Board has established as undesirable.

A new file is placed in an assigned place where ads and correspondence are kept. A new file is also placed in the "Paid advertising" drawer. University customers should be alphabetized with "Trent" preceding their name (i.e. Trent OPIRG). New customer information is then added to the computer by the bookkeeper.

### 7.4.2 Contracts

A contract must be submitted for all local ads that appear in the Arthur. Contracts that include multiple ads should indicate if the ads are to be invoiced all at once or by issue. If the size of an ad is to change within a multiple ad contract, a new contract can be made using the original contract number.

If a customer pays for an ad up-front, the designated staff member in charge of advertising writes "PAID" on the contract and gives the customer a receipt. If it is paid by cheque, the contract number should be written on the cheque. It should be indicated on the contract if a portion of the advertising of a contract is paid for. Arthur's copy of the receipt should be put in the "deposits" folder with the cheque or cash payment.

Contracts are placed in the "Unpaid Contracts" binder by issue and by contract number and recorded on the ad forms by issue.

When ads are paid, the contract is removed from this binder and placed in the "Paid Contracts" binder with the corresponding invoice.

All contracts should be kept by Arthur for seven years.

#### 7.4.3 Invoicing

Invoices must be emailed out monthly. The invoice number should be written on the contract. Invoices are emailed out. When requested, advertisements can be emailed or mailed to businesses for proof of printing.

If there are a series of ads that are the same and are paid for at once (e.g. Health Services), only one tear sheet is needed. If mailing information is missing from the invoice, it should be written on and the missing information entered into the computer by the bookkeeper.

If the ad is paid for, this should be clearly indicated on the invoice.

#### 7.4.4 Statement of Accounts

Statements are emailed after every six issues, without any tear sheet included.

#### 7.4.5 Collections

All accounts should be followed up over the summer after the publication year.

Customers with unpaid accounts over one year old should receive a letter with their statement. The customer summaries and a list of customers with phone numbers should be printed out.

All unpaid contracts and invoices should be taken out and matched. All paid contracts and invoices should be properly filed. Payments should be crossed off the list as they come in and contracts and invoices should be filed. Two weeks after the last statements have gone out, customers should be phoned to inquire about payment of their account. Any mistakes should be cleared up on the computer and crossed off the list. Customers should be called again in two weeks if payments haven't been received.

Unpaid accounts may be handed over to a collection agency. The Board may decide to sue customers with large outstanding accounts. Bad debts that are two years old should be written off. Customers should be permanently added to the boycott list. The credit bureau should be informed of bad debts.

#### 7.5 Petty Cash

### 7.5.1 Petty Cash Transactions

Only signing officers may authorize transactions from petty cash.

Cash reimbursements of \$15.00 and under will be reimbursed by petty cash. No expenses will be reimbursed by petty cash without a receipt. Tips for food delivery may be paid from petty cash without a receipt.

A voucher slip must be filled out and signed upon receipt of cash.

### 7.5.2 Petty Cash Reconciliation

Petty cash is reconciled by the bookkeeper.

All cash in the petty cash box is counted. All receipts are totalled by account (ex. all postage together, all supplies, etc.). The total of the receipts and cash must equal \$100.00. A cheque requisition is prepared for the amount to bring cash in the box to \$100.00.

## 7.6 Reimbursements

Arthur Board, staff and volunteers will be reimbursed for the cost of supplies and/or services required by Arthur, with a receipt. All reimbursements need to be pre-approved by the Board and/or contained within the pre-approved budget. The cost of gas and parking can be reimbursed for out of town Arthur business with the approval of the Editor(s) and/or the Board. Other transportation costs may be reimbursed if deemed appropriate by the Board in advance (ex. bus, taxi).

### 7.6.1 Cheque Requisitions

Whenever a cheque is written, a cheque requisition form must be filled out in full. The budget line that the cheque is coming from should be indicated on the form. Any related documentation should be clipped to the requisition form. The forms are put in the folder marked "Cheque Requisitions" in the front of the cheque binder.

### 7.6.2 E-transfers

Whenever an e-transfer is completed, it should be accounted for within the budget. If the transfer is sent to a company or business for a service, and the online account is unclear as to which, it should be recorded and accounted for on a monthly basis with the Business Manager or Editor in charge of financial documentation.

## 7.7 Deposits

Signing officers should make deposits at least once a month.

When cheques are received, they should be stamped with "for deposit only to the account of Arthur" and placed in the folder marked "Deposits". A deposit form should be filled out in full. The deposit book is also filled out for each deposit and dated.

## **8. ANNUAL GENERAL MEETINGS**

The Annual General Meeting (AGM) is held within 90 days of the first day of classes, but should be held before the first reading break. Quorum for the AGM is 10 Members.

