



Silhouette Standard Operating Procedures

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Introduction

Purpose of the *Silhouette* Standard Operating Procedures:

This manual is intended to serve as a set of guidelines for the current and future staff of *Silhouette*. These policies and procedures are to be revised by the *Silhouette* Editor-in-Chief and Business Manager, discussed with staff, and submitted to the Educational Media Company at Virginia Tech for approval every two years or as necessary.

1.0 History and Purpose of *Silhouette*, Virginia Tech's Student Literary and Art Magazine

1.1 History

Silhouette, Virginia Tech's student literary and art magazine, began publication in 1978 as a project of the English department. It joined the Student Media Board in 1983. In 1997, the University formed the Educational Media Company at Virginia Tech, EMCVT from the old Student Media Board.

The magazine was published once a year in the winter quarter until the 1988-89 school year, when the university switched to the semester system. *Silhouette* switched along with it, publishing twice each school year (once each semester) every year since. In its first year, *Silhouette* had 56 pages. Since then the length has varied from 44 to 80 pages, with an average of 60 pages. The physical size of the magazine was changed in 1993 from 6" by 9" to 11" by 8 1/2". Both the length and size of each issue may change from year to year at the staff's discretion.

Until 1997, *Silhouette* was sold for a modest cost to help cover the expense of printing. Since then, it has been distributed for free to increase exposure and reach as many students as possible,

1.2 Purpose

Foremost, *Silhouette* is a forum for creative work by the undergraduate and graduate students at Virginia Tech. This creative work consists, but is not limited to, poetry, prose, fine art, and photography. *Silhouette* devotes itself to promoting the arts in and around the Virginia Tech community in multiple and various ways; these include the magazine itself, readings and benefits, and supporting and working with other local arts-oriented organizations.

The magazine provides the staff (Virginia Tech students) with the experience of reading and rating works as well as experience with magazine design, layout, and production. *Silhouette* also provides magazine marketing, advertising, and public relations experience.

2.0 Operating Procedures

2.1 EMCVT Policy

Silhouette will conduct its affairs in accordance with EMCVT bylaws.

2.2 Recommended Calendar of Events

- April
 - elect new editor and business manager
 - select next year's staff heads
 - begin training and transition
 - conduct selection process for Fall magazine
 - produce Fall issue
 - obtain tentative bids from printers for Fall issue
 - submit preliminary budget to EMCVT
- May
 - finish production
 - finalize printing agreement
 - deliver magazine to printer
 - submit budget to EMCVT

- document year for future Editors
- plan ahead for next year
- Summer
 - determine final budget with EMCVT
 - EMCVT retreat
- August
 - re-register with Student Activities
 - begin staff recruitment
 - hold Fall organizational meeting
 - arrange distribution locations
 - hold staff bonding event to help bring unity to the staff
- September
 - hold Release Party for the magazine
 - distribute Fall issue of *Silhouette*
 - determine submission deadline and a loose production schedule
 - College Media Solutions to begin selling ads for Spring issue
 - determine readings and benefits schedule
 - organize class visits to advertise Fall deadline
 - set up information booth at student organizations fair
 - revise Standard Operating Procedures
 - mail subscriptions
- October
 - deadline for College Media Solutions to submit Spring magazine advertisements to Editor and Business Manager
 - begin computer workshops
 - send out any patron and subscription requests
 - determine final production schedule
 - promote submissions deadline
 - promote benefit
 - hold a benefit to raise funds for *Silhouette*
 - submit revised Standard Operating Procedures
 - conduct semester evaluations of the Editor-in-Chief the business manager, and staff heads.
- November
 - submissions deadline
 - conduct selection process
 - produce Spring issue
 - finalize printing agreement for Spring issue
 - hold a benefit to raise funds for *Silhouette*
 - mail patron letters and subscriptions
- December

