

Collegiate Times

STANDARD OPERATING PROCEDURES

REVISED MARCH 2008, June 2008

1. PURPOSE OF THE SOP

This manual is designed to document the operating procedures of the Collegiate Times, the daily newspaper at Virginia Tech. This manual contains standard policies and procedures of the Collegiate Times and shall be revised and submitted to the Educational Media Company at Virginia Tech Inc. every other year, or when necessary. This document and the accompanying Code of Ethics are intended to serve as a set of guidelines to follow, although all items are subject to change.

2. HISTORY

The Collegiate Times, Blacksburg's oldest newspaper, was established in 1903 at Virginia Tech. It began as a sports-oriented newspaper but has grown into a student-run, daily publication covering campus news, features, sports and opinions. The newspaper stopped receiving university funds in 1979 and has since supported its operations with advertising and subscription revenues.

The paper is published Tuesday through Friday of the academic year, except during exams and breaks, and has a circulation of 14,000 with a readership of more than 26,000. The Collegiate Times editorial staff maintains its offices in 365 Squires Student Center, and the business staff maintains its offices in 121 Squires Student Center.

The Collegiate Times holds membership in the Associated Collegiate Press, the Virginia Press Association, Southern University Newspapers, College Media Advisers, and the College Newspaper Business and Advertising Managers.

The Collegiate Times is a division of the Educational Media Company at Virginia Tech Inc., a student-run corporation also consisting of the Bugle, WUVT, VTTV, SPPS, and the Silhouette.

3. GENERAL POLICIES

3.1 Introduction

Each employee shall implement and adhere to the principles of ethical conduct set forth in the SOPs and the accompanying Code of Ethics. This sets a professional code for members of the Collegiate Times staff and defines a commitment to integrity. This manual will not answer all questions that arise but should be used as a guide. If there are questions or problems, they should be discussed with the editor.

3.2 Security and Licensing

Only editors, managers and staff members approved by the editor will be given the combination to the office. The combination shall be changed at least once a year and possibly following the dismissal of any staff member. Only editors and managing editors will be issued swipe cards for the Squires security system. Staff members will follow EMCVT, Inc.'s security system policy. Staff members will be responsible for the replacement of lost or stolen swipe cards. The cost is a \$5 deposit per card, which the staff member will not get back if the card is lost or not turned in by the agreed upon time.

The use of the Collegiate Times name, logo or any other identifying mark must be approved in advance by the Editor in Chief. The Collegiate Times letterhead is to be used only by the editor or business manager. If needed for passes, copying rights, etc., the editor or business manager should be contacted well in advance.

3.3 MEETINGS

A. Editorial Board

The editorial board is comprised of the editor in chief, the managing editors, , opinions editor and the opinion section research assistant.,. Although any staff member may attend editorial board, only these listed have a vote. The editorial board should meet at a convenient time to discuss pertinent student, university, local, state, national, or world issues which may be suitable topics for an editorial.

The editorial writer should take notes to understand the majority opinion of board members.

C. Budget

Meetings should be held on a daily basis. All editors must come to the meeting with an individual budget. This meeting will provide an opportunity to discuss upcoming stories and long-term packages as well as discussing potential story ideas.

C. Department

All editors or a designated representative and managing editors will meet daily (Monday – Thursday) with their respective staff to discuss any problems and plan for the future.

D. Goals/ Full-Staff

The entire editorial and business staff shall meet at least once a semester, separately, to discuss short-term and long-range goals for the publication. The meeting is typically held in an informal setting and serves as an opportunity for all staff members to be openly critical of the newspaper. The managing editor and office manager shall take notes and distribute a list of the goals to staff heads. Evaluations will also be discussed at the meeting (see 3.4 for more information). Weekly meetings comprised of the editor in chief, the managing editors, section editors, photo editor, and other invited staff will be held in order to ensure benchmarking and progress towards goals between semester meetings.

Attendance to full staff meetings is mandatory. Full-staff meetings will be scheduled at least one week in advance and notification will be sent on appropriate listservs. If there is a valid reason for not attending, staff members must notify the editor or business manager in writing well in advance. Not attending a full-staff meeting without prior agreement with the editor or business manager will result in disciplinary action and, if multiple meetings are missed, staff members may be terminated.

