



## STANDARD OPERATING PROCEDURES

The Bugle, the yearbook of Virginia Tech

Revised 2005, 3/2/07, 4/24/08

### 1. Purpose of the Bugle Standard Operating Procedures

This manual is designed to document the operating procedures of The Bugle, the yearbook of Virginia Tech. This manual contains standard policies and procedures of The Bugle and systemizes those procedures to provide operational guidelines for the publication. This manual shall be revised and submitted for approval by the Educational Media Company at Virginia Tech, Inc. every two years, in accordance with EMCVT, Inc. bylaws.

### 2. Background of the Bugle

#### 2.1 History

The Bugle, the Yearbook at Virginia Tech, is the university's oldest publication named by student Claudius Lee, "The Bugle" pays homage to the university's military roots and was first published by the senior class of 1895. Throughout The Bugle's first century, the size, format and content of the publication have varied. A review of this history will provide you with an insight to the Bugle's legacy on campus.

Early Bugle editions showed a progression in artistic expression and design, featuring portraits and copy, as well as original artwork. Although women were admitted to the university in 1921, they were not pictured in the Bugle for twenty years. In response to their exclusion from the publication, the female graduates of 1925 produced their own annual, the Tin Horn. This all-female publication was printed additionally from 1929-1931. Women were finally included in the Bugle starting in 1941.

The Bugle's first fifty years were a time of growth, however, the onset of World War II brought the shutdown of several campus media including the Virginia Tech, now known as the Collegiate Times. The Bugle was not published for three years: 1944, 1945 and 1946. Upon resuming publication following the war, the Bugle entered a new period of growth and development, expanding to its largest size ever of 556 pages in 1983. Having grown in size to accommodate the expansion of the university, The Bugle then turned its focus to production.

In 1984 and 1985 the Bugle received the Associated Collegiate Press' highest yearbook honor, the Pacemaker Award. Following the success of these editions, The Bugle suffered numerous production and financial setbacks. By the fall of 1987, the organization had a debt of nearly \$33,000. The incoming editor and business manager secured a loan of \$34,000 from the Virginia Tech Foundation to pay of the costs of the 1987 book and started the 1988 book with a little over \$1,500 on hand. At the end of 1988 the photography company, Yearbook Associates, refused to pay its contract balance of \$15,000. The Student Budget Board loaned this amount to the Bugle until such time as Yearbook Associates paid its debt.

Despite this loan from the Student Budget Board, the 1989 Bugle was not financially successful. The Board granted annual and contingency funds totaling \$59,000 to the Bugle to pay the debts of 1989 and subsidize the operations for 1990. In the fall of 1990, with the assistance of the Attorney General's office, the balance was finally collected from Yearbook Associates. At this time, the debt to the Student Budget Board was cleared. In 1989-1990, after starting the year with only \$200 on hand, The Bugle operated within its budget, a first since 1986.

Finally having enough revenue to maintain the current level of operations, the 1991 Bugle received \$5,000 in annual funds from the Student Budget Board to allow for an upgrade in production equipment. Beginning with the 1991 edition the Bugle became self-supportive once again.

In 1997 The Bugle joined with five other student media organizations to form the Educational Media Company at Virginia Tech, Inc. *Full Circle*, the 2001 edition became the third volume of the Bugle ever to win the prestigious Pacemaker Award.

Over a century after the first volume was published, the Bugle remains an important part of the Virginia Tech legacy. While technology has changed production and design over the years, the Bugle is still dedicated to its mission of serving as a historical record of each year at Virginia Tech. Maintaining self-sufficiency while operating as a part of EMCVT, The Bugle strives to produce the best quality product for the students and community at Virginia Tech.

## 2.2 Purpose

The Bugle, the yearbook of Virginia Tech, has four purposes:

- 1) To serve as an information source for the campus
- 2) To provide educational opportunities through staff membership
- 3) To operate as a student operation
- 4) To enhance the quality of student life

## 2.3 Vision Statement

We are here to produce The Bugle, a publication for the students of Virginia Tech and by the students of Virginia Tech. We are here to learn and educate ourselves and one another in the aspects of design, copy, management, leadership, marketing, and beyond. We are here to broaden our experience and to benefit ourselves. We are here to add fun to our college careers. We are here for tradition. We are here together.

