

THE COLLEGIAN

California State University, Fresno

Staff Policy Manual

The Collegian Staff Policy Manual

Revised 7/30/05

This manual serves as a newsroom reference regarding general information, policies and proper procedures for staff members of *The Collegian*, the student newspaper at California State University, Fresno, as well as a guide for members of the university community interested in the operation of the paper.

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About The Collegian

Mission statement

The Collegian serves as the student newspaper for California State University, Fresno, currently publishing three days a week in tabloid-sized form. Its purpose is twofold:

1. To provide the populace of the university with news of interest and provide a university forum of public opinion, all presented in a professional manner.
2. To provide experience and training for journalism students that will enable them to acquire the tools necessary to participate in their chosen field.

General Information

The Collegian is a newspaper business, serving students, faculty, advertisers and the public. It is open from 9 a.m. to 5 p.m. Monday through Friday to serve these needs. Staff members are often in the office during non-business hours performing duties pertinent to publication of the newspaper.

The Collegian is located in Speech Arts, Room 169, on the university campus. The mailing address is 5201 N. Maple SA42. Fresno CA 93740-8027. The general phone number is (559) 278-5735.

The Collegian is protected by freedom of the press rights granted by the First Amendment, and although it can be asked for explanations of news judgment or editorial policy, it is not required to submit advance copies of work considered for publication to any group or person outside the *Collegian* staff.

The Collegian is funded by the existing ASI student newspaper fee collected from each student each semester, Instructionally Related Activity (IRA) funds, and advertising revenue.

Staff members agree to conduct themselves in courteous and responsible manners, and agree to abide by policies and guidelines stated in this manual.

The Collegian does not discriminate on the basis of race, gender, religion, beliefs, ethnic background, sexual orientation or national origin.

Governing Board

The Board for *The Collegian* consists of the university president, or a representative appointed by the president; the dean of student affairs; the student body president or designee; the chair or faculty designee from the Department of Mass Communication; and a student representative of the School of Arts & Humanities appointed by the dean.

The Board has authority to approve major capital expenditures, authorize supplement publications, investigate complaints upon referral from the faculty adviser or editor, resolve conflicts concerning budget or operations, remove an editor, and make changes to this governing document. The Board does not have authority to make *Collegian* content decisions.

Editorial

Advisers

Advisers are full-time faculty members of the Mass Communications and Journalism Department. Advisers offer no hands-on input, such as actual writing or photography that would appear in *The Collegian*, but they may review editorial content at any time in an effort to critique and enhance the learning experience.

The advisers meet at least once a week with the MCJ 105 Newspaper Workshop class and post *Collegian* office hours at the professors' desk each semester.

Overview

Any currently enrolled Fresno State student is eligible to serve on *The Collegian* staff. Key editors must enroll in MCJ 105 Newspaper Workshop.

Before joining *The Collegian*, students, advisers and employees of the student newspaper are expected to understand

guidelines for libel, invasion of privacy, obscenity and other areas considered inappropriate for publication.

Staff members are expected to maintain a professional demeanor and should be aware they are perceived as representatives of *The Collegian*. They must maintain a high level of confidentiality of any content expected to be published.

Editors are expected to provide a training ground for their subordinates and should spend up to four weeks at the end of the semester training their replacements.

The editors

Editor in Chief: Ensures the overall quality of *The Collegian's* news-editorial operation.

News Editor: Assigns, edits and draws dummies for news stories and pages. Submits news budget one or more issues in advance.

Features Editor: Assigns, edits and draws dummies for feature stories and pages. Submits features budget one or more issues in advance.

Sports Editor: Assigns, edits and draws dummies for sports stories and pages. Submits sports budget one or more issues in advance.

Opinion Editor: Assigns, edits and draws dummies for opinion stories and pages. Submits opinion budget one or more issues in advance. Responsible for one staff-written editorial per week.

Photo Editor: Assigns and edits photographs; maintains photo equipment and oversees darkroom; responsible for ensuring complete and accurate cutline information.

Additional staff

Writers and photographers: Additional stories will be produced by student writers enrolled in MCJ 105, and students enrolled in MCJ 102W Reporting and MCJ 108, In-depth Reporting.

Freelance contributors: Outside contributions offered to or solicited by *The Collegian* are accepted only from students, unless they are in the form of a letter to the editor or a guest column. Anyone approved for freelance contribution must report to the appropriate editor and conform to Collegian policy. Payment will be considered and contracted in advance only for outside contributors solicited by *The Collegian*. Those contributing articles of opinion or arts reviews will not be paid. Those contributing on a regular basis should be encouraged to enroll in MCJ 105.

Copy editors: Must have completed MCJ 104 Editing.

Ethnic supplement publications

The Asian Pacific Review, *Hye Sharzboom*, *Uhuru Na Umoja* and *La Voz de Aztlan* are ethnic publications that appear as supplements to *The Collegian*. Each supplement must have a faculty or staff adviser from an appropriate academic department or program. Those advisers, in consultation with *The Collegian* editor, select the supplement editors, who in turn select their respective staffs.