E. Management Advisory Team/ Board of Directors

As the two highest ranking positions at the Collegiate Times, the editor and business manager work together with the other members of the Management Advisory Team of EMCVT, Inc. in order to discuss company business and further company goals. In addition to MAT meetings either the editor or business manager will hold the position of a student director on the board.

This person is nominated by the MAT, approved by the Board, and will regularly attend Board meetings. The business manager is also required to attend financial affairs meetings. The editor shall inform staff members of EMCVT, Inc. actions and provide copies of the constitution, minutes and schedules if requested.

F. Business

The editor and business manager shall formally meet at least twice a month to discuss the financial status of the paper. The meeting will consist of the editor, managing editor, public relations manager, business manager, advertising director of College Media Solutions, faculty adviser, EMCVT, Inc. general manager, advertising

adviser, production adviser, and editorial adviser.

The account administrators, ads production/creation staff, and account executives shall meet with the business manager and advertising director as needed to keep up with any major changes to the business.

3.4 Evaluations

Everyone on the Collegiate Times business and editorial staffs will be evaluated once a semester. The appropriate managers will report the general results of the evaluations for their respective staff for discussion at staff meetings. The editor in chief and business manager will be evaluated once per semester by their staff, in accordance with the EMCVT, Inc. evaluation and compensation policies. The editor in chief, managing editors, and section editors will hold individual meetings with staff in order to talk about the evaluations within 10 days of the end of the evaluation period.

3.5 Equal Employment Opportunity

Equal opportunity will be provided to everyone. The staff will follow EEO principles in all areas of the Collegiate Times. If persistent discrimination occurs, disciplinary actions will be taken. The Collegiate Times must take reasonable measures to control or eliminate the expression of those prejudices in the workplace.

4. STAFF ORGANIZATION

The Collegiate Times staff is made up entirely of Virginia Tech students. The editor assumes responsibility for the entire newspaper, but specific duties are delegated to business and editorial staffs. All employees of the Collegiate Times are responsible to in order of increasing authority, their section editors, respective managing editor, and the editor in chief..

4.1 Editorial Staff

A. Editor in Chief

The editor, the highest-ranking position at the Collegiate Times, is responsible for the business and the editorial staffs. The editor is responsible for all facets of the paper, including content, operation, image, etc. The editor has the final word on everything that appears in the newspaper and decisions that affect the publication. However, the editor will work with staff members, primarily the editorial board, in making decisions whenever possible. The editor is elected by the EMCVT, Inc. Board of Directors each year.

The editor will:

- Oversee the entire operation of the Collegiate Times.
- Be responsible for everything that appears in the Collegiate Times.
- Implement procedures and policies.
- Represent the Collegiate Times to outside parties.
- Hold a seat on the Management Advisory Team, work toward company goals, and report MAT's actions to editorial and business staffs.
- Preside over editorial board meetings.
- Hire new employees and dismiss employees in accordance with policies outlined in the Collegiate Times Hiring Manual and in conjunction with input from Collegiate Times staff as necessary.
- Train a successor by the end of the academic year.
- Oversee the budget.
- Evaluate the overall value of each section.
- Attend as many functions as possible that he/she is invited to by campus organizations, administrators or the community.

- Have a strong knowledge of Collegiate Times style and Associated Press style
- and understand the Freedom of Information Act as well as state and federal libel laws.
- Ensure that composite PDFs of the newspaper are created every night for archiving purposes.
- Stay in Blacksburg over the summer during his/her term to ensure that the paper is printed and to plan for the upcoming year.
- Preside over business meetings.
- Implement evaluations twice a year.

B. Managing Editor - Editorial

The managing editor-editorial position is, along with the managing editor-design, the second-highest position at the Collegiate Times. The managing editor-editorial will be hired by the editor-elect each year. The editor is responsible for the day-to-day operation of the editorial staff with specific responsibility for the news, features, sports, opinions and multimedia sections of the staff.

