

**UNIVERSITY OF UTAH
STUDENT MEDIA COUNCIL
POLICIES AND PROCEDURES**

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Approved by the Board of Trustees

Date: December 8, 2009

I. STUDENT MEDIA COUNCIL

The Student Media Council (hereafter the Council) is a standing committee of the University of Utah appointed by and responsible solely to the Board of Trustees. Its policies and procedures are established under the direction of the Board.

The Council oversees all university-wide student media, products, related services, and business functions supported entirely or in part by student media production fees. The Council shall have authority, with the approval of the Board of Trustees, to establish general policies and procedures regarding editorial, production, marketing, promotional, advertising, and business operations; compliance with University policies and applicable laws; and ensuring the protection of academic, creative, and journalistic freedom.

A. General Jurisdiction:

The Council exercises the administrative authority of the University over student media that receive support from student media fees as approved by the Council. The Council supports only media produced primarily by or for students at the University of Utah and available to the University community. All media funded wholly or in part by the Council are subject to the Council's policies and procedures.

B. General Duties and Responsibilities:

1. **Overview:** The Council receives and reviews requests to fund student media. The Council oversees the administration of the funds it approves. The Council approves the Policies and Procedures for each student media outlet it funds. The Council will select the student editor of the Daily Utah Chronicle and the student station manager of K-UTE. The Council supports the principles of free and responsible student media production. The Council is a forum for receiving complaints and criticism of student media. The Council annually reports to the Board of Trustees on budgetary matters, and it is responsible for keeping the Board informed of any serious problems involving student media.

2. Financial Operations: The Council is responsible for distributing the portion of student fees set aside for student media production. Each request for funds must include a line-item budget. The Council approves the budget for each student media outlet. The Council maintains an account for the funds approved for each student media outlet and supervises budgetary compliance. In addition, the Council may review and modify the terms of publishing or production contracts and advertising rate policies, and it may approve the amount of staff remuneration. The Council may consider requests to fund supplementary expenditures.
3. Student Media Function: The Council has the responsibility to require student media to perform their declared functions. The performance of these functions is the responsibility of each editor or manager subject to the provisions of these Policies and Procedures. The Council has the responsibility to require all student media to adhere to the format, functions, and standards submitted with funding requests. Editors and managers have the authority and responsibility to comply with this requirement. Failure to comply may result in funding being withheld.
4. Editorial and Managerial Freedom and Responsibility: The Council and all supported media shall promote and protect academic, creative, and journalistic freedom. The Council endorses the Joint Statement on Rights and Freedoms of Students of the American Association of University Professors. All policies, decisions, and actions of student media shall be consistent with the specific provisions and intent of this statement:

Student publications and the student press are a valuable aid in establishing and maintaining an atmosphere of free and responsible discussion and of intellectual exploration They are a means of bringing student concerns to the attention of the faculty

and the institutional authorities and of formulating student opinion on various issues on the campus and in the world at large.

The student press should be free of censorship and advance approval of copy, and its editors and managers should be free to develop their own editorial policies and news coverage.

The integrity and responsibility of student publications should be encouraged by arrangements which permit financial autonomy or, ideally, complete financial independence.

Editors and managers should subscribe to canons of responsible journalism. At the same time, they should be protected from arbitrary suspension and removal because of student, faculty, administrative, or public disapproval of editorial policy or content.

Only for proper and stated causes should editors and managers be subject to removal and then by orderly and prescribed procedures.

5. Criticism: The Council may receive and address criticism directed toward the student media. Student media supported by the Council shall include in every issue or program a notice that the media outlet is funded wholly or in part by dedicated student fees administered by the Student Media Council. Student media shall provide editors' and/or manager's contact information for questions, criticism, or complaints; they should specify that if editors or managers cannot resolve such complaints, they should be directed to the Council. The Council will not receive criticism unless it has first been brought directly to the appropriate editor(s) and/or manager(s) and efforts made to resolve it.
6. Legal Defense:
 - a. All legal concerns of student media shall be brought to the University's Office of General Counsel through the Council. The Council shall be notified immediately of any notice or communication of legal action or possible legal action. All student

media outlets will act in accordance with Council advice on such matters.

b. The Council chair shall notify the Board of Trustees and appropriate University legal counsel of any litigation against any student media outlet, and/or media outlet staff member, or against the Council or any of its members, in which a judgment is sought for any act or omission occurring in the course and scope of student media activities, and shall seek a legal defense for the defendants therein, together with indemnification, as authorized by the Governmental Immunity Act or any other applicable law.

c. The Council will seek advice and assistance from the University's Office of General Counsel on legal matters. If the assistance of a non-University lawyer with special expertise in media law is warranted (as determined on a case-by-case basis), the Council shall work with the Office of General Counsel to retain the advice and assistance of the outside attorney.