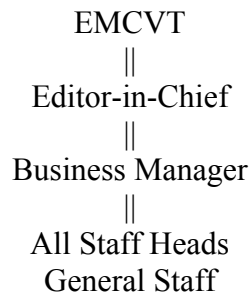
- conclude production
- send to printer
- conduct semester evaluations
- January
 - hold spring organizational meeting
 - determine submission deadline and a loose production schedule for Fall magazine
 - College Media Solutions begin selling ads for Fall issue
- February
 - hold release party for the magazine
 - distribute Spring issue of *Silhouette*
 - mail subscriptions
 - determine readings and benefits schedule
 - organize class visits to advertise Spring deadline
 - hold a benefit to raise funds for *Silhouette*
 - create newsletter
- March
 - deadline for College Media Solutions to submit Fall magazine advertisements to Editor-in-Chief and Business Manager
 - conduct more computer workshops
 - spring deadline
 - determine final production schedule
 - hold a benefit to raise funds for *Silhouette*
 - mail newsletter and subscriptions
 - conduct semester evaluations of the editor-in-chief, the business manager, and staff heads.

2.3 Staff Meetings

General staff meetings will be held weekly. Specialized staff meeting (e.g., production staff meetings, business staff meetings, staff head meetings) may be held however often the Editor-in-Chief or Business Manager deems necessary. Locations for meetings are at the staff's discretion.

3.0 *Silhouette* organization

3.1 Central Organizational Chart



3.2 Recommended Support Organization

The Editor-in-Chief holds ultimate responsibility for the organization of the editorial staff and the production of the magazine. However, the Business Manager is responsible for the business staff and the business functions of the magazine, and as such may determine the organization and management of the business staff(s).

The Editor-in-Chief is responsible for all other staffs, specifically, the editorial staff (including the poetry, fiction, photography, and art editors), production staff(s), and the general staff (consisting of all the members of all the staffs, plus any general members).

3.3 Adviser

Silhouette will have at least one adviser at all times, and will request his or her assistance when necessary. The adviser will be a member of the faculty or administration of Virginia Tech and will be nominated by the current Editor-in-Chief and Business Manager and approved by the Management Advisory Team, (MAT) of EMCVT. If *Silhouette* should ever be without an adviser, it is the Editor-in-Chief's responsibility to search for a suitable candidate and recommend this candidate to the MAT. The Editor-in-Chief reserves the right to change advisors if necessary.

4.0 Staff

4.1 Selection of the Editor-in-Chief and Business Manager

The Editor-in-Chief and Business Manager will be selected through the procedure described in the bylaws of EMCVT.

4.2 Recruitment/Arrangement of Staff Editors

After his/her election, the Editor-in-Chief will determine, based on expected size of staff and preferred management organization, which editorial staff positions s/he will choose to fill, and is free to create any offices s/he deems necessary by bringing changes to the SOPs to the MAT. Editorial positions should be chosen shortly after the Editor-in-Chief and Business Manager are chosen by EMCVT to allow time for training and transition. An organizational meeting will be held at the beginning of the Fall and Spring semesters by the Editor-in-Chief to recruit members for all staffs.

After the Business Manager's election, s/he will determine the organization of the business staff and will create and fill any offices s/he deems necessary. The Business Manager has final appointment authority for these offices, and should exercise it shortly after s/he is elected by EMCVT.

The Communications Director, or designated person, is responsible for directing recruitment activities for general staff members throughout the year. These activities may include, but are not limited to, creating and posting flyers around campus, holding interest meetings, and visiting other student organizations

4.3 Staff Problems

The Editor-in-Chief or the Business Manager will address staff performance problems immediately by communicating with that staff member face-to-face. If problems persist, one warning should be given out in writing. If further issues arise, a meeting will be arranged to discuss the issue and possible dismissal of the staff member.

4.4 Dismissal of staff

The Editor-in-Chief has final authority concerning the dismissal of staff heads and staff members. The Business Manager has dismissal authority for business staff members. Dismissal proposals should be discussed by both the Editor-in-Chief and Business Manager. All dismissals should be conducted in person and with a thorough explanation. Should any staff head dismissals become necessary, the position should be filled in a timely manner.

4.5 Evaluation of Staff

The Editor-in-Chief and Business Manager will, at least once each semester, query the respective general staff members about the performance of the staff editors. It is the responsibility of the Editor-in-Chief and Business Manager to recommend or implement any change to their staff editor organizations based on input from the staff and their own observations of the editors' performance.