The managing editor will:

- Maintain interstaff relations.
- Compile staff evaluations at least twice a year prior to goals meetings.
- Attend editorial board meetings.
- Serve as a liaison to the Associated Collegiate Press and Virginia Press Association.
- Train a successor by the end of the academic year.
- Maintain the editorial morgue for each year's book of papers and get those papers bound.
- Maintain a file of editorial budgets.
- Attend meetings the editor cannot attend.
- Work closely with section editors to develop their long-term coverage goals and relay progress towards these goals to the editor in chief.
- Oversee the newspaper's deadline operations each day of production..
- Read news, features, sports and opinions content each deadline and correct style and content.
- Maintain daily contact with the Web Director in order to integrate web content with the print product and vice versa.
- Evaluate layout and story placement for each section on each deadline.
- Interview prospective staff.
- Attend biweekly business meetings and take minutes to distribute to attendees.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, and Freedom of Information Act and state/federal libel laws.
- Be responsible for writing and compiling any corrections of fact.

C. Staff writers and columnists

Staff writers will be responsible for submitting accurate, complete and balanced articles for the Collegiate Times. All articles submitted then become property of the paper and can be reprinted in the Collegiate Times without notification. All beat reporters will be responsible for maintaining relations with their respective beats and will be responsible for feature stories whenever requested by the department editor. Staff writers wishing to "string" for other publications while receiving assignments from the Collegiate Times will first have to notify their section editor and receive the express written permission of the editor to do so.

D. News Editors – Campus, University, New River Valley

The news editors are responsible for the comprehensive coverage of campus and community events and

the localization of pertinent national and state-wide news events. The news editors jointly coordinate the story budgets of news staff. The news editors are chosen by the editor-elect each year.

The news editors will:

- Keep up with the news regarding their specific area of responsibility as well as general campus, local, state, national and international news.
- Be responsible for all news elements that appear in the Collegiate Times.
- Be responsible for the quality and accuracy of news stories.
- Assign stories to beat reporters and staff writers and ensure that writers meet deadline requirements.
- Recruit and train a competent news staff.
- Maintain close contact with the beat reporters and staff writers in order to provide guidance throughout the reporting and writing process.
- Work with the managing editor – design on a daily basis in order to plan layout for the sports section concerning such visual elements as graphics, photo objects, etc.
- Train a successor by the end of the academic year.
- Make photo assignments for the Student Publications Photo Staff in coordination with the photo editor.
- Maintain active communication with the managing editor – editorial in order to assess progress on long-term projects and goals.
- Maintain active communication with the multimedia editor and their section multimedia reporter in order to synchronize multimedia production with news coverage.
- Work with the managing editor – editorial to plan and implement long-term coverage goals. Work with the managing editor – design to create necessary graphics, photo objects and design work for long-term projects.
- Attend editorial board meetings.
- Make sure that all elements of the news sections of the newspaper are completed daily.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, Freedom of Information Act and state/ federal libel laws.
- Check the names, titles, and addresses of persons referred to in stories.
- Plan and execute long-term, investigative series concerning topics of interest to the community each semester. Aid beat reporters and multimedia reporters in their personal long-term projects.
- Hold office hours totaling four hours per week, not including production time after 4 p.m.

1. Beat Reporters

- Beat reporters will be responsible for at least one of a variety of topic- or institution-centered beats. Beat reporters will:
- Keep up with general news concerning Virginia Tech, Blacksburg, Christiansburg and the New River Valley.
- Keep up with general state, national and international news of relevance to the Collegiate Times readership.
- Maintain regular contact with contacts essential to their beat.
- Write weekly news stories under the guidance of the news editors, managing editor – editorial, and editor-in-chief.
- Attend all news section meetings and, if requested, editorial board meetings to inform the board about a topic relating to one's beat.
- When possible, shoot video and/or photographs for multimedia production.
- Plan and execute at least one long-term, investigative piece concerning the assigned beat each semester.

2. Multimedia Reporter – News

The multimedia reporter – news will report to the news editors as well as to the multimedia editor. This reporter will be responsible for aiding beat reporters in producing multimedia coverage in a variety of ways, from assisting with technical training to “tagging along” with reporters in order to shoot video, record audio, etc. The multimedia reporter – news will:

- Attend news and multimedia section meetings weekly.
- Carry out assignments given by the news editors and/or multimedia editor involving filming, photographing, recording, or writing about events.
- Assist in technical production for multimedia content within the news section.
- Act as a liaison between the news staff and the multimedia/web staffs in order to synchronize coverage.