7. Policies and Procedures: The Council shall review these Policies and Procedures annually, preferably by circulating them among all members prior to the first fall meeting. The Council shall have the authority to initiate recommendations to the Board of Trustees for changes.
8. Staff Review: The Council shall regularly review all staff employed by the Council.
9. Tuition Waivers: The Council may award available tuition waivers from funding so designated to student media staff members in consultation with editors and/or managers.

C. Membership:

1. The Council shall consist of nine (9) voting members appointed by the Board of Trustees. Three (3) faculty members will be appointed from a list of at least five (5) nominees submitted on recommendation of the Council. Of the three faculty members

appointed, one must have experience in accounting practices and one must be from the Department of Communication. Five (5) student members will be appointed from a list of at least six (6) nominees submitted on recommendation of the Council to inclusively represent the student body as a whole. One (1) professional member will be appointed from a list of at least two (2) nominees submitted on recommendation of the Council. All nominees will be selected in accordance with an application process established by the Council. Regular appointments shall be made at the May meeting of the Board of Trustees or as close thereto as possible, and other appointments shall be made as needed to fill vacancies. Voting members are responsible for disclosing actual or potential conflicts of interest with individuals or matters that might come within the Council's purview. The Council may decide whether or how to address such conflicts, *e.g.*, by asking that a member recuse himself or herself from deliberations or voting.

2. At least one-third of those nominated for Council membership should be present or former members of the Council or people with equivalent experience. At least one continuing member should be a faculty representative who is not the chair.
3. The University Board of Trustees shall appoint a faculty member as chair. The Council shall elect a vice chair from the student members.
4. The following people are invited to attend meetings of the Council in their ex-officio capacity, but without a vote: Council executive secretary, Council business manager, Council accountant, special assistant to the President, publications editors, station managers, the firm director, and student business managers.

5. The Council shall appoint as ex-officio (nonvoting) members individuals with professional, technical, business, and related expertise as needed.
6. Attendance at Council meetings is mandatory for voting members. If a voting member is unable to attend a regular meeting or participate via speaker phone, that member must submit a written or oral proxy to the chair or vice chair of the Council. A member who does not attend two (2) regular meetings within one year will be removed from the Council, which will nominate a replacement for approval by the Board of Trustees. A member who has been absent from, but has submitted proxies for, two (2) regular meetings within a year can request special consideration from the Council to remain a member.
7. Faculty and alumni members should serve for a minimum of three (3) years and may remain as requested by the Board of Trustees. Students are appointed for a period of two (2) years and may continue serving while enrolled at the University.

D. Meetings and Voting:

1. The Council shall meet monthly during fall and spring semesters. The chair calls regular meetings. The chair shall also call a meeting at the request of three voting members. Three days' advance notice of a meeting should be given. A quorum shall be a majority of voting members, including at least two student representatives and at least two faculty/alumni members. The Council may, at its discretion, conduct deliberations and voting by conference call or electronic mail. The Council may authorize the chair to act on its behalf subject to subsequent approval.
2. The Council shall hold an orientation meeting before the first scheduled business meeting of the academic year. All staff (business manager, director of advertising, accountant, and executive secretary) are also required to attend this meeting. This

meeting may also serve as the annual review of these Policies and Procedures, regular review of staff, and an orientation for new members.

E. Finance Committee:

1. The chair, vice chair, and one voting member with business expertise shall make up the Council Finance Committee. The Council shall approve the Finance Committee member with business expertise, and this person may serve repeated terms with the Council's approval. The Finance Committee shall be informed of all problems within the Council or any media outlet that it supports. The Finance Committee is primarily responsible for monitoring the Council's financial status, maintaining contact with the Board of Trustees, and requiring that media entities within the Council's jurisdiction comply with the fiscal responsibilities outlined in these Policies and Procedures.
2. The Finance Committee shall meet monthly with the Council business manager, the director of advertising, *The Daily Utah Chronicle* editor in chief, the KUTE station manager, and the Firm Director to monitor income/revenues and expenses.
3. The Finance Committee will have authority to make budgetary and financial adjustments on a month-by-month basis. The Finance Committee must consult with affected editors or managers. The Finance Committee must inform the entire Council of its actions but will not require Council approval.
4. The Finance Committee will report quarterly to the University Board of Trustees' Audit Committee.