The term of Directors elected by the Membership begins (and ends) at the end of the AGM. Membership Directors elected at the AGM of the previous year retain their positions on the Board during the course of the meeting.

### 8.1 Notice

Notice of the AGM must be given two weeks in advance on one of the first three pages of Arthur (ie, the Editorial page or similar), on Arthur social media and on the website, and by poster the information in prominent locations at Trent buildings. The Board is responsible for giving notice of AGMs.

Notices should include:

- the agenda of the meeting;
- how Membership is defined/who can vote;
- the date, time and place of the meeting;
- policy amendments or information on how to obtain a copy of policy amendments;
- who can run for a Board position;
- how to run for a Board position;
- where to find all necessary financial/board information prior to the AGM;
- information on how to obtain definitions of Staff Collective Directors and Membership; and,
- Directors and an outline of the Board structure.

### 8.2 Agenda

The agenda of the AGM must be provided at the meeting. The agenda should include:

### 8.3 Registration



Members are to sign a registration form as they come into the meeting. The form should include the name and student number of each Member. If the Member is not a student, their reason for being a Member should be stated (Staff Collective member, past editor, approved as a Member by the Board).

#### 8.4 Voting

Decisions at AGMs are made by voting. Motions require a mover and a seconder. Decisions are determined by a majority vote. The Chair has a second and a vote in the case of a tie. Voting may be done by a show of hands or by paper ballot if requested.

Voting for Board Directors is always done by paper ballot unless the number of accepted nominations equals or is less than the amount of Membership Directors needed to be elected. If this is the case the membership is asked to reach consensus on the nominated Directors by a vote of hands. If consensus is not met, a paper ballot will be used.

When voting is done by a show of hands, the results will be counted and the total number should be compared with the total number of those registered. When voting by paper ballot, the names on the registration form should be checked off as ballots are handed in.

#### 8.5 Role of the Chair

The Chair of the Board facilitates the AGM. They should welcome Members as they come in and should make sure that refreshments are provided.

At the beginning of the meeting, the Chair is to explain who is eligible to vote, and that Members must register to receive a vote. The Chair is also to explain how voting is to be carried out and give a brief description of the structure of the Board.

#### 8.6 Role of the Secretary

The Secretary of the Board ensures that the agenda for the AGM is available for Members. They also ensure that other documents are available for reference, including by-laws, by-law amendments, the year end statement and preliminary budget.

The Secretary takes official minutes of the AGM, including the exact wording of motions, the movers and seconders of motions, the number of Members in favour, opposed and abstentions for each motion, and the Chair and Editor(s) remarks (if a printed copy is available).

#### 8.7 Election of Membership Directors

Four Directors are elected by the Membership. Individuals who run as Membership Directors on the Arthur Board must be Members of Arthur at the time of their election. The Chair of the Board describes the role of the Board, the term of Directors elected by the Membership and who is eligible to run in the election.

Members are nominated to run for the Board.

Members who wish to run as Membership Directors are required to introduce themselves, tell the Membership why they want to be a Board member and what they can contribute to the Board.

Voting is done by paper ballot.

## **9. SPRING ELECTIONS**

The Spring Elections take place at a meeting of the Staff Collective held within 30 days of the end of the academic year, during the week between Issue 23 and Issue 24. The Editor(s) for the upcoming academic year and three Staff Collective Board Directors are elected at the Spring Elections.

The Spring Elections meeting should not be combined with a meeting of the members. In order to reach quorum at Spring Elections meetings, the majority of the Staff Collective or ten (10) people must be present, whichever is less.

### 9.1 Notice

Notice of the Spring Elections must be given at least two weeks in advance on the Editorial page of Arthur.

Issue 21 & 22 is to include:

- The date, time and place of the meeting;
- The definition of Staff Collective and how to become a member of the Staff Collective;
- Who can vote (staff collective members);
- How to proxy your vote;
- How to run for Editor;
- How to run for the Board;
- The deadline for nominations for Editor(s);
- The deadline and word limit (800 for each set of candidates) for position platform submissions and the deadline to arrange a photo to be taken;
- A list of the Staff Collective;
- A list of those who would be members of the Staff Collective if they contributed to one/two more issue(s); and,
- A contact name and email of a Board member or Editor for more information.

Issue 23 should include:

- The date, time and place of the meeting;
- The final Staff Collective list (people eligible to vote);
- A contact name and email of a Board member or Editor for more information; and,
- The platforms of the candidates for the position of Editor or Co-Editor and their photos, if they have been submitted by the deadline (these do not need to be printed on the Editorial page).