E. Sports Editor

The sports editor is responsible for the comprehensive coverage of Virginia Tech athletics and other athletic events of interest to readers. The sports editor will consult the business manager concerning financial issues related to sports coverage. The sports editor is chosen by the editor-elect each year.

The sports editor will:

- Be responsible for everything which appears in the sports section.
- Be responsible for the quality and accuracy of the stories that appear in the sports section.
- Maintain active communication with the managing editor – editorial in order to assess progress on long-term projects and goals.
- Serve as a liaison between the sports section and the business manager concerning sports-related travel expenses.
- Coordinate travel procedures to remain within budget.
- Recruit and train a competent sports staff.
- Train a staff of sports writers and coach them, paying specific attention to each writer.
- Train a successor by the end of the academic year.
- Make photo assignments for the Student Publications Photo Staff in coordination with the photo editor.
- Work with the managing editor – design on a daily basis in order to plan layout for the sports section concerning such visual elements as graphics, photo objects, etc.
- Solicit graphics, in a timely manner, from the graphics editor.
- Attend editorial board meetings.
- Assign stories and ensure that writers meet deadline requirements.
- Make sure that all graphic sports elements, including sports shots, sports picks and sports information boxes are completed.
- Check the names and titles of persons referred to in stories.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, Freedom of Information Act and state/ federal libel laws.
- Make photo assignments for the Student Publications Photo Staff in coordination with the photo editor.
- Work with the managing editor – design on a daily basis in order to plan layout for the sports section concerning such visual elements as graphics, photo objects, etc.
- Hold office hours totaling four hours per week, not including production time after 4 p.m.

1. Beat Reporters

Beat reporters will be responsible for at least one of a variety of topic- or institution-centered beats. Beat reporters will:

- Keep up with news, general and sports-specific, concerning Virginia Tech, Blacksburg, Christiansburg and the New River Valley.
- Keep up with general state, national and international news of relevance to the Collegiate Times readership.
- Maintain regular contact with contacts essential to their beat.
- Write weekly sports stories under the guidance of the sports editor, managing editor – editorial, and editor-in-chief.
- Attend all sports section meetings and, if requested, editorial board meetings to inform the board about a topic relating to one's beat.
- When possible, shoot video and/or photographs for multimedia production.
- Plan and execute at least one long-term, investigative piece concerning the assigned beat each semester.

2. Multimedia Reporter – Sports

The multimedia reporter – sports will report to the sports editor as well as to the multimedia editor. This reporter will be responsible for aiding beat reporters in producing multimedia coverage in a variety of ways, from assisting with technical training to “tagging along” with reporters in order to shoot video, record audio, etc. The multimedia reporter – news will:

- Attend sports and multimedia section meetings weekly.
- Carry out assignments given by the sports editor and/or multimedia editor involving filming, photographing, recording, or writing about events.
- Assist in technical production for multimedia content within the sports section.
- Act as a liaison between the sports staff and the multimedia/web staffs in order to synchronize coverage.

F. Features Editor

The features editor is responsible for covering human interest, news features, reaction pieces, personality profiles and entertainment stories for the CT. The features editor is chosen by the editor-elect each year.

The features editor will:

- Be responsible for all features elements that appear in the Collegiate Times.
- Be responsible for the quality and accuracy of all features stories.
- Recruit and train a competent features staff.
- Maintain active communication with the managing editor – editorial in order to assess progress on long-term projects and goals.
- Train features writers and coach them, paying specific attention to each writer.
- Train a successor by the end of the academic year.
- Write photo assignments for the Student Publications Photo Staff in coordination with the photo editor.
- Work with the managing editor – design on a daily basis in order to plan layout for the sports section concerning such visual elements as graphics, photo objects, etc.
- Solicit graphics, in a timely manner, from the graphics designers.
- Attend editorial board meetings.
- Assign stories and ensure that writers meet deadline requirements.
- Check the names, titles and addresses of persons referred to in stories.
- Make sure that all elements of the features section of the newspaper are completed daily.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, Freedom of Information Act and state/ federal libel laws.