General Policies And Guidelines

The Collegian office is open to the public each day. People come in to purchase advertisements, suggest story ideas and make inquiries. We must project a professional, business-like image, and all members of the staff are expected to keep their work areas presentable and to be responsive and polite when answering the phones and greeting people who come to the office.

All members — students, faculty and paid employees — are bound by policies and guidelines of *The Collegian*, which provide a learning environment but still should adhere to the policies of safety, professionalism and management.

The Advisers, with input from the Editor in Chief and/or Advertising Manager,

have the right to discharge members of the staff if appropriate because of policy violation. The staff member may be given appropriate time to respond.

General responsibilities

Students who participate on *The Collegian* and supplemental publications should comply with standards of accuracy, fairness and balance as outlined in the Society of Professional Journalists Code of Ethics. Staff members are responsible to their editors in meeting these professional standards and in meeting deadlines.

Collegian staff members are responsible for the content of the newspaper. They shall see that no material published is unlawful or that intentionally supports a substantial disruption of university activities without an ethical journalistic explanation.

All content submitted to *The Collegian* becomes property of *The Collegian*. Anything gathered with *The Collegian's* resources is also property of *The Collegian*.

Newsroom issues

Language:

The Collegian will not publish any material intentionally using abusive language, profanity or that singles out certain groups for the reason of shock value or stereotyping. *The Collegian* recognizes that stories may, at times, include some of these elements because of the context of the stories, but editors will take care in the handling of these issues and how they should be presented to the public.

Letters to the editor:

The Collegian welcomes letters on topics of interest, and it publishes a policy in each edition. Letters should be no longer than 250 words and must be typed and accompanied by the letter writer's full name, address, and a working phone number or e-mail address. The letter writer is asked to include if he or she is a student or include an affiliation with a club or group if

the letter focuses on that club or group. Unsigned letters will not be printed.

Letters will not be published until a Collegian editor verifies the authenticity of the letter with the letter writer. Staff members of *The Collegian* may not submit letters.

The Collegian reserves the right to edit letters for space considerations, spelling, grammar and style. Letters must follow the same guidelines that any other publishable item in the newspaper follows. Letters that include obscenity, racial bias, libel and serious factual errors will not be published.

Letters can be submitted by "hard copy" to the *Collegian* office or by e-mail at collegian@csufresno.edu.

Contests:

The Editor in Chief and section editors are responsible for being aware of contests in which *The Collegian* might be eligible. Contest rules should be distributed to all staff members, and those staff members are responsible for submitting entries to their respective editors. Staff members are responsible for preparing the entry so it conforms to contest rules. Editors, with input from advisers, will meet and determine the best entries for a contest but should submit the maximum entries allowed for each category. Disputes regarding entries will be settled by advisers.

Complaints:

No matter what the nature of the complaint is, do not admit wrongdoing on behalf of *The Collegian*. An apology could be construed as an admission of guilt that puts *The Collegian* in legal danger. Be a good listener and try to understand the nature of the complaint. Make an effort to connect the caller with someone who can resolve the issue. Gather all the information and consult the editor and/or the faculty adviser. If the complaint is not about a factual error, encourage the caller to submit a letter to the editor.

In most cases, reader objections or administrative challenges to complaints regarding published stories, opinions, review or advertisements should be handled by the reporter or representative with input from the supervising editor or adviser, if necessary. If the situation becomes hostile or jeopardizes coverage, the Editor In Chief, an adviser and the reporter or representative should determine a proper procedure to follow, which could include meeting with the hostile party.

Corrections and retractions:

There is a significant difference between a correction and retraction. Often, complainants demand a retraction. Be sure to inform them of the difference without admitting wrongdoing or promising a correction or retraction will be published until an error is confirmed.

A correction is published when *The Collegian* has made a significant spelling, typographical, reporting or editing error on any published material that appears in the newspaper. A retraction is more serious, involving admittance that there are so many errors in a single published entity that it deserves an apology or a new story with correct information.

The Collegian's policy is to correct significant errors of fact in a timely manner. A significant error would be if a story notes that there 12 horses in a parade, when there were actually eight. If the story mentioned the horses were off-white in color and a reader complained that they were beige, this could be determined by editors as not significant enough for a correction.

Corrections must be approved by the section editor and the Editor in Chief. Corrections should be worded so the mistake is not repeated. The correction should not include an apology. An example of a publishable correction:

A story on Page 3 of The Collegian incorrectly stated the number of flute players in the California State University,

Fresno, marching band. The correct number is six.

Conflicts of interest:

Staff members should conduct themselves in a manner that protects them from conflicts of interest or from the appearance of conflicts of interest. No staff member may publish material about a campus activity or activity related to the campus on a topic in which that person is involved. A member of a sports team cannot write about that particular team. A member of a student group cannot write about that particular group.

Collegian staff members covering events should not engage in activities that would show bias toward that coverage, such as cheering at a sporting event or applauding a political candidate. Staff members signing petitions should not cover events related to the petition topic.