Issue 24 should include:

- An article about the meeting telling who won the elections;
- Incoming Editorial from the new Editor(s); and,
- Outgoing Editorial from the new Editor(s).

## 9.2 Procedure of Meeting

The Spring Elections meeting is chaired by the Editor(s) unless they are running for re-election. If the Editor(s) are running for re-election, the Spring Elections meeting is chaired by the Chair of the Board. They should welcome Staff Collective members as they come in and should make sure that refreshments are provided.

At the beginning of the meeting, the Chair(s) are to explain who is eligible to vote. The Chair(s) are also to explain how voting is to be carried out.

The Board of Arthur is to ensure that a member of the Trent Central Student Association executive, or if necessary the TCSA Board, is appointed as a scrutineer of the election of the Editor(s) to ensure fairness and validity of the election.

The Secretary of the Board of Arthur is to take the official minutes of the Spring Elections meeting, including the number of votes in favour, opposed and abstentions for each election.

### 9.2.1 Presentation of Candidates for Editorship

Potential Incoming Editors (those who have committed to sending a platform) should have access to End-of-Year Actuals prior to their commitment to run for the paper. Any potential deficit should be communicated to the Potential Editors. The Business Manager/Treasurer should be available to help any Potential Editors with budgeting and staffing model creation.

All Incoming Editors should provide a basic staffing model plan during their platform presentation. Full budgets are not required during candidate platforms. Candidates should focus on their past experience with the paper and their hope for the future of the newspaper.

### 9.3 Agenda

The agenda of the Spring Elections meeting is as follows:

- I. Editor(s) remarks
- II. Presentation of candidates for Editor(s) platforms (10 minute limit per set of candidates)
- III. Question period (2 minutes to answer per candidate/candidate partnership)
- IV. Election of Editor(s)
- V. Introduction of the candidates for Board Director
- VI. Election of three Board Directors by the Staff Collective
- VII. Adjournment

### 9.4 Voting

Decisions at the Spring Elections meetings are made by voting. Voting for Editor(s) and the remaining three (3) Board Members is done by paper ballot at the Spring Election.

Members of the Staff Collective may cast a vote, and under certain circumstances past Editors who are not Members of the Staff Collective may also cast a vote. A past Editor may only cast a vote if they are sponsored by three (3) current Staff Collective members.

Members of the Staff Collective may sponsor one (1) and *only one* (1) past Editor by contacting the board and affirming their sponsorship for that past Editor in writing before the voting list is published.

The list of eligible voters appearing in the issue of Arthur immediately preceding the election constitutes the voting list. When ballots are collected, they are marked off of the list. Past Editors will not be allowed to vote by proxy.

Staff Collective members may cast their vote by proxy in writing. The proxy holder does not need to be a member of the Staff Collective.

Proxies must include:

- The signature of the Staff Collective member;
- The date the proxy is signed;
- Who the proxy is giving the voting powers to and from; and,
- Who the Staff Collective member is voting for (or the Staff Collective member can allow the proxy holder to choose who to vote for).

### 9.5 Election of Editor(s)

The process for voting in Editor(s) is as follows:

- Candidates for the position of Editor(s) must be members of the Staff Collective at the time of the election;
- If two Editors are elected, they must have been running to fill the positions of co-Editors together;
- The Editor(s) are elected before the Staff Collective Directors are elected;
- The candidates are required to give a presentation of their platforms that is not to exceed 10 minutes.
- A question period follows after each (set of) candidate(s) has given their presentations;
- Voting is done by paper ballot;
- The meeting chair can vote because it is a secret ballot;
- TCSA scrutineer and volunteer from the board will tally votes;
- In the case of a tie when there are more than two (sets of) candidates, the candidate (s) that have the smaller number of votes drop out of the election and another vote takes place;
- In the case of a tie when there are only two (sets of) candidates, another vote takes place. If there is still a tie, another vote is conducted at a meeting held on a later date in approximately one week's time. At this meeting the candidates may make another ten minute presentation of their platforms with a question period to follow.
- The results of the election are read out by the chair of the meeting.

## 9.6 Election of Staff Collective Directors

The process for voting in staff collective Director(s) is as follows:

- Three Directors are elected by the Staff Collective;
- Individuals who run as Staff Collective Directors on the Arthur Board must be members of the Staff Collective at the time of their election;
- The Chair of the Board describes the role of the Board, the term of Directors elected by the Staff Collective and who is eligible to run in the election;
- Members of the Staff Collective are nominated to run for the Board. Members of the Staff Collective may submit their own nominations to the Board prior to the Spring Elections meeting;
- Staff Collective members who wish to run as Staff Collective Directors are required to introduce themselves, tell the Staff Collective why they want to be on the Board and what they can contribute to the Board;
- Voting is done by paper ballot.