- Plan and execute long-term, investigative series concerning topics of interest to the community each semester. Aid beat reporters and multimedia reporters in their personal long-term projects.
- Work with the managing editor – editorial to plan and implement long-term coverage goals. Work with the managing editor – design to create necessary graphics, photo objects and design work for long-term projects.
- Hold office hours totaling four hours per week, not including production time after 4 p.m.

1. Beat Reporters

Beat reporters will be responsible for at least one of a variety of topic- or institution-centered beats. Beat reporters will:

- Keep up with news, general and features-specific, concerning Virginia Tech, Blacksburg, Christiansburg and the New River Valley.
- Keep up with general state, national and international news of relevance to the Collegiate Times readership.
- Maintain regular contact with contacts essential to their beat.
- Write weekly features stories under the guidance of the features editor, managing editor – editorial, and editor-in-chief.
- Attend all features section meetings and, if requested, editorial board meetings to inform the board about a topic relating to one's beat.
- When possible, shoot video and/or photographs for multimedia production.
- Plan and execute at least one long-term, investigative piece concerning the assigned beat each semester.

2. Multimedia Reporter – Features

The multimedia reporter – features will report to the features editor as well as to the multimedia editor. This reporter will be responsible for aiding beat reporters in producing multimedia coverage in a variety of ways, from assisting with technical training to “tagging along” with reporters in order to shoot video, record audio, etc. The multimedia reporter – features will:

- Attend features and multimedia section meetings weekly.
- Carry out assignments given by the features editor and/or multimedia editor involving filming, photographing, recording, or writing about events.
- Assist in technical production for multimedia content within the features section.
- Act as a liaison between the features staff and the multimedia/web staffs in order to synchronize coverage.

G. Public Editor

The public editor is responsible for conveying reader's demands and complaints to the staff.

The public editor will:

- Be responsible for the newspaper's relation with its readers
- Investigate recommended corrections from readers and staff members, and write corrections accordingly to be placed on the front page. Corrections should be updated daily
- Survey sources from stories that day, and report findings to the staff
- Place all corrections within the appropriate story on the Web site and note at the top of each story that the story has been altered from its original state
- Complete a reader survey once a semester to gauge the feelings of the readers — including, but not limited to: coverage, accuracy, appeal and service to the community
- Attend daily budget meetings

H. Opinions Editor

The opinions editor is responsible for the opinions pages, which include letters to the editor, commentaries, editorial cartoons and the staff editorial. The opinions editor is chosen by the editor-elect each year.

The opinions editor will:

- Select letters to the editor for each issue.
- Maintain active communication with the managing editor – editorial in order to assess progress on long-term projects and goals.
- Work with the managing editor – editorial to plan and implement long-term coverage goals. Work with the managing editor – design to create necessary graphics, photo objects and design work for long-term projects.\
- Schedule commentaries and columns for each issue.
- Edit all material that appears on the opinions page.
- Verify the authenticity of each letter printed in the section, including names, titles, year and major or address.
- Solicit editorial cartoons
- Work with the managing editor – design on a daily basis in order to plan layout for the opinions section concerning such visual elements as graphics, photo objects, etc.
- Schedule and bring individuals or groups to editorial board meetings for weekly interviews with community leaders, student leaders, interesting/important faculty, etc.
- Maintain contact with the community editor and the web director in order to manage online opinions content.
- Train an editorial assistant.
- Train a successor by the end of the academic year.
- Attend editorial board meetings.
- Maintain communication with all columnists and actively seek to recruit new columnists throughout the year.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, Freedom of Information Act and state/ federal libel laws.
- Hold office hours totaling four hours per week, not including production time after 4 p.m.

1. Research Assistant

The opinion's research assistant will:

- Attend editorial board meetings.
- Research topics of editorial board meetings before the opening of the meeting each production day. Serve as a reference for editorial board members during the meeting.
- Verify the authenticity of each letter printed in the section, including names, titles, year and major or address.
- Assist the Opinions Editor with layout, editing, and verification of material for the page.

I. Managing Editor – Design

The managing editor – production position is, along with the managing editor – editorial, the second-highest position at the Collegiate Times. The managing editor – design will be hired by the editor-elect each year. This editor is responsible for the day-to-day operation of the editorial staff with specific responsibility for the layout design, copy editing, graphic design and photography of the newspaper.