Staff members should avoid interviewing or photographing friends for a story unless they are coincidentally the only reliable source for that story. Staff members should not purposely attempt to use other staff members as sources for stories or photographs. Staff members also working for other publications are not to provide pertinent story information to the other publication or cover events for both publications without permission of an Adviser and the Editor in Chief.

Involvement in student politics, holding student government office and service in university organizations should be avoided if it compromises the integrity of student journalists.

Editorial stances regarding a certain group should not be made by members of *The Collegian* also part of that group.

Fiction or poetry:

The Collegian does not publish fiction or poetry unless such works are an integral part of the story; for instance, a feature on a student poet could include an example of his or her work.

Wire copy:

The Collegian subscribes to a service that provides stories produced by other news services that are published in the student newspaper. When wire stories are used to blend with student-produced stories, credit should be given to the wire service at the end of the story. A wire story updated with a new, student-written, lead or a couple of internal paragraphs is still credited to the wire service. The point at which a story is more student-written than wire is a decision that should be made by the appropriate section editor.

Sources on the internet:

Reporters who use the Internet and e-mail to interview sources should identify themselves as a reporter immediately, and should verify the source's identity with a follow-up telephone call. The source should be told that the information given is for a story. Information from Internet chat rooms and bulletin boards should not be used except as background, or if it is used, it should be attributed as "from the Internet." Since some information on the Internet may not be accurate, verification of facts through another source is especially important.

Photo guidelines:

The integrity of the documentary photograph is the same as that of a quote. In a news medium, readers expect photos and stories to be truthful. Electronically altering the content of photos for news and general feature stories or as stand-alone news and feature photos is not allowed. Exceptions to this would be adjustments to contrast and similar technical enhancements that don't affect the truthfulness of the subject and context of the subject or scene. Content may be altered for creative purposes as a special effect if the caption or credit line includes the fact and if an average reader would not mistake the photo for reality. These photos must be tagged as a photo illustrations. Photo illustrations must in no way resemble documentary photographs.

Official statements:

Official statements regarding the policies and actions of *The Collegian* should only be made by the Editor in Chief or Advisers. Any comments regarding *The Collegian* by staff members should be made with the clarification that the comment is not an official position of the newspaper.

Passes:

Members of *The Collegian* may seek credentials to events that they are planning to cover, even if these events are off campus, with approval of an editor. It is against policy for an individual to obtain a credential for an event without permission from an editor or without intention of covering the event for *The Collegian*. Those covering events are not allowed to obtain extra credentials for associates not a part of *The Collegian*.

Freebies:

No staff member should, during the course of generating content for *The Collegian*, accept products or services for personal use that they would normally pay for. Items received in the mail (cds, movie passes, tapes, etc.) must be called to the attention of an editor. Those items used in pursuance of an assignment may be used for the assignment but then given to a "freebie box" to be donated to charity. Any gift (food, money, appliances, etc.) sent to a member of *The Collegian* not conducive to completing an assignment must be returned. The Editor in Chief will make a determination on any free item received that doesn't fall under the above policy. Those covering an event in which food is served free of charge and meant for all those in attendance may consume the food if the event runs during normal breakfast, lunch or dinner times.

Confidentiality:

A reporter should not promise confidentiality to a source without the permission of the editor. Confidentiality should only be given if there's a real danger that physical, emotional or financial harm will come to

the source if his or her name were revealed. The editor should have all the facts and the source's name before the decision is made. A reporter should make every attempt to get the same information from another source who agrees to be named since the goal is to attribute all information to a specific source for all stories.

In turn, Collegian material is not to be distributed to outside interests. Photo negatives, notes, tape recordings and other materials used in gathering information are not to be revealed to the public unless approved by an Adviser and the Editor in Chief.

Off the record interviews should be avoided. "Off the record" means that none of the information provided may be used in the story. It is something that is done in order to gain background information the reporter can use to gather on-the-record information. Clear guidelines must be set at the beginning of the interview — its either on the record or off. Avoid situations where the subject wants to switch between one and the other.

Libel:

This is the publication of a false statement about a person that holds him or her up to public humiliation, ridicule or contempt. Staffers are expected to be familiar with the section on libel in the Associated Press style manual.

Publishing:

Never promise that a story, photograph, cartoon or advertisement will appear in *The Collegian*. Often plans change. It is best to tell those who ask that a story is planned for publication on a certain date or during a certain week.

Parking passes:

Parking passes valid for the lot behind *The Collegian* office are available to editors after payment of the usual fee. Passes are authorized by *The Collegian* business manager.

Advertising placement:

News editors may not move ads without permission from the advertising manager or business manager.

Personal issues

Sexual harassment:

It is unacceptable. Sexual harassment is the unwanted imposition of sexual attention, including verbal, nonverbal or physical conduct that has the intent or fact of unreasonable interference with an individual's work performance or a group's work performance.

Outside interests:

Personal work, such as school assignments outside *The Collegian* or other materials, should not be done on Collegian equipment or Collegian time. E-mail, notes or other written items not for publication or regarded as Collegian business should be avoided.