F. Executive Secretary:

The Council's executive secretary is chosen by the Board of Trustees. The executive secretary assists the Council in carrying out its decisions, actions, and recommendations and keeps Council minutes and other pertinent information. The executive secretary also may serve as the

Council's liaison with University Human Resources. In this capacity he or she advises publication editors, station managers, firm directors, and business managers of University regulations and procedures concerning hiring, benefits, and employee rights. The executive secretary does not hire or supervise salaried personnel and has no signatory power or responsibility.

G. Disciplinary Action:

1. Removal: An editor, station manager, firm director, or business manager of any media outlet under the Council's jurisdiction may be removed by due process of the Council. Adequate causes for dismissal include persistent or flagrant violation of Council or University Policies and Procedures or serious managerial inadequacies that are likely to interfere with the operation of a media outlet. The Council, in conjunction with University legal counsel, may prescribe reasonable rules of procedure to be followed in disciplinary proceedings. Complaints will be heard by the Council with an opportunity given to the editor, station manager, firm director, or business manager to state his or her position. The editor, station manager, firm director, or business manager may secure the assistance of experts of his or her choosing and may introduce testimony. The proceedings shall be recorded. Six (6) votes are required for removal.
2. Suspension: An editor, station manager, firm director, or business manager of any media outlet under the Council's jurisdiction may be suspended, with or without pay, by a majority vote. Adequate causes for suspension include persistent or flagrant violation of Council or University Policies and Procedures or serious managerial inadequacies that are likely to interfere with the operation of a media outlet. A suspension shall include the following where appropriate: a detailed explanation of reasons for the suspension, conditions with which the editor, station manager,

- firm director, or business manager must comply, a timeline for compliance, and consequences for non-compliance. Permanent removal may be imposed as a consequence for non-compliance.
3. No Requirement for Progressive Discipline: The Council is not required to engage in progressive discipline. The Council may impose removal without having first imposed a suspension or reprimand. Similarly, the Council may impose a suspension, paid or unpaid, without having first imposed a reprimand.
 4. Reprimand: An editor, station manager, firm director, or business manager of any media outlet under the Council's jurisdiction may be reprimanded by a majority vote. A reprimand shall include the following where appropriate: a detailed explanation of reasons for the reprimand, conditions with which the editor, station manager, firm director, or business manager must comply, a timeline for compliance, and consequences for non-compliance. Paid or unpaid suspension or removal may be imposed as a consequence for non-compliance.
 5. Implementation: The Council may authorize the chair, another member, or other members to impose sanctions, including removal or suspension, pursuant to a disciplinary action. Appendix ?? describes due process actions.
 6. Replacement: In the event that an editor, station manager, firm director, or business manager is removed the Council shall within two (2) business days appoint an interim editor, station manager, firm director or business manager to handle all necessary functions until a permanent replacement can be found. At its discretion, the Council may appoint an interim board of editors or managers instead of an individual.

II. STUDENT MEDIA

- A. Purpose and Overview: Student media are intended to keep the community informed; serve as independent means of journalistic, artistic,

cultural, and scholarly expression; provide access to that content; and provide students with professional work experience.

B. Editors and Station Managers:

1. General Duties: Editors and station managers are the executive heads of publications or media outlets. In general, editors or station managers are expected to have knowledge of all operational aspects and are expected to excel in overall managerial capacities. Although an editor or station manager may involve any staff member in decisions, final authority over every editorial aspect of a publication or broadcast rests with its editor or station manager. Editors and station managers shall work closely with the Council business manager on financial matters. Editors and station managers shall be jointly responsible, along with the Council business manager, for their media outlets' financial performance and will help formulate operating budgets.

a. The Council will select the student editor of the Daily Utah Chronicle and the student station manager of K-UTE.

Appendices ?? and ?? describe procedures for selection.

b. Editors or station managers shall select their editorial or production staffs. In conjunction with the editorial or production staff, the editor or station manager of each publication or broadcast is entrusted with making judgments concerning editorial policies and content. Editors or station managers shall comply with all University policies and applicable laws and avoid discrimination, undocumented allegations, and all forms of harassment. Policies of the University of Utah on discrimination and harassment apply to all student media receiving Council support.