The managing editor – design will:

- Maintain interstaff relations.
- Be responsible for the production of the editorial content on every day of production.
- Compile staff evaluations for layout designers, copy editors, graphic designers and photography staff at least twice a year prior to goals meetings.
- Attend editorial board meetings.

- Ensure that composite PDFs of the newspaper are created every night for archiving purposes.
- Maintain the editorial morgue for each year's book of papers and get those papers bound.
- Maintain daily contact with the Web Director in order to integrate web content with the print product and vice versa.
- Attend meetings the editor cannot attend.
- Work closely with managing editor – editorial, editorial section editors, layout designers, graphic designers, and photographers to plan complementing design elements for upcoming coverage. This work should be channeled through the weekly management meetings.
- Oversee the newspaper's deadline operations each day of production. This includes supervising and assisting layout and graphic designers while
- Evaluate layout and story placement for each section on each deadline.
- Interview prospective staff.
- Attend alternating biweekly business meetings and take minutes to distribute to attendees.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, and Freedom of Information Act and state/federal libel laws.

1. Graphic Designers

The graphic designers are responsible for all graphic elements of the Collegiate Times. The graphic designers are chosen by the editor-elect each year.

The Graphic Designer will:

- Create the teaser for each deadline in an efficient manner.
- Be responsible for any artwork, graphics or clipart solicited by the staff.

2. Layout Designers

The layout designers are responsible for designing all elements of the paper. Layout will adhere to Collegiate Times style and must be approved by the editorial production manager and managing editors. Layout designers will ensure the file is saved in its proper place. Layout designers will meet periodically with the editorial production manager to discuss current design trends and future ideas.

3. Copy Editors

The copy editors are responsible for editing all copy. The copy editors are hired by the editor-elect each year. Copy editors will work in close coordination with the managing editor – design to ensure smooth workflow in the newsroom. The copy editors will:

- Edit all copy — news, sports, features, and opinions— for grammar, spelling, style, clarity, accuracy and quality.
- Check the names, titles, and addresses of persons referred to in stories.
- Maintain strong knowledge of Collegiate Times style, Associated Press style, Freedom of Information Act and state/ federal libel laws.
- Work with associate editors and call the reporter if something is unclear.
- Help proofread pages and headlines before publication.

J. Photo Editor

The photo editor is responsible for the quality of all photographs that appear in the Collegiate Times. The photo editor will, in conjunction with the director of photography of SPPS, assign

all photo assignments including “away” sporting events. The photo editor is responsible for the long-term planning and synthesis between SPSS and the editorial sections of the newspaper. This responsibility includes attending the staff meetings of each of the editorial divisions, whether in person or by limited delegation to the associate photo editor. The photo and associate photo editors are chosen by the editor-elect each year.

The photo editor will:

- Oversee all photography for the Collegiate Times, including photos not taken by
- SPSS.
- Distribute photo assignments to staff photographers.
- Provide choices of photos for department editors and offer suggestions for
- photos.
- Ensure that all photos are kept in a Collegiate Times searchable archive by
- entering meta data on each photo.
- Contact photographers in the case of missing outline information.
- Get all outline information.
- Shoot deadline assignments when no other photographers are available.

1. Associate Photo Editor

The associate photo editor

- Shoot deadline assignments when no other photographers are available.
- Be responsible for editing photos during the evening production cycle three days per week.
- Contact photographers in the case of missing outline information.
- Assist the photo editor in any tasks or responsibilities delegated above.

K. Online Editor

The online editor is responsible for working with the editorial and business staffs to create web-only site content.

The online editor will:

- Create and design relevant and interesting standalone or web-only features for the
- website
- Be proficient in web development software.
- Have an understanding of current and future web site design trends.
- Report and control the web traffic (impressions) of online banners.
- Create and develop the editorial content necessary for online features.
- Update and correct any site article errors/omissions.
- Manage the web staff, including web developer, designer and assistants.

1. Web Developer

The web developer is responsible for the implementation and development of site features for collegiatetimes.com.

The web developer will:

- Work closely with the online editor and editorial production manager
- in order to implement (code) necessary modifications and
- improvements to the collegiatetimes.com article database and/or
- separate site features.
- Be highly proficient in PHP, SQL, HTML programming languages
- and Unix operating systems.