Kitchen area:

Food should be eaten at the place provided, not at individual desks. Food crumbs fall into the keyboards and gum them up. Because this is a place of business open to the public, leftovers and debris must be cleaned up promptly. *The Collegian* provides a refrigerator, microwave and coffee pot for staff use. Any cooking that needs equipment more involved than this must be done elsewhere. Please do not bring other cooking appliances to *The Collegian* office. The person who brought the food or placed the order is responsible for cleaning up the mess.

Postings:

Posters, photos or other decorations that do not exceed good-taste limits or condone an organization in overbearing manner may be posted by editors at their desks. If posted material draws two complaints, an Adviser and Editor in Chief may consider its removal.

Music:

Headphones must be worn for music played in the newsroom.

Mail:

Mail addressed to an individual staff member should not be opened by anyone else unless permission is given by the addressee.

Visitors:

Staff members are not permitted to allow friends, family or associates to regularly “hang out” in the newsroom. Non-staffers in the newsroom on business should be treated in a professional manner. Those wishing to learn about *The Collegian* may visit the newsroom only with the permission of an Adviser, Editor in Chief or Business Manager.

Equipment

The computers, phones, copy machines, fax machines and kitchen appliances are for use by members of *The Collegian*.

Those not on *The Collegian* wishing to use such equipment are not allowed to do so without permission from a Collegian editor, an adviser or the business manager. Members of *The Collegian* are not allowed to use equipment for personal reasons. The internet, e-mail and other programs on the computers are for Collegian use, such as pursuing information for stories and writing stories. Downloading games and other material from the Internet can interfere with the operation of a computer and is not permitted unless directly connected with a story.

Collegian staffers must never type anything into a computer that you do not want anyone else to read. The professional journals regularly report about persons who have been fired over inappropriate email, joke headlines that escape into print, and other faux pas. Transgressors here will face similar punishment.

Phones:

Telephones are to be used for Collegian business. Those on editors’ desks are *The Collegian’s* general phone lines, and should be answered by any staff member present. To answer the phone, state both *The Collegian* and your name, and ask how you may help the caller. The telephone on the editor-in-chief’s desk is a private line and should not be answered unless you have been told to do so.

Long-distance access codes will be assigned to specific individuals by the business manager on an as needed basis. Each person assigned an access code is responsible for the calls billed to that code.

Keys:

Each semester the Business Manager in consultation with the Adviser shall decide which students will have key access to *The Collegian* during non-campus operating hours. Do not loan out your keys. Loaning of keys to state buildings is a violation of state law.

The Business Manager shall process the key paperwork and at the conclusion of the semester collect all keys, return them to the key office, and have the entry lock changed.

Students without keys who need entrance should call the following people in this order: Editor in Chief, Business Manager, Graphics Specialist and Adviser. Campus police will not provide entrance without an approval phone call from the business manager.

Those without keys who are the last to leave *The Collegian* on a given day should call Campus Police (8-2132) to lock the offices and not leave until police arrive.

Collegian golf cart:

The distribution manager is responsible for the golf cart. The golf cart can be used for other Collegian business by editors with permission of the business manager or an adviser if the driver has completed

the Defensive Driving workshop and been issued a National Safety Council card.

General safety:

Any conditions that could pose a safety risk must be reported to the business manager, faculty adviser or campus safety office immediately. The photo lab contains chemicals that may pose a hazard. If you are pregnant, or think you may become pregnant, do not use the photo lab without first checking with your personal physician. Some photo chemicals are considered hazardous waste and must be disposed of properly.

Society of Professional Journalists Code of Ethics

Preamble

Members of the Society of Professional Journalists believe that public enlightenment is the forerunner of justice and the foundation of democracy. The duty of the journalist is to further those ends by seeking truth and providing a fair and comprehensive account of events and issues. Conscientious journalists from all media and specialties strive to serve the public with thoroughness and honesty. Professional integrity is the cornerstone of a journalist's credibility. Members of the Society share a dedication to ethical behavior and adopt this code to declare the Society's principles and standards of practice.

Seek Truth and Report It

Journalists should be honest, fair and courageous in gathering, reporting and interpreting information.

Journalists should:

- Test the accuracy of information from all sources and exercise care to avoid inadvertent error. Deliberate distortion is never permissible.

- Diligently seek out subjects of news stories to give them the opportunity to respond to allegations of wrongdoing.
- Identify sources whenever feasible. The public is entitled to as much information as possible on sources' reliability.
- Always question sources' motives before promising anonymity. Clarify conditions attached to any promise made in exchange for information. Keep promises.
- Make certain that headlines, news teases and promotional material, photos, video, audio, graphics, sound bites and quotations do not misrepresent. They should not oversimplify or highlight incidents out of context.
- Never distort the content of news photos or video. Image enhancement for technical clarity is always permissible. Label montages and photo illustrations.
- Avoid misleading re-enactments or staged news events. If re-enactment is necessary to tell a story, label it.
- Avoid undercover or other surreptitious methods of gathering information except when traditional open methods will not yield information vital to the public. Use of such methods should be explained as part of the story.
- Never plagiarize.
- Tell the story of the diversity and magnitude of the human experience boldly, even when it is unpopular to do so.
- Examine their own cultural values and avoid imposing those values on others.
- Avoid stereotyping by race, gender, age, religion, ethnicity, geography, sexual orientation, disability, physical appearance or social status.