5.0 Individual Responsibilities of Staff

5.1 Editor-in-Chief

- is responsible for the overall success of the organization
- shares joint responsibility with the Business Manager to obtain the funds necessary to meet the *Silhouette* budget
- is responsible for ensuring that the requirements specified in these Standard Operating Procedures and in the bylaws of EMCVT are satisfied in the operation of *Silhouette*
- is required to attend EMCVT and MAT meetings
- is responsible for initiating the major actions of the organization, including magazine production, printing, and general staff meetings
- is required to act as submissions coordinator: removing names from works and compiling them into packets or folders to be rated by staff. The Editor-in-Chief should be the only staff member with access to contributor information until final selections have been made
- oversees the selection processes for submissions to be printed in the magazine
- along with staff editors and the adviser, if necessary, will review the selection of any questionable works
- has final authority in magazine design and layout
- is required to hold office hours for at least two hours a week

5.2 Business Manager

- is responsible for coordinating all financial activities of *Silhouette*. This includes keeping all records current, presenting a financial report to EMCVT each month, and preparing and negotiating the fiscal budget to and with EMCVT
- Serve as *Silhouette's* liaison and “champion” to College Media Solutions (CMS)
- Provide training on *Silhouette's* products and unique selling proposition to CMS personnel
- is expected to attend all EMCVT MAT and Financial Affairs meetings, and if the Editor-in-Chief is not present, to represent the organization on her/his behalf
- will work closely with the Editor-in-Chief to ensure that plans for the magazine are in sync with available funds
- should create and oversee the publicity staff, as well as any other business staff(s) if necessary
- may, with the consultation and approval of the Editor-in-Chief, undertake any fundraising activities necessary
- maintains office equipment and supplies
- is required to hold office hours for at least two hours a week (updated 3/2/07)

5.3 Advertising Manager

- eliminated 3/2/07

5.4 Alumni Relations Director/Subscription Manager

- maintain alumni relations through *Silhouette* newsletter updates and requests for donations/subscriptions
- ask for alumni feedback for inclusion in future alumni newsletters.
- ultimately is responsible for writing and mailing patron/subscription letters once a year by the end of the first half of the fall semester
- is responsible for sending all subscriptions out to subscribers within a few days after the Release Party
- required to hold office hours for at least two hours a week

5.5 Art Editor

- arranges the submitted artwork, coordinates the art staff, and administrates the artwork ratings process
- calls art staff meetings if they are necessary
- informs the Editor-in-Chief about any selected artwork which could jeopardize the integrity of the magazine
- communicates with the artists of all submitted artwork: announcing final art selections, gathering required information, and arranging the return of artwork to the submitter in a timely manner
- prepares the selected artwork for magazine production. This includes but is not limited to scanning the artwork, arranging photographers, and ensuring the highest quality possible
- responsible for arranging class visits to all Virginia Tech art classes to announce and promote the submissions deadline

- responsible for maintaining an amicable relationship with the Virginia Tech Art Department
- looks for art and design contest opportunities for the magazine and notifies them to the public relations director
- is required to hold office hours for at least two hours a week

5.5 Benefit Emcee

- works closely with the special events coordinator at *Silhouette* benefit events
- serves as emcee and host at *Silhouette* events
- required to hold office hours for at least two hours a week

5.6 Communications Director

- represents *Silhouette* at weekly SGA meetings and announces *Silhouette* events and submission deadlines to the student leaders at the meeting
- acts as a liaison between *Silhouette* and any other local arts-oriented organizations
- directs recruitment activities for *Silhouette* throughout the year (general information meetings)
- responsible for maintaining a collection of advertisements, flyers, and other artifacts of *Silhouette* history
- required to hold office hours for at least two hours a week

5.7 Distribution Manager

- responsible for the distribution of the magazine to all designated distribution locations, on and off campus
- responsible for the maintenance of *Silhouette* computers and related equipment
- responsible for making and distributing signs on racks around campus
- responsible for distributing racks around campus
- responsible for notifying the Editor-in-Chief and Business Manager if new racks need to be ordered
- is required to hold office hours for at least two hours a week