# 3. General Policies

The Bugle is a member of the Educational Media Company at Virginia Tech, Inc. (EMCVT, Inc.). All are accountable to the editor in chief for all operations. All staff of the Bugle shall abide by the rules set forth in this document. Any policies established by EMCVT, Inc. shall supersede these operating procedures.

## 3.1 Security

- The door combination shall be given only to the following personnel: EIC, business manager, assistant EIC(s), office manger, office assistants, section editors, assistant section editors, and the SPPS/Bugle photo editor. The combination will be changed when needed at the discretion of the EIC.
- Swipe cards shall be supplied in accordance with EMCVT, Inc. policy and will be given to the following personnel: EIC, business manager, office manager, marketing staff, assistant EIC, and design editor(s). If additional staff needs a swipe card, a deposit of five dollars must be made and will be returned upon the return of the swipe card.

## 3.2 Office Hours

- The business manager shall establish office hours for The Bugle. The office shall remain open a minimum of 20 hours each week (during "normal" business hours: 8am-5pm) during the fall and spring semesters and 10 hours a week during the summer terms. The business manager, office manager, or an office assistant shall be present during all established office hours.
- The EIC, assistant EIC(s), business manager, and office manager will have set office hours during the week.

## 3.3 Meetings

- The EIC and business manager are responsible for attending all mandatory EMCVT, Inc. events and meetings.
- Either the EIC or the business manager is responsible for sitting on the EMCVT, Inc. board of directors and attending the board of directors meetings.
- The production staff shall meet on average once a month as a whole at a time determined in the beginning of each academic year. The production staff heads (EIC, assistant EIC(s), design editor(s) and section editors) will meet at least every other week.
- The business staff shall hold an introductory meeting at the beginning of each semester and additional meetings as necessary throughout the semester.

## 3.4 Evaluations

- Evaluations of the EIC and business manager will be performed each semester in accordance with EMCVT, Inc. policy.
- Additional evaluations of the assistant EIC(s) design editor(s) and section editors will be performed each semester by the EIC.
- Evaluations of the office manager and office staff will be performed each semester by the business manager.

## 3.5 Logo and Letterhead

If the EIC wants to change The Bugle logo they must get the approval from EMCVT, Inc. The letterhead can be changed upon the EIC's discretion as long as the approved logo is used. Use of the Bugle's name, logo, or other identifying mark must be approved in advance by the EIC.

### 3.6 Equal Employment Opportunity

The Bugle and EMCVT, Inc. is an equal opportunity business. The staff will follow EEO principles in all areas. If persistent discrimination occurs, disciplinary actions will be taken. Although an employer cannot be held accountable for the prejudices of its employees or clientele, all responsible measurer to control or eliminate the expressions of those prejudices in the workplace will be set forth.

## 4. Staff Organization

### 4.1 Production Staff

#### 4.1.1 Editor in chief

Responsibilities include but are not limited to:

- assisting all staff members of The Bugle with daily production activities
- overseeing all operations of The Bugle
- the overall design, style, theme, and content of The Bugle
- preparing the book ladder and assigning pages to each section
- helping members edit spreads, preparing spreads for the printer and checking proofs
- working with publishing company and photography company on deadlines and individual portraits, respectively
- representing The Bugle staff to EMCVT, Inc. and other university events
- holding set office hours each week
- conducting weekly/biweekly meetings for staff
- encouraging hard work and dedication
- working with SPPS and SPPS/Bugle photo editor
- responsible for overseeing all the sections of the yearbook
- providing outside activities for all staff members twice a semester on average
- preparing phone and e-mail list of all staff members
- updating the staff manual
- receiving information from and sharing information with the business manager regarding financial needs and marketing goals as well as informing the business manager of all of the needs of the production process
- responsible for the growth and development of the Bugle Staff

#### 4.1.2 Assistant Editor in chief(s)

Responsibilities include but are not limited to:

- overseeing sections of the yearbook
- answering questions and providing help for each section editor (9-10 sections)
- being available to section editors and EIC as needed, especially during scheduled office hours
- working with the EIC on all pages (final reviews)
- making mini deadline suggestions
- helping with the computers and training sessions
- conduct section reviews
- helping to generate new topics and graphics
- making random photo assignments frequently