## **10. ARTHUR EDITORIAL POLICY**

### 10.1 Editorial Policy

The Coordinating Editor(s) have the right to refuse to publish any material that they consider to be racist, sexist, homophobic or otherwise unfit for publication.

People who are significantly involved in an organization should not write about it or its activities whenever possible. Decision regarding when this is acceptable are left up to the judgement of the Editor(s).

The Editor(s) will not publish material intended to promote hatred or violence against any group or person.

The Editor(s) may refuse to publish any submissions that does not include a name and/or phone number.

The Editor(s) should solicit the opinions of other Staff Collective members on material (articles, letters, photos, graphics) that may be considered unfit for publication.

For each issue of Arthur, the Editor(s) are responsible for compiling and printing in the Staff Box the names of all of the individuals who contributed a minimum of one hour towards the production of that issue of Arthur [Sec. 7. (f) (ii) of the By-Laws].

The originals of published and unpublished material submitted to Arthur must be retained for at least two months from the end of the academic year for which the material was submitted for publication [Sec. 7. (e) (ii) of the By-Laws].

### 10.1.1 News Writing

Articles should be no more than 800 words, feature articles no more than 1600 words and centre spread material up to 3000 words. Articles should have a by-line. The Editor(s) should be sensitive to issues of representation when publishing news stories.

The Editor(s) will not publish falsified information or documents nor distorted or misrepresented facts whether purposefully or by neglect. News releases should not be published without substantiation of their claims or without seeking out the opinions of the people who may be affected by the issues or events in question.

Journalists must acknowledge the source of material and must not plagiarize. Journalists should seek out all points of view that they deem relevant to the issue at hand. They should especially seek out those whose views have been neglected by the mainstream press.

Journalists should have the freedom and responsibility to protect the anonymity of sources to whom they have given such assurances. Journalists should not use

un-attributed information or quotations unless it is absolutely necessary.

The Editor(s) should be cautious about the publication of information that may enable or assist individuals, police or government agencies to harass or prosecute an individual or group, even if such information is not damaging in and of itself.

The Editor(s) should be wary of publishing sensationalized accounts of the violation of people's privacy or dignity. The Editor(s) will refrain from publishing the names of victims of crimes when appropriate or requested.

#### 10.1.2 Graphics and Photos Graphics

Graphics and photos should be sourced when the source is available. Photos should not be altered in such a way that events are falsified, unless the falsehood of the photo is clear from its context.

Stereotypes should not be perpetuated through graphics or photography. Photographers and graphic artists should be sensitive to the abuses their images may promote. The Editor(s) should be sensitive to issues of representation when publishing graphics and photos.

#### 10.1.3 Letters

Letters under 500 words must be published unless they are deemed to violate the policies of Arthur. However, letters that are deemed to be racist, homophobic and/or sexist may be published at the discretion of the Editor(s).

No letters shall be considered without a proper name and telephone number. Pseudonyms may be considered for print after consultation with the Editor(s).

The Editor(s) shall not publish letters that are submitted before an election that promote a candidate running in the election.

The Editor(s) shall not publish letters that contain libel. Unwarranted personal attacks are not to be published. Priority will be given to new voices and discussion. Endless debates may be cut short. No letters from Editor(s) or Section Editors will be printed.

#### 10.1.4 Opinion Pieces

Opinion pieces should be no longer than 800 words. Opinion pieces that are in response to anything published in Arthur should be printed in the form of a letter and should usually be no more than 500 words.

A person may only write an opinion piece about the same issue once in a publication

year. Volunteers who submit an opinion piece that would make a good news story should be encouraged to re-write it so that it can be printed in the news section of the paper.

#### 10.1.5 Advertising

The interests of an advertiser will not affect Editorial policy, even if published content results in a business boycotting Arthur's service of providing advertisements.

Local advertisers are solicited at the discretion of the Editor(s), business or advertising manager, excluding businesses who have unpaid accounts older than 90 days or advertisers who have been written off for not paying for past ads.

The Editor(s) may establish a boycott list of types of services or businesses they do not wish to provide ads for before the beginning of the publication year. The advertising manager will be made aware of this list before they are hired. The boycott list may be revised during the course of the year, after consultation with the advertising manager.

The Editor(s) and/or the advertising manager will refuse to print offensive material in advertisements (racist, sexist, homophobic, etc. material).

#### 10.1.6 Corrections

Arthur should rectify in print at the first available opportunity all culpable mistakes. The Editor(s) should consult the writer of an article before printing a correction or apology.

The Editor(s) should not feel pressured to print a correction or apology when there is nothing to correct or apologize for.