5.8 Fiction Editor

- arranges the submitted fiction, coordinates the fiction staff, and administers the fiction ratings process
- calls fiction staff meetings if they are necessary
- informs the Editor-in-Chief about any selected fiction that could jeopardize the integrity of the magazine
- communicates with the authors of all submitted work: announcing final fiction selections, and gathering required information
- prepares the selected fiction for production, typing up those stories not submitted electronically
- responsible for arranging the trade of art and literary magazines with other colleges. This includes contacting their staff and mailing our magazine
- responsible for arranging class visits to all Virginia Tech fiction classes to announce and promote the submission deadline

- responsible, along with the Poetry Editor, for the organization and production of writing workshops that may/may not take place during the school year for Virginia Tech students.
- along with the Editor-in-Chief, is responsible for the organization of any fiction prize/contest the magazine might conduct.
- looks for opportunities where the magazine could present itself for competition and notifies the Public Relations Director
- is required to hold office hours for at least two hours a week

5.9 Graphic Designer

- responsible for ensuring the design integrity of the magazine during production
- responsible for making all flyers, advertisements, promotional items or allocating that duty to another staff member
- responsible for reviewing and approving flyers before posting
- is required to hold office hours for at least two hours a week

5.10 Photography Editor

- arranges the submitted photography, coordinates the photo staff, and administrates the photography ratings process
- calls photo staff meetings if they are necessary
- informs the Editor-in-Chief about any selected artwork which could jeopardize the integrity of the magazine
- communicates with the photographers of all submitted artwork: announcing final photo selections, gathering required information, and arranging the return of photography to the submitter in a timely manner
- prepares the selected photography for magazine production. This includes but is not limited to scanning the photography, arranging photographers, and ensuring the highest quality possible
- responsible for arranging class visits to all Virginia Tech art classes to announce and promote the submissions deadline
- looks for art and design contest opportunities for the magazine and notifies them to the public relations director
- is required to hold office hours for at least two hours a week

5.11 Poetry Editor

- arranges the submitted poetry, coordinates the poetry staff, and administers the poetry ratings process
- calls poetry staff meetings if necessary
- informs the Editor-in-Chief about any selected poetry that could jeopardize the integrity of the magazine
- communicates with the authors of all submitted work: announcing final poetry selections, and gathering all required information
- prepares the selected poetry for production, typing up those poems not submitted electronically
- responsible for arranging class visits to all Virginia Tech poetry classes to announce and promote the submission deadline

- responsible for conducting and coordinating writing workshops along with the Fiction Editor
- looks for opportunities where the magazine could present itself for competition and notifies the Public Relations Director
- along with the editor-in-chief, is responsible for the organization of any poetry prize/contest the magazine might conduct
- is required to hold office hours for at least 2 hours a week

5.12 Production

- is responsible for all technical aspects of the magazine layout and production
- compiles all selected work into the InDesign document
- conducts staff workshops explaining how to use InDesign, Adobe Photoshop, and other skills necessary to work on magazine design and layout
- ensures the magazine is correctly prepared for the printer, including checking for typographical and layout errors
- is required to hold office hours for at least 2 hours a week

5.13 Promotions Director

- promotes *Silhouette* events and submissions deadlines
- reserves and designs display cases in Squires for upcoming *Silhouette* events
- designs flyers/posters for the *Silhouette* A-frame to be displayed outside Squires or McBryde for upcoming *Silhouette* events
- organizes the ordering and distribution of any *Silhouette* promotional items: T-shirt sales, cups, etc.
- responsible for promoting *Silhouette*'s image around campus in new and creative ways: table cards, flyers, a-frames, etc.
- is required to hold office hours for at least two hours a week

5.14 Public Relations Director

- responsible for developing a strong working relationship with the staff
- responsible for maintaining the organization's visibility on the campus and in the local community
- responsible for all advertisements. This includes ads placed in the *Collegiate Times*, public service announcements aired on WUVT 90.7 FM, promotional scrolls on VTTV, and any other advertisement deemed necessary
- works closely with the marketing director and the special events coordinator to ensure that all events are adequately advertised
- responsible for entering the magazine for all competitions approved by both the Editor-in-Chief and the Business Manager
- may create a team of staff members to concentrate on local publicity, campus publicity, and national publicity
- responsible for working with the public relations staff from all entities of EMCVT in order to create a strong visibility for the company as a whole
- is required to hold office hours for at least two hours a week