#### 4.1.3 Layout & Design Editor

Responsibilities include but are not limited to:

- developing (with EIC and section editors) layouts of the yearbook
- overseeing the layout and design for various sections
- providing training and necessary help for all section editors
- providing critique, feedback and guidance for each layout to the respective layout editor.
- conducting final checks on layouts before deadlines (proper margins, picas, line ups, etc.)
- being available to section editors and EIC as needed
- helping to generate new topics and ideas for layout design
- completing layouts and folders on computer in an appropriate time line

- 4.1.4 Copy Editor  
Responsibilities include but are not limited to:
- overseeing all copy of the yearbook
  - answering questions and providing help for each section editor
  - being available to section editors and EIC as needed
  - working with the EIC on all copy (displacing, fonts, etc.)
  - helping to generate new topics and ideas for copy (headlines, captions, etc.)
  - preparing writing presentations on proper copy layout throughout the year
  - doing final checks on layouts before deadlines (spelling, wording, uses, etc.)
- 4.1.5 Section Editor  
Responsibilities include but are not limited to:
- reporting to both the assistant EIC(s) and EIC for the preparation of all copy in sections
  - reporting to both the design editor and EIC for the preparation of all layout in sections
  - ensuring all photo assignments are made for section pages
  - working with Photo Editor or Assistant Photo Editor to select appropriate photos for section pages
  - organizing and supervising section staff
  - assigning mini deadlines
  - completing allotted pages to EIC for deadlines on time
- 4.1.6 Assistant Section Editor  
Responsibilities include but are not limited to:
- reporting progress directly to the section editor
  - submitting assigned copy and spreads to the section editor by set deadlines
  - keeping section staff motivated and up-to-date on section progress
  - performing tasks as required by the section editor
- 4.1.7 Staff Writer  
Responsibilities include but are not limited to:
- collecting all information for stories
  - assigning photo assignments for stories
  - including quotes and high quality writing in stories
  - writing the headline and subhead
  - writing in folio tabs and byline
  - reporting directly to section editor and/or assistant section editor

## 4.2 Business Staff

For further details concerning office procedures, refer to the business SOP's and GAP's (Generally Accepted Procedures)

- 4.2.1 Business Manager  
Responsibilities include but are not limited to:
- administrating all financial aspects of The Bugle, including bills, deposits, monthly financial statements and preparing yearly budget
  - preparing all financial statements and reports to be presented to EMCVT Inc.
  - directing the work of the office, sales, and marketing
  - reporting to both the EIC and EMCVT, Inc. the costs and profits of operation
  - hiring a office manager, marketing and sales coordinator(s), and office assistants
  - keeping the EIC informed of the financial status of The Bugle
  - working with the EMCVT, Inc. general manager and the EIC to develop printing and photography contracts
  - developing a timeline for the year's business operations
  - representing The Bugle staff to EMCVT, Inc. and other university events
  - maintaining set office hours each week during normal business hours
  - coordinating all publicity, advertising and marketing functions
  - Coordinate all national, university, and non-profit ad sales and goals with the College Media Solutions advertising director. Friends and Family ads will go

through *The Bugle* and the business manager. University and non-profit sales will go through CMS.

#### 4.2.2 Office Manager

Responsibilities include but are not limited to:

- reporting to the business manager the daily operations of The Bugle office and the conduct and management of daily business matters as determined by the business manager
- supervising the office staff including developing and maintaining the work schedule, training the office staff, evaluating the performance of the office staff, and reporting all issues to the business manager
- maintaining adequate office supplies, including those necessary for production and business operations
- aiding the business manager in the hiring of office assistants
- maintaining and posting the set Bugle office hours that were established by the business manager, this includes making certain that a staff member is present during set office hours

#### 4.2.3 Office Assistants

Responsibilities include but are not limited to:

- Reporting to the office during all designated weekly office hours
- answering all incoming phone calls, emails, and visitors
- reporting to the office manager the daily operations of the office and business operations
- taking sales orders
- processing incoming orders
- maintaining sales records
- assist with marketing tasks in coordination with the business manager
- distributing yearbooks
- distributing New Student Records
- distributing the previous year's Bugle to various campus offices and staff members (books with name-stamp)
- other duties as assigned

#### 4.2.4 Marketing and Promotions Coordinator(s)

Responsibilities include but are not limited to:

- marketing and promotion of the Bugle as guided by the business manager
- coordinating any speakers, theme meetings, showcases, info booths, etc.