- Support the open exchange of views, even views they find repugnant.
- Give voice to the voiceless; official and unofficial sources of information can be equally valid.
- Distinguish between advocacy and news reporting. Analysis and commentary should be labeled and not misrepresent fact or context.
- Distinguish news from advertising and shun hybrids that blur the lines between the two.
- Recognize a special obligation to ensure that the public's business is conducted in the open and that government records are open to inspection.

Minimize Harm

Ethical journalists treat sources, subjects and colleagues as human beings deserving of respect.

Journalists should:

- Show compassion for those who may be affected adversely by news coverage. Use special sensitivity when dealing with children and inexperienced sources or subjects.
- Be sensitive when seeking or using interviews or photographs of those affected by tragedy or grief.
- Recognize that gathering and reporting information may cause harm or discomfort. Pursuit of the news is not a license for arrogance.
- Recognize that private people have a greater right to control information about themselves than do public officials and others who seek power, influence or attention. Only an overriding public need can justify intrusion into anyone's privacy.
- Show good taste. Avoid pandering to lurid curiosity.
- Be cautious about identifying juvenile suspects or victims of sex crimes.

- Be judicious about naming criminal suspects before the formal filing of charges.
- Balance a criminal suspect's fair trial rights with the public's right to be informed.

Act Independently

Journalists should be free of obligation to any interest other than the public's right to know.

Journalists should:

- Avoid conflicts of interest, real or perceived.
- Remain free of associations and activities that may compromise integrity or damage credibility.
- Refuse gifts, favors, fees, free travel and special treatment, and shun secondary employment, political involvement, public office and service in community organizations if they compromise journalistic integrity.
- Disclose unavoidable conflicts.
- Be vigilant and courageous about holding those with power accountable.
- Deny favored treatment to advertisers and special interests and resist their pressure to influence news coverage.
- Be wary of sources offering information for favors or money; avoid bidding for news.

Be Accountable

Journalists are accountable to their readers, listeners, viewers and each other.

Journalists should:

- Clarify and explain news coverage and invite dialogue with the public over journalistic conduct.
- Encourage the public to voice grievances against the news media.
- Admit mistakes and correct them promptly.

- Expose unethical practices of journalists and the news media.
- Abide by the same high standards to which they hold others.

Advertising

Adviser

One Adviser serves for the functions of the advertising department and must be a full-time faculty member of the Mass Communications and Journalism Department. The Adviser meets once a week with the advertising sales class, MCJ 143, and once weekly with the Advertising Manager.

The Business Manager supervises the operations of the advertising department.

Overview

The advertising department is responsible for the advertisements that appear in *The Collegian* which contribute to the newspaper's revenue. The student advertising staff handles local sales, which include retail and classified accounts. The Business Manager handles the national advertising accounts.

The advertiser assumes all liability for any ad it places in *The Collegian* and agrees to hold the newspaper and its members harmless for the content of all advertising authorized for publication, including any photograph, likeness, name, logo, trademark, representation or any other material the advertiser provides.

By placing an ad in *The Collegian*, advertisers are purchasing space and circulation only.

All artwork and typesetting produced by *The Collegian* becomes the newspaper's property and cannot be used by the advertiser in other publications without written permission from *The Collegian*.

Staff

Advertising Manager:

A student assistant with responsibilities of assigning retail and classified accounts to student representatives. Manages insertion order run sheets, billings, insertion orders; lays out ads in the layout binder, leaving a

news hole. The advertising manager must also be enrolled in MCJ 143.

Ad Production Assistant:

The student advertising production assistant is a student assistant who designs and edits ads, having them ready for placement by the graphics specialist.

National ad assistant:

A student assistant who has completed MCJ 143 and cannot have another student assistant position on campus. Processes and procures national advertising that comes independently and from advertising agencies. Assists Business Manager in collecting past-due national and retail accounts.

Other staff:

Advertising representatives are students enrolled in MCJ 143 and paid for their hours worked. The business manager regulates stipends for the advertising manager, advertising production assistant and national ad assistant. The business manager sets hourly rate of pay, and the adviser must approve the actual hours worked.

Procedures

Classified and retail ads are accepted on a prenumbered, NCR Collegian insertion order. One copy of the insertion order goes to *The Collegian*, one to the advertiser, and one to the CSUF Cashier. The advertising manager maintains a running record of the assignment of certain insertion orders to specific students. All cash and checks received at the advertising desks must be immediately given to the business manager for receipt and deposit.

Advertisements are accepted in electronic form only and sometimes need alteration in terms of content or graphic elements. The ads must be sent back to the advertiser for proofing. If the advertisement signed off by an advertiser runs with an error, then that advertiser must pay for the ad.