5.15 Radio Show Host

- responsible for hosting *Silhouette* Style on WUVT 90.7 FM for the designated time assigned to *Silhouette* by WUVT staff
- responsible for conducting this show in accordance with all FCC and WUVT regulations
- responsible for delegating themes and topics for each show, and bringing in guests as he or she sees fit
- responsible for submitting themes on a monthly basis to the WUVT staff at least one week before the start of the month
- responsible for promoting *Silhouette* activities on the show

5.16 Web Master

- responsible for maintaining *Silhouette's* web page on a weekly basis, which includes updating an events page, updating the online magazine semesterly, and maintaining an online list of staff heads and contact information
- all website redesigns must be accepted by the staff before being permanently placed
- is required to hold office hours for at least two hours a week

5.17 Special Events Coordinator

- coordinates all *Silhouette* related benefits and events
- works closely with the public relations director to ensure a desired level of advertisement for all special events
- is required to hold office hours for at least two hours a week

6.0 Selection and Handling of Submissions

6.1 Submissions

Silhouette will accept submissions from all current students (undergraduate and graduate) at Virginia Tech, excluding staff members. *Silhouette* will publicize the times and locations where submissions are accepted in all possible ways. *Silhouette* will maintain permanent submissions in the Squires Student Center office.

6.2 Anonymity of Submissions

The submissions rating process will maintain the anonymity of the author until after final selections have been made. The work will be disqualified from consideration for publication if its author's name is made known to the staff.

The Editor-in-Chief has responsibility for handling submissions and removing the author's name.

The requirement of anonymity is not as strict with artwork as it is with the writing due to the nature of the genre. All effort should be made, however, to ensure that the judging process for the artwork maintains the anonymity of the artist as often as possible.

6.3 Rating Process

Each staff member will be given the chance to rate each written work individually and to write comments about the work. The scale and type of ratings is left to the discretion of the editor and staff editors.

For fiction and poetry, the staff members will conduct their ratings by a written ratings system. The rating systems will be created by the Fiction Editor and the Poetry Editor.

For artwork and photography, the staff members may conduct their ratings orally or by a written ratings system. A final selection process for the artwork and photography is recommended but not required: staff members may rate the artwork or photography on ratings sheets and leave the final decisions to the Art Editor and Photography Editor.

6.4 Final Selections Process

After all works have been rated by more than two staff members, works are then rated once more to determine publication priority. The method of this second rating is left entirely up to the staff editor and the Editor-in-Chief, but it has consistently been a verbal deliberation process, held at a specified time. Any of the submissions, no matter what their initial rating, may be brought up by any staff member for consideration during the final selection process.

6.5 Appeal of editorial decisions

The Editor-in-Chief has final say regarding final selections, except in the case of a formal staff objection to the editor's refusal to print a work or decision to print an un-reviewed or objectionable work. A clear majority (80 percent) of the staff must initiate the appeal process in advance of the scheduled magazine production.

If this situation occurs, then the Editor-in-Chief may not proceed with production of the magazine until the question is resolved. The staff, staff heads, editor, and adviser will meet and attempt to reconcile the dispute with discussion. The adviser will arbitrate the discussion and all parties will attempt to reach an equitable solution to the dispute.

If the dispute is not resolved in discussion, then a single vote will be taken to determine if the editor's decision will be overruled. The staff editor and all staff members who have read the work in question and 100 percent of the submissions in the genre in question are allowed to vote. Each person will have one vote, cast by secret ballot; a unanimous vote against the Editor-in-Chief's decision will overrule the Editor-in-Chief. The adviser will then administrate the voting process and count the votes. The decision resulting from the vote is final.

6.6 Editorial Policy

The Editor-in-Chief has final authority in making changes to submissions. Staff editors should edit as they see fit. The author/artist will be consulted prior to publication.

6.7 Return of Submissions

Original artwork must be kept in good condition from the moment *Silhouette* receives it until the artist retrieves it. Artwork must be returned to the artist before the end of the academic year if at all possible.