- Maintain and recover the site from any technical errors.
- Meet with the online editor and/or editorial staff frequently to
- communicate the status and details of any ongoing online projects.
- Be responsible to the online editor.

4.2 Business Staff

A. Business Manager

The Business Manager, the second-highest ranking position at the Collegiate Times, is responsible for the financial success of the newspaper. The business manager will be elected by the EMCVT, Inc. Board of Directors each year.

The business manager will:

- Be responsible to EMCVT, Inc. and the Collegiate Times for all expenses of the operation.
- Be responsible for hiring, firing, evaluating, and motivating the work of the business staff.
- Prepare a budget, monitor expenditures, and establish budgetary controls.
- Authorize and process accounts payable and bi-weekly payroll, maintaining records on all transactions.
- Be responsible for mailing subscriptions to customers on a weekly basis.
- Provide relevant budget information to the Advertising Director during the rate determination process.
- Supervise, coordinate, and execute comprehensive marketing plan.
- Supervise circulation by monitoring and evaluating return numbers and rack conditions.
- Provide training to the College Media Solutions staff for sales and marketing purposes.
- Compile and provide print and web readership statistics to College Media Solutions regularly.
- Coordinate content for advertising supplements with College Media Solutions.
- Authorize page count increases in situations where additional editorial space is requested.
- Coordinate the bi-weekly business meeting.
- Stay in Blacksburg over the summer during his/her term to ensure the paper is printed, plan for the upcoming year, and play an active role in all summer recruiting events.
- Be responsible for coordinating, planning, and executing training events for the business staff at specified times throughout the year.
- Utilize and consult with EMCVT, Inc. professional staff in decision making processes.
- Represent the Collegiate Times on the EMCVT, Inc. Financial Affairs Committee and the Management Advisory Team.
- Train a successor by the end of the academic year.
- Additional Notes
 - Goals will be determined following review of a comprehensive marketing and circulation plan to be developed prior to the business manager's term. Bonuses will be based on the completion of these goals, and on the quality of work provided. Evaluation of bonuses will be conducted by the College Media Solutions Ad Director, the Collegiate Times Editor in Chief, and the EMCVT Advertising Advisor two weeks prior to the end of each period (Summer, Fall and Spring).

B. Circulation Manager

The circulation manager will be responsible for analyzing daily returns and strategically

adjusting drop allocations/locations in order to increase readership and decrease total returns. The circulation manager will be hired by the business manager-elect each year.

The circulation manager will:

- Analyze daily return sheets to find the proper mix and distribution numbers to
- achieve overall returns of 5% or less.
- Be proficient in using Microsoft Excel to analyze return numbers,
- Create and update a circulation database that will be used to track statistics such
- as:
 - Each daily return number for each drop location.
 - Percentage increase and decrease for day, week, and week compared to previous year.
 - Percentage of overall returns per day, week, and week compared to previous year.
 - Allocation changes and their effects on return numbers.
- Prepare biweekly circulation report, with charts and specific numbers on return numbers for the business meeting.
- Adjust drop numbers weekly or as needed to minimize returns. Inform distribution personnel immediately with changes.
- Keep detailed records of changes made and their effect on return numbers.
- Perform biweekly inventory of all racks to ensure they maintain an aesthetically pleasing appearance.
- Initiate repairs as needed in conjunction with the business manager.
- Remove all unauthorized posters or flyers attached to Collegiate Times racks.
- Place poster advertisements in 360 Youth AdRax promptly after arrivals.
- Be directly responsible to the business manager.

C. Marketing Manager

The marketing manager is a support position at the Collegiate Times and may perform certain duties for the business and editorial staffs. The marketing manager should have a strong working knowledge of the Collegiate Times and its current staff. The marketing manager is hired each year by the business manager-elect.

The public relations manager will:

- Enhance the image of the Collegiate Times through support programs.
- Seek out and execute worthwhile opportunities for the Collegiate Times to contribute to the community in positive ways.
- Coordinate special promotions as requested by the business manager or editor in chief.
- Plan award ceremonies, chamber mixers and other social events.
- Circulate holiday cards, flyers and recruiting information.
- Assist editors in looking for assistants, associates or writers.
- Train a competent staff of assistants.
- Train a successor by the end of the academic year.
- Attend biweekly business meetings.
- Be directly responsible to the business manager.