New advertisers are billed and must pay in advance. Once established, they may be billed after the publication of an ad. Classified ads must be paid for in advance of publication.

Retail advertisers must be sent tearsheets and an ad sheet within 14 days of the ad's publication; national ad tearsheets and an invoice must be sent within 7 days of publication.

Advertisements for term-paper research services, gambling, those listing specific drink prices, and those listing telephone numbers for certain solicitation purposes will not be published. The Business Manager and the MCJ 143 instructor will make decisions on advertisements in question.

Circulation

The circulation department is responsible for the distribution of the newspaper, location and maintenance of newsstands, as well as tracking of results and archiving. The Business Manager supervises the functions of the circulation department both on and off campus.

Production

The graphics specialist is a part-time university staff position. He or she is accountable and responsible for visual elements of *The Collegian*, as well as overseeing the production area, placing *The Collegian* on the Web page, and handling pagination duties necessary to complete *The Collegian* by the final deadline time on Sunday, Tuesday and Thursday nights.

For production problems, calls should be made in this order: Graphics Specialist, Business Manager, Adviser.

Financial Policies And Procedures

Business manager

The financial management and execution of the financial policies and procedures are the responsibility of the Business

Manager. Under the supervision of the department chair, the position involves overseeing the short- and long-term financial affairs of *The Collegian*. The Business Manager shall perform general operational duties and responsibilities inherent in running any small business with a comparable budget. *The Collegian* Business Manager shall perform the following financial activities:

- Create, prepare and monitor a fiscal budget;
- Create and prepare supporting financial documents to the budget;
- Present the financial status of *The Collegian* monthly to its Dean, Governing Board, Department Chair, and Faculty Advisers;
- Perform and provide financial analyses;
- Create and execute a system of financial controls and checks and balances;
- Ensure that *The Collegian's* business affairs conform to University policy.

The position involves direct interaction with 85 to 100 students per semester, including 45 to 50 student assistants. The Business Manager also interacts with faculty, on- and off-campus advertising customers, advertising agencies, other campus offices, and the community at large.

The Business Manager performs other Collegian responsibilities and duties of a non-financial nature.

The Collegian Budget

The Collegian fiscal budget, July 1 to June 30, shall be prepared each June by the Business Manager and shall serve as the financial compass for the newspaper. A copy of the budget shall be presented to the Dean of the College of Arts and Humanities for review and approval prior to the beginning of each fall semester. A copy shall also be presented to the Governing Board for its information at its first meeting each academic year. Each month the Business Manager shall prepare a

budget vs. Actual report and provide copies of it to the Governing Board, Faculty Adviser, Department Chair, Editor in Chief, and Advertising Manager.

Because of the lag in some central accounting entries and the need to provide a double-bookkeeping system, the Business Manager shall prepare a shadow budget vs. Actual budget to monitor the entries made by the university's Central Accounting Office. Additionally, the shadow budget vs. Actual budget should provide a more accurate accounting of the year-to-date status of income and expenses.

Acknowledging that the Business Manager cannot control the economy or aspects of a university environment that could affect *The Collegian* budget, the business manager shall endeavor to make every possible effort to meet budget projections for both income and expenses. The Business Manager should investigate any central accounting entries that may be incorrect and shall see that any and all errors are appropriately rectified.

The Business Manager shall also create and prepare sub-budgets for the each ethnic supplement and also one for the Editor in Chief.

Instructionally Related Activities (IRA)

The Business Manager, in consultation with the Faculty Adviser, shall be responsible for preparing applications for IRA funding each year.

Ethnic Supplements

The Business Manager shall determine the annual amount of the Associated Students' fee for each ethnic supplement. The total amount of the fee directed to the ethnic supplements may be no more than 50 percent for all the supplements combined. The remainder of the fee shall go to *The Collegian*. Any AS funds budgeted for a supplement publication but not used in a given semester shall be returned to the budget for *The Collegian*.

It is the responsibility of the Business Manager to assist the ethnic supplement editors and advisers in establishing fiscal budgets and ensure that each one stays within its budget.

Advertising

It shall be the responsibility of the Business Manager to supervise the operations of *The Collegian's* advertising department.

The Business Manager has the authority to set advertising rates for *The Collegian* and its supplement publications in consultation with the Faculty Adviser. The Business Manager shall create and publish the following year's publication schedule and rate sheet in April. The publication schedule and rate sheet shall be sent to previous Collegian retail and national advertisers no later than the end of each spring semester and to prospective advertisers in September.

Retail advertisers are considered those that are local and regional. National advertisers are defined as those entities that have a presence that extends beyond the region, statewide and/or nationally. Either retail or national ads may be placed by an agency or directly by the advertiser.

All classified advertisers must pay in advance and in cash. First-time retail advertisers must pay in advance and in cash; subsequent insertions by retail advertisers can be billed. First-time national advertisers should pay in advance and in cash; subsequent insertions from national advertisers can be invoiced. The Cashier's Office does not allow *The Collegian* to accept credit card payments.