Because of the great number of poetry and prose submissions, it is left to the editor and staff editors to make a policy concerning their return.

6.8 Ownership of Submissions

Upon the printing of a submission, rights of ownership revert back to the author/artist. All use of submissions must be done only with the permission of the submitter.

7.0 Production

7.1 Responsibility

Only the Editor-in-Chief and the Business Manager may contract with a printer for the magazine's publication. However, the Production Manager may advise the Editor-in-Chief and Business Manager in printer negotiations and assist them with all other aspects of production. The Editor-in-Chief is responsible for completing the Fall issue of the magazine before leaving for the summer or during the summer. S/he is not to leave it for the next Editor-in-Chief to complete. By the next school year, the magazine should be ready for print prior to school starting so that the Spring issue can be put together in a timely fashion.

7.2 Workshops/Production Orientations

The Editor-in-Chief or the Production Manager, if either deems necessary, will hold training sessions for those who are interested in learning the computer layout programs. These workshops will be announced at meetings.

7.3 Selections of magazine print standards

The Editor-in-Chief and the entire *Silhouette* staff should have input in the general design and layout standards employed in *Silhouette*, specifically aesthetic factors, binding type, size, and number of pages. The Editor-in-Chief and Business Manager have final authority in selecting which standards to employ.

7.4 Deadlines

Shortly after final selections are completed, the Editor-in-Chief, Production Manager, and other staff members should produce a tentative layout of the magazine, indicating approximate placement of magazine contents and design elements.

The date of the magazine production should be announced at least once month before it begins. The length of production varies, but it should be completed no later than the last day of finals.

After production completion, the Editor-in-Chief, Production Manager, and staff editors should conduct a final overview of the magazine, ensuring all design is acceptable and everything is correct.

A typical timetable for Fall Magazine production is:

Week A:

final selections made
tentative layout created
typing and proofing (five days maximum)

Week B:

begin production
continue proofing
continue production

Week C: magazine completed by April 30th (if need longer, reasons must be discussed) – goes to printer once the fiscal year changes in July
finish production
final overview
magazine delivered to printer by first week in July—blue lines shipped to Editor-in-Chief to proof or send file in June and have them bill in July

** Magazine is released between the 3rd and 5th week of the Fall semester.

A typical timetable for Spring Magazine production is:

Week A:
final selections made
tentative layout created
typing and proofing (five days maximum)

Week B:
begin production
continue proofing
continue production

Week C:
magazine file sent to printer on the last day of classes of the Fall semester.
Blue lines sent to printer during exam week. Magazine printed during Winter break and delivered by first week of classes.
finish production
final overview

** Magazine is released between the 3rd and 5th week of the Spring semester.

This schedule is likely to vary due to staff size and other variables. The deadline for submissions and the desired receipt date should be the deciding factors in determining the length of the production schedule.

7.5 Equipment

The layout of *Silhouette* is composed on a Macintosh computer, using Adobe InDesign, Adobe Illustrator, and Adobe Photoshop.

Knowledge of Adobe InDesign is essential in layout and production. The Editor-in-Chief, the Graphic Designer, and Production Manager should be well versed in the program, and are responsible for ensuring that the staff is educated on these matters.

The print ready version of the magazine will be an Adobe InDesign file including appropriate links, fonts and instructions or in the form of single page PDF files. This will be submitted to the printer with a printout of the entire magazine (including thumbnails).

7.6 Layout Design Eligibility Requirements

Any staff member of *Silhouette* who wishes to design a layout is welcome to as long as they have proficient knowledge of Adobe Illustrator, Adobe InDesign, and Photoshop or have undergone a training session with the Editor-in-Chief.

8.0 Business Operations

8.1 Accounting

All *Silhouette* accounting will be in accordance with EMCVT standards. Financial records will be kept current, and the Business Manager will present a financial report to EMCVT each month. The business manager will keep the editor informed of *Silhouette's* finances.