2. Resignation:

In the event an editor or station manager finds it necessary to resign, the Council will, at its option, select a replacement for the remaining term.

D. Policies and Procedures:

Editors and station managers of all student media under the Council's jurisdiction must be familiar with Student Media Council Policies and Procedures, including Appendices, and must function within their guidelines. Failure to comply may result in funding being withheld or disciplinary action consistent with these Policies and Procedures.

E. Funding:

Student media may apply for and receive, upon Council approval, funding appropriated from dedicated student fees. All funding requests shall be considered by the Council. Where appropriate, student media funded by the Council are expected to pursue additional appropriate income such as advertising, subscriptions, donations, grants, and other sources. Student media shall consult with the University Development office and the Council to ensure that gifts conform to University policies and applicable laws. Funds must be spent in accordance with a student media approved budget or as itemized in a general reserve fund or Renewal and Replacement (R&R) account request. The Council may approve special budgetary items from reserves as requested by an editor or station manager.

1. New Applications for Funding: Student media shall apply for funding for the next academic year (July-June) during the spring semester. Application forms will typically be available from the Council business manager, and completed applications will be due by the end of March. Student media shall submit line-item budgets with each funding request. A student media mission statement must also be submitted. No miscellaneous expense items will be approved. The format of the budget shall be specified by the Council business manager in consultation with the Council

accountant and must include a detailed schedule of all personnel salaries. All budgets will be reviewed by the Council business manager. Funding requests will be evaluated and recommendations made by the student budget subcommittee of the Council (consisting of the four voting student members) before they are submitted to the Council. A student media outlet operating from more than one source of income must report any additional accounts and inform the Council of its overall financial status. The Council may monitor the overall budget of any student media outlet under its jurisdiction, even for funds it does not administer.

2. Continued Funding: Student media that currently receive funding from the Council will receive notice of application availability. It is the responsibility of each media outlet to provide the Council business manager with current contact information to ensure that notification can be provided. Applications for continued funding will be held to the same standards that apply to new applications. Any student media outlet wishing to receive continued funding from the Council must make a presentation to the Council about the state and activities of the outlet during the funded year. The presentation should be made in person, but a written report may be accepted at the Council's discretion. Any student media outlet that does not report to the Council may be denied all or part of the continued funding requested.
3. Discontinuance of Funding: The Council may discontinue funding for a student media outlet that does not comply with its submitted budget and/or does not fulfill its declared function. If the discontinuance is permanent, no new expenditures will be approved or honored. Unspent funded monies will be returned to Council accounts.

4. Financial Reports: The Council may request detailed financial reports at any time during the funded period. These reports may be presented to the Council business manager or the Council.
 - a. The Council business manager oversees the budgetary compliance of student media with the assistance of the Council accountant. Either financial officer shall report questionable transactions or unsound fiscal practices to the Council.
 - b. All student media are required to keep financial records and submit them with subsequent funding requests.

F. Accounting:

All student media under the jurisdiction of the Council must comply with University financial and accounting procedures for all transactions and services.

G. Expenditures:

1. Production and Procurement: Purchases chargeable to funds for which the Council has responsibility shall be subject to and processed in conformity with the University's procurement policies and procedures. Any expenditure greater than \$5,000 shall be made through the University's Purchasing Department.
2. Promotional Materials: The Council will not approve purchases of letterhead, brochures, or any promotional materials that name individuals except as business representatives of student media.
3. Travel: The Council may fund travel for media staff members to attend off-campus workshops, conferences, and other educational events considered appropriate and worthy by the Council. Requests for funds should be submitted to the Council three (3) weeks prior to the time they are needed, together with an explanation of what will be accomplished at the event and how those attending will benefit. The request should include all anticipated expenses. Approved funding will comply with rates

published pursuant to schedules and other provisions of the University's travel policies.

4. Equipment:

a. Purchasing: All student media shall be required to have specific equipment purchases, valued at greater than \$50, approved by the Council business manager. All purchases of more than \$1,000 must be approved by the Council.

b. Ownership: All equipment of student media under the Council's jurisdiction is owned by the University of Utah and assigned for purposes of management to the Council. Student media that are discontinued shall turn over their equipment and other assets to the Council. Student media outlets are responsible for the proper maintenance of their equipment.

c. Inventory: An inventory shall be maintained of all equipment/capital expenditures valued over \$1,000. A supplementary inventory of significant items, such as computers, furniture, etc., in use by a student media outlet shall also be maintained. This inventory will be required as part of funding requests.