The Business Manager shall assist central accounting in collecting long overdue receivables and ultimately determine whether an account is not collectable. If so, the Business Manager shall then instruct Central Accounting to write off or credit the bad debt.

The MCJ 143 newspaper advertising staff class instructor shall structure the course

to accommodate the operations of *The Collegian's* advertising department.

Publication and Layout

The Business Manager shall obtain bids and a blanket purchase order for the printing of the newspaper for each fiscal year. The Business Manager shall determine the number of issues per semester and number of pages per issue. This shall include supplements and other inserts, as well as the use of color. Additionally, the Business Manager shall maintain a layout book and oversee the placement of ads in it, providing the editorial staff with its news hole two issues in advance.

Furniture, Fixtures and Equipment

The Business Manager shall supervise the student use of *The Collegian* office computers and equipment. The Business Manager shall coordinate improvement, repair, and maintenance of the office premises and delivery vehicle (golf cart), taking initiative to keep all equipment in good repair and operating at optimum efficiency.

Orientation

At the beginning of each semester, the Business Manager shall present two Collegian orientations, one directed to the editorial staff, the other to the advertising staff. The orientation handouts shall contain information and instruction on Collegian office policies and procedures.

Travel

Student editors covering an event or attending a conference may request travel funds. The Adviser in consultation with the Business Manager must approve travel plans and expenses in advance.

Student assistants, staff members, or faculty who use their vehicles for official Collegian business may submit claims for travel reimbursement. The Business Manager shall process all travel expenses.

Financial Records and Procedures

As a matter of documentation, the Business Manager shall create, prepare, and maintain yearly accounting records vital to the operation of *The Collegian*. These records shall be maintained for the following categories: payroll, expenses, collections, retail and classified advertising, national advertising, and controls.

The Business Manager shall also prepare and maintain file folders for other activities that are not included in the binders. These records shall provide a system of checks and balances to reduce the margin of error inherent in a laboratory newspaper—in which a constantly changing group of student assistants conduct much of the business. The current year's binders and files shall be clearly marked and kept in the Business Manager's office.

Payroll

The usual paid positions are Editor in Chief, key sub-editors, Advertising Manager, Advertising Production Assistant, National Advertising Assistant, Advertising Sales Representatives, Circulation Manager and Accountancy Assistant. Depending on the budget, some freelance writers, photojournalists, and illustrators also may receive payment for their work.

The Business Manager formally hires all of the student assistants, but the Adviser selects the Editor in Chief, and the MCJ 143 Instructor shall select the Advertising Manager. The Editor in Chief selects the key editors, and the advertising representatives are automatically selected by enrolling in MCJ143. The supplement advisers, in consultation with the Editor in Chief, select the chief editors of the supplements. In turn, the supplement editors choose their staff. The Business Manager selects the other student assistants.

The Business Manager, Adviser, and Editor in Chief shall agree on student stipends and rates of pay.

The Payroll binder shall contain each month's Student Assistant Pay Vouchers, summary spreadsheets, and a copy of the central accounting Pay Sheets signed by the Department Chair. The Payroll binder shall also contain a copy of each student assistant's Collegian I-9 certification form. Other payroll-related information also included in the binder is *The Collegian* Payroll Schedule and other pertinent payroll forms. Additionally, the Business Manager shall prepare and maintain personnel files for each student assistant (see Files section for personnel file folder contents).

The Business Manager shall approve and process all student assistant pay vouchers. However, because some advertising student assistants perform many of their duties away from *The Collegian* offices, the advertising instructor shall sign the vouchers of the advertising representatives. The ethnic supplement advisers shall sign on the vouchers of their respective staffs.

Expenses

The Business Manager shall have authority to make purchasing decisions for *The Collegian*, in consultation with the Adviser, for amounts not to exceed \$2,000. The Governing Board must approve purchases of more than \$2,000 in advance. All Collegian expenses shall be recorded on a year-to-date spreadsheet that shall be kept in the Expense binder and printed in three sorted formats: date, account, and vendor. All purchases and other expenses shall be filed by date and documented with purchase requisitions, purchase orders, other relevant paperwork, and applicable correspondence.

The Expense binder shall contain a section for petty cash, which shall include balance sheets, copies of petty cash forms submitted, and copies of reimbursement checks.

The final section of the Expense binder shall include copies of the sub-budgets for each of the four ethnic supplements.

These sub-budgets shall show both semester-to-date and year-to-date balances.

Collections

Because *The Collegian* is a university, satellite-collection site for cash deposits, a Collections binder shall be kept to record these transactions. The primary source of these deposits is advertising revenue. *The Collegian* shall strictly adhere to any and all university policies and procedures for satellite-collection sites.

All collected income shall be immediately entered in a receipt book, recorded on a numbered Collection Sheet with copies of the appropriate documentation, and deposited at the Cashier's Office in a pre-numbered, university envelope. The original receipt shall be sent to the customer. The Business Manager must sign for all collection forms issued by central accounting and must sign completed collection sheets when making deposits.