8.2 Distribution

If there is no separate Business Manager at the time, the Distribution Manager is responsible for all aspects of the distribution process. Distribution should begin within the first five weeks of each semester, and should cover multiple and various locations, including academic buildings, student centers, local coffee shops and other businesses. The Business Manager and Distribution Manager are responsible for determining these locations, and maintaining them by checking them every week and adding more magazines to the racks when necessary. When magazines have run out, moveable racks should be taken back to the *Silhouette* office or alternate storage facility until the next distribution.

8.3 Advertisement Sales

Advertising sales will be done by CMS and the Business Manager will act as a liaison between *Silhouette* and CMS throughout the year.

8.4 Patrons, Donations, and Subscriptions

Patron and donation solicitation is undertaken in cooperation with the Editor-in-Chief. The Editor-in-Chief, and Business Manager may collaborate on a patron letter to send to target audiences. The alumni relations/subscription manager is responsible for patron letters. Patron Letters are to be sent out once a year in the Fall semester.

Donations may be solicited at readings and benefits, and through any other appropriate avenues.

Subscription information should be sent out with patron letters once a year in the Fall semester. The Business Manager handles all subscription address lists and ensures that subscriptions are sent and paid for.

8.5 Financial Transactions

All financial transactions will be completed in a timely manner and in accordance with EMCVT policy. The Editor-in-Chief and EMCVT General Manager should be kept informed of any change in account balance greater than \$250, and any financial concerns.

8.6 Billing

All efforts should be made to collect revenues in a timely manner.

8.7 Bad Debts

All reasonable efforts will be made to collect any past due amounts. Late charges may be assessed at the discretion of the Business Manager. EMCVT may be approached about collecting bad debts.

8.8 Requisitions/expenditures

The Business Manager and Editor-in-Chief will exercise discretion to ensure that no unnecessary expenditures are undertaken by *Silhouette*. All expenditures should be discussed by the Editor-in-Chief and Business Manager, and if necessary, the General Manager. All reasonable attempts will be made to keep expenditures within the budgeted amount. If this is not possible, then a revised budget should be presented for EMCVT approval. If an unbudgeted expense is over the amount of \$250, or if a budgeted expense is 15% or greater over the amount originally budgeted or \$2,500 (whichever is smaller) then the expenditure must be approved by the Management Advisory Team of EMCVT.

8.9 Readings and Benefits

Silhouette will hold at least one benefit per semester for fundraising, and any number of readings to be decided upon by the Editor-in-Chief and staff. The Special Events Coordinator, under the Business Manager's responsibility, is in charge of all benefits and readings, and for booking all participants and venues.

As soon as possible each semester, the dates, times, and locations of benefits and readings should be determined. A "calendar of events" should be prepared by the Special Events Coordinator and approved by both the Editor-in-Chief and the Business Manager, and publicity for the events should be undertaken by the public relations director.

8.10 Security

Access to the *Silhouette* office shall be granted to those holding office hours. Access to the copier shall be granted to whomever the Business Manager and Editor-in-Chief deems necessary.

8.11 Staff Training

It is the responsibility of the outgoing Editor-in-Chief to ensure that the newly elected Editor-in-Chief is trained to the degree that they can effectively run the organization. It is the responsibility of the outgoing Business Manager to ensure that the newly elected Business Manager is thoroughly trained and confident managing the business operations of the organization. In addition, any interested staff members should be allowed the opportunity to participate in and learn about all facets of *Silhouette*.

Each year, the new Editor-in-Chief and Business Manager must be given a copy of these Standard Operating Procedures, with whatever amendments and suggestions that have been added since their approval. The current Editor-in-Chief and Business Manager must aid, in a concrete and significant manner, the new editor and business manager in preparing next year's budget and in obtaining tentative pricing from the printers.

If either the Editor-in-Chief or the Business Manager does not comply with the directives in the previous paragraphs, and is not prevented from doing so by a reason that is presented in writing to EMCVT, then the non-complying person will be ineligible for honoraria and will be subject to immediate dismissal by EMCVT.

10.0 Complaints

All complaints will be directed to the Editor-in-Chief who, if necessary, will direct it to the business manager. If for some reason the editor is unable to resolve the complaint s/he will prepare a proper presentation and report to the Management Advisory Team and request a suggestion for possible resolution.