#### 4.2.5 Marketing Staff

Responsibilities include but are not limited to:

- marketing functions and activities of The Bugle along with the business operations of the division as directed by the marketing and sales coordinator(s)
- Includes:
- Marketing Assistants
- Public Relations Assistants
- Senior Ads Productions and Sales Staff
- Ads and Index Section

#### 4.2.6 Webmaster

Responsibilities include but are not limited to:

- Creating the layout and design for the Bugle website, in coordination with the EIC
- Maintaining and updating the website as needed throughout the year
- Being accountable for the effectiveness and quality of the Bugle's website

### 4.3 Photography Staff

The photo editor shall be recruited and dismissed in accordance with the SPPS standard operating procedures.

#### 4.3.1 SPPS/Bugle Photo Editor

Responsibilities include, but are not limited to:

- overseeing the photography for The Bugle

- conveying to photo staff that all photos that are not accompanied by caption information will be credited to the Staff only.
- assigning Bugle photo assignments to photo staff
- ensuring all Bugle photo deadlines are met
- Assisting in staff development and training
- striving to improve the quality and efficiency of the staff
- meeting with editors on as needed basis
- keeping a minimum of three set office hours a week
- coordinating group photography in conjunction with the SPPS Business Manager (times, room scheduling, information to editors, calling organizations)
- meeting any other requirements as per the SPPS/Bugle arrangement
- Working with assistant photo editor towards completing all photography for the new student record
- arranging for Bugle assignment oriented travel with the SPPS Business Manager
- taking Bugle assignments which are not taken
- working with section editors and EIC to ensure that photography complements the book in a consistent and theme-oriented way
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#### 4.3.2 Assistant Photo Editor

Responsibilities include, but are not limited to:

- assisting the Bugle photo editor in overseeing all Bugle photography
- keeping a thorough and complete record of Bugle assignments made, including filing negatives
- striving to improve the quality and efficiency of the staff
- meeting regularly with the Bugle photo editor
- keeping a minimum of two set office hours
- meeting regularly with the Bugle representatives
- meeting any other requirements as per the SPPS/Bugle arrangement
- assisting the Bugle Photo Editor with any assignments not taken
- Working with assistant photo editor towards completing all photography for the new student record
- working with section editors and EIC to ensure that photography complements the book in a consistent and theme-oriented way

#### 4.4 Faculty Advisor

The Bugle shall have an advisor at all times according to the guidelines established by EMCVT, Inc.

Responsibilities include, but are not limited to:

- reviewing editorial content after publication and offer general critiques
- assisting in legal and business matters, identifying professionals who may be able to assist The Bugle.
- helping the publication when a certain expertise is needed
- attempting to keep regular contact with the staff through regularly scheduled meetings

### 5. Staff Development

#### 5.1 Recruitment

The editor in chief and the business manager will recruit members at the beginning of the academic year and the beginning of each semester if necessary. Recruitment methods may include: the organizational showcase, advertisements through other organizations in EMCVT, Inc., flyers and freshmen orientation.

#### 5.2 Dismissal

Production Staff: If the need to dismiss staff arises, the final decision will be made by the EIC and the staff members will be given the appropriate notice. A three point warning system will be used, and staff will be informed of the cause of dismissal. In the case of theft, an immediate dismissal will occur.

Office Staff: If the need to dismiss arises, the final decision will be made by the business manager and the staff members will be given the appropriate notice, a single warning will be given, and will be informed of the cause of dismissal.