I. Faculty Adviser

The faculty adviser of the Collegiate Times will be chosen by the EMCVT, Inc. Management Advisory Team after being nominated by either the editor in chief or business manager. The MAT must approve the nomination by a simple majority.

The faculty adviser will:

- Represent the Collegiate Times on the Management Advisory Team.
- Attend biweekly business meetings giving input on business decisions.

- Summarize editor in chief and business manager staff evaluations and meet with each leader concerning results.
- Act as a link to the university, alerting the Collegiate Times staff to business and community opportunities to contribute to student life at Virginia Tech.

5. STAFF DEVELOPMENT

5.1 Introduction

Employees will be hired on the basis of job-related criteria without regard to personal favoritism, race, membership in an organization, religion, sexual orientation, color, sex, national origin or political affiliation.

5.2 Eligibility

All editors and managers must have a cumulative Q.C.A. of at least a 2.0 to be eligible for the position. If an editor or manager falls short of a 2.0 during their tenure, he/she will be given a one semester probation period. Grades will be checked at the beginning of each semester by the Leadership and Student Organization Programs Office. If anyone falls short of the minimum Q.C.A. requirement twice, the editor and/or business manager is responsible for dismissing the individual and hiring a replacement for that position.

5.3 Selection/Dismissal of Editor and Business Manager

Refer to EMCVT, Inc., by-laws for more information.

5.4 Selection/Dismissal of staff members

The editor and/or business manager hire all staff members. The editor and/or business manager are also responsible for dismissal of staff members. Input will be considered from other staff members and department heads, but all decisions of selection and dismissal are that of the editor and/or business manager. After one verbal warning, a written notice is given. If a consistent problem occurs, the third meeting will be for dismissal of the staff member. An employee can be dismissed immediately depending on the severity of the offense.

5.5 Recruiting

All editors and managers shall use advertisements in the Collegiate Times, flyers, and other resources to recruit new staff members. Editors and managers should also recruit new staffers through in class announcements. It is recommended that staff heads work with the public relations manager to bring in new employees.

5.6 Training of staff

All editors and managers will be required to provide proper training. Each department editor must also train a newly-hired employee to use the necessary computer software. Other training should be arranged as needed.

All incoming staff writers will be trained by the editor. Only after completion of the training session may new recruits begin writing for the CT. Should the need arise, new staff writers may begin writing upon passing a test of their reporting skills.

The training of the staff is one of the primary responsibilities of EMCVT, Inc. staff and student managers should work closely with advisers to ensure their knowledge and skills are being utilized to professionally develop the staff. This is an imperative point of training and managers should make it a top priority to get employees involved with advisers in a training and professional development capacity.

5.7 Transition

There should be a minimum of six weeks for the new staff to learn what needs to be done. All positions are required to train their replacement, after each new staff member has been hired by the editor-elect or business manager-elect. Refusal to properly train a successor will result in early transition without compensation.

5.8 Applicants

The Collegiate Times is a public face on Virginia Tech's campus and its staff members are willingly and unwillingly a part of that public face. As such, staff members' conduct, even when not part of Collegiate Times' official business, tends to reflect on the newspaper's place on the community. Staff members and applicants must disclose any criminal history or convictions as well as make available to Collegiate Times managers any university judicial system judgments. It is the editor's discretion if a criminal past results in termination or a non-hire.

6. PARODY ISSUE

The Collegiate Times will not present a parody issue. Because of the difference in humor and the libel issues involved in presenting satirical information and complications due to advanced production, a parody issue cannot be sanctioned.

7. DIVISION ADS

Other divisions within EMCVT, Inc. can place only one ad per day in the Collegiate Times. All in-house ads are subject to being deleted by editorial or advertising staff if the space is needed for editorial content or paid advertising. Ads should be deleted by:

1. timeliness
2. relevance
3. frequency

All ads should be submitted as both a one-eighth of a page and a one-sixteenth of a page size.

8. COMPLAINTS

All complaints made to the Collegiate Times will be handled by the editor in chief and/or business manager, who may consult staff as necessary. They 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, it may be appealed to the Board of Directors.

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