The Collections binder shall contain a running summary followed by a detailed record of each deposit.

Retail and Classified Advertising

The Retail Advertising binder shall contain the following paperwork for both retail and classified advertising: monthly and year-to-date summaries/recaps, run-sheets, and a running record of the status of all pre-numbered insertion orders. Copies of the Retail Ad Sheets with signed insertion orders attached shall follow the summary sheets. Other information in the binder shall include each semester's publication schedule, rate sheet, and miscellaneous but applicable documentation.

Retail advertising:

The Advertising Manager shall ensure that all retail classified insertion orders are signed and shall prepare a monthly run-sheet and year-to-date running record of pre-numbered insertion orders. These financial records shall then be assembled with copies of Ad Sheets and insertion

orders and then be presented to the Business Manager at the end of each month. The Business Manager shall then update the year-to-date recap, thereby also double balancing the retail advertising. The recap, along with copies of the unpaid ad sheets and signed insertion orders, must be forwarded to the Central Accounting Office by the 5th of each month for billing of the previous month's receivables. Central Accounting will then formally invoice and post the retail accounts as a Collegian receivable.

Classified advertising:

The Advertising Manager shall ensure that all classified insertion orders are signed. Because fees are collected in advance and in cash they are already documented in the Collections binder. The Advertising Manager shall present a monthly classified advertising runsheet and running record of pre-numbered insertion orders to the Business Manager at the end of each month for preparation of the recap and double balancing.

(Please refer to the Advertising section for further policies and procedures regarding retail and classified advertising.)

National Advertising

National advertising records shall be kept in a separate binder from the retail and classified ads. The National Advertising binder shall be structured similarly to the Retail Advertising binder and contain the following: publication schedule, monthly and year-to-date summaries and recaps, runsheets, and monthly sections with copies of the invoices with the insertion orders and other related documentation attached. National advertising is conducted almost exclusively by e-mail and fax. Therefore, keeping hard copies of all transactional interactions is vitally important.

The National Ad Assistant shall prepare and assemble the monthly runsheet, invoices, and insertion orders at the end of each month and presents them to the

Business Manager, who shall prepare a recap and double balance the paperwork. Most national ads do not require the advertiser's signature. National advertising insertion orders almost exclusively come from national ad agencies, and their insertion orders are considered contractually binding without the agency's signature. For independent advertisers, however, a Collegian non-numbered insertion order shall be preferred and shall be signed by the advertiser.

Controls

The Controls binder shall contain the following sections and documentation:

- Advisers' business meetings: agendas, financial package, and other agenda items.
- Aging: Central Accounting Services' monthly accounts-receivable spreadsheet, relevant documentation and correspondence.
- Assets: listing of all furniture, fixtures, and equipment.
- Budget: fiscal budget, monthly budget vs. Actual, monthly shadow budget vs. Actual, budget adjustment's spreadsheet, and relevant e-mail and other documentation.
- Circulation: circulation map, daily circulation recaps, monthly trial balances, and newsstand information.
- Keys: key requests and justifications, miscellaneous correspondence.
- Orientation: editorial staff orientation, advertising staff orientation.
- Parking passes: requests and other pertinent information.
- Retail/national ad-line ratio: monthly updates, previous year's ad-line ratio sheet.
- Trial balances: Central Accounting Services' trial balance; formatted trial balance.

Files

In addition to *The Collegian* binders, file folders shall be kept to further monitor and control the business operations. The current year's files shall be housed in the business manager's office; previous years' files shall be kept in locked cabinets in the production area. The essential files are as follows:

- Advisers: correspondence regarding *The Collegian* bootcamp and other Collegian matters.
- Associated Students (AS): copies of inserts, invoices, and miscellaneous correspondence.
- Collegian audit: preliminary and final audit and all correspondence.
- Ethnic supplements: one file each for Asian Pacific Review, Hye Sharzhoom, La Voz de Aztlan, Uhuru Na Umoja, containing copies of published editions, budgets, and correspondence; one file for the supplements as a whole.
- Furniture, fixtures and equipment: warranties and instructions.
- Governing document/board: original and revised governing documents, board meeting communications, and other relevant correspondence.
- IRA requests: past and present IRA requests and all correspondence.
- National advertising agencies: one file for each major advertising agency, containing correspondence and any other important documentation; and one file for miscellaneous national advertising agencies and requests for media information and kits.
- Peoplesoft: instructional information, procedural changes, and other relevant information.
- Personnel: one file for each student assistant composed of a completed job application, job description, original I-9 certification, any correspondence.
- Printing contractor: past and present blanket purchase orders and correspondence.
- Service requests: all maintenance, remodeling, telephone and computer service requests; and related correspondence.
- Telephones: long-distance-code information, phone lists, and relevant correspondence.

Accountancy assistant

The accountancy assistant is a student assistant who aids the business manager by maintaining the binders and spreadsheets that document the financial transactions and activities of *The Collegian*. This person must be a senior that is majoring in business and has an accountancy option. The position qualifies for an internship with The Craig School of Business.