#### 5.3 Position Assignments

##### 5.3.1 EIC and Business Manager

- shall be selected in accordance with EMCVT Inc. policy
- 5.3.2 Production Staff**
- The Assistant EIC shall be selected by the EIC by the end of the summer prior to the production of the upcoming book. Section Editors and Design Editors shall be selected by the EIC and assistant EIC(s) by the end of the summer prior to the production of the upcoming book.
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- 5.3.3 Office Manager**
- shall be selected by the business manager with the approval of the EIC and should be selected by the end of the semester before they would start term
- 5.3.4 Office Assistants**
- shall be selected by the office manager with the approval of the business manager and EIC
- 5.3.5 Marketing Coordinator**
- shall be selected by the business manager with the approval of the EIC and should be selected by the end of the semester before they would start term
- 5.3.6 Marketing Staff**
- shall be selected by the marketing coordinator with the approval of the business manager and EIC at the beginning of the academic year
- 5.4 Transition**
- 5.4.1 Editor in Chief**
- shall begin transition after EMCVT Inc. position is filled at the end of February/beginning of March; schedule located in editor in chief binders and filing cabinet
- 5.4.2 Assistant Editor in Chief**
- shall be trained by the former assistant EIC and outgoing EIC during the training of the incoming EIC
- 5.4.3 Section Editor**
- shall be trained by the incoming EIC after incoming is elected by EMCVT Inc. or before end of semester
- 5.4.4 Assistant Section Editor**
- shall be trained by the incoming section editor at the end of the semester or beginning of the fall semester
- 5.4.5 Business Manager**
- shall begin transition after EMCVT, Inc. position is filled at the end of February/beginning of March
- 5.4.6 Office Manager**
- shall be trained by the business manager at the beginning of the fall semester as well as by the outgoing office manager at the end of the spring semester

## **6. Training**

### **6.1 Staff Manual**

Manuals for both the production staff and office staff will be printed for reference by the staff. Copies can be found in the office and production staff members will each be given a copy.

### **6.2 Workshops**

Each member of the production staff should plan to attend the workshops conducted at the beginning of each academic year. Topics should include: layout, copy writing, necessary software training, and computer orientation.

### **6.3 Orientation**

All members of the staff will attend an office orientation at the beginning of the fall semester, which will include both production and business information. The EIC and business manager should plan staff get together for both sides to meet and learn about how the Bugle as a whole entity functions.

### **6.4 Advisers**

EIC and business manager will work with EMCVT, Inc. advisers to plan and carry out staff training in areas of need, as is consistent with EMCVT's purpose of education.

## **7. Production Deadlines**

### **7.1 Internal Deadlines**

The EIC shall establish internal deadlines periodically throughout the year. These deadlines should be met in order to provide for smooth plant deadlines.

### **7.2 Plant Deadlines**

The EIC is responsible for setting up the plant deadlines with the publishing representatives at the beginning of each academic year. There should be approximately six deadlines per issue.

## **8. Photography**

### **8.1 Portraits**

Students should make arrangements to have their portraits taken by the assigned Bugle photography company. If need arises to have students submit their own pictures, the EIC shall check Virginia State Law and meet any necessary requirements. Portrait specifications must be made available to the public.

### **8.2 Candid**

Candid photos (photos, digital photos or negatives) received from outside organizations will be credited with "courtesy of." Digital photography will only be accepted if submitted at a minimum of 300 dpi. The Bugle will not allow the quality of the yearbook to suffer by accepting low quality photography.

### **8.3 Duplication**

Photos that have appeared in the other campus publications may be used with the permission of all involved.

### **8.4 Ownership**

The ownership of all pictures appearing in the Bugle will be determined by the EMCVT, Inc. policy.

## **9. Equipment Policy**

Because the equipment in the Bugle office is for business purposes, private use of the phone, copier, and computers and other equipment shall occur only with the permission of the EIC and the business manager. Selected staff members will be given codes in order to use the equipment. If other staff members need to use such equipment, they should ask EIC, business manager, production staff head, or office manager for assistance.

## **10. Complaints**

10.1 All complaints made to the Bugle will be handled by the EIC, who may consult staff as necessary. The EIC will be informed of any complaints brought to any staff member, resolved or unresolved. If a complaint cannot be resolved with a good faith effort with the EIC, it may be appealed to the Management Advisory Team of EMCVT, Inc.

10.2 Complaints regarding missing photos or incorrect placement of photos should be directed toward the EIC of the Bugle. The students last four digits of their ID number should be checked against the following

- i. with the CD received from Thornton Studios/Daniel Steven photography
- ii. with Thornton Photography's/Daniel Stevens records

If a production error has occurred the Bugle should allow the customer to choose whether or not to receive a refund on that year's Bugle or to submit their portrait for submission in the following year's Bugle which they would then receive free of charge as a courtesy of the Bugle.