5. Advertising: Upon recommendation of the Council director of advertising, the Council will approve all advertising rates and guidelines regarding advertising commissions. The Council director of advertising will submit a schedule of rates and a policy on commissions at the beginning of each school year for Council review and approval. Changes may be submitted at any time. The Council director of advertising does not have his or her own sales accounts. The Council may grant advertising discounts to campus organizations and committees. In response to the business climate, a student media outlet may give its advertisers other discounts, lower bulk rates, or other advertising arrangements with the approval of the Council.

H. Personnel Policies:

1. Employees: All hiring will comply with the University affirmative action policy and all other applicable University policies and procedures relating to personnel practices, as well as applicable laws.
 - a. Part-time employees are to be paid according to budgeted wage schedules. To help ensure cost efficiency, consideration should be given to work-study students whenever possible.
 - b. All student media outlets must draft and keep current job descriptions of all full-time jobs they require. Every employee must read and sign a statement that he or she understands the requirements.
 - c. Members of the Council shall receive no compensation from any publication under its jurisdiction.
2. Editors and station managers shall submit to the Council a remuneration schedule for editorial and production staffs with their budgets. All student media shall encourage and seek volunteers.

III. STUDENT STRATEGIC COMMUNICATION

- A. Purpose and Overview: Student strategic communication is intended to provide advertising, public relations, and marketing experience for students and agency support services for the University community.
- B. Staff:
 1. Firm Director: The firm director is responsible for the overall management of the firm's operations. In addition to typical management duties, the firm director will oversee and approve client recruitment, evaluate firm members, and maintain contact with clients and account executives to ensure satisfactory progress.
 - a. The Council may select or participate in the selection of the firm director of any strategic communication entity under its

jurisdiction. Appendix ?? describes the procedures for selection.

b. The firm director shall select his or her production staff, including the selection of the account executive.

2. Account Executives: Account representatives are responsible for managing all contact with clients and will work closely with agency staff to keep client goals and needs foremost in agency staff attention. Representatives shall complete a detailed weekly activity report and maintain a continuous and detailed file of activities and completed projects.

3. Agency Staff: Agency staff will participate in all account activities as assigned by the account executive and be responsible to meet all deadlines with required expectations for high quality work.

D. Policies and Procedures: Firm directors must be familiar with the Student Media Council Policies and Procedures, including Appendices, and must function within their guidelines. Failure to comply may result in funding being withheld or disciplinary action consistent with these Policies and Procedures.

E. Funding: Typically, Student Strategic Communication does not receive an allocation of student fees from the Council. However, the Council may, at its discretion, allocate student funding, particularly to support equipment or travel needs as specified in a detailed request. Student Strategic Communication is responsible for generating revenue to support its operations through the creation of advertising, public relations, and marketing products for University of Utah clients. Funds generated by the agency will be used to cover out-of-pocket expenses per job (e.g., printing, mailing, media services, etc) and for purposes of agency operations such as equipment (maintenance, repair, and replacement) and for necessary supplies.

- F. Billing: Students involved in the student agency will be expected to track and bill their time. State regulations allow state government entities to charge below-market rates to other state entities; however, if the student agency solicits work from non-governmental businesses (including not-for-profit organizations), the agency must charge market rates in fair competition with other advertising and marketing agencies. On rare occasions, the student agency may provide pro bono services to campus entities, but the agency must always charge for out-of-pocket expenses.

IV. BUSINESS OPERATIONS

A. Business Manager, Director of Advertising, and Accountant:

1. Business Manager: The Council business manager oversees fiscal operations of all student media products, related services, and business functions related to the Council, prepares monthly statements for presentation to the Council, and is responsible for the operation and maintenance of all equipment. The Council business manager should have knowledge of or expertise in business functions such as accounting, finance, management, and information technology. The Council business manager is hired and fired by the Council. The Council may periodically conduct job evaluations of the Council business manager, or designate a subcommittee of Council members to do so.
2. Director of Advertising: The Council director of advertising oversees advertising of all media productions funded by the Council and other marketing products on campus. The Council director of advertising is hired and fired by the Council in consultation with the Council business manager. The Council director of advertising is ultimately responsible to the Council. The Council may periodically conduct job evaluations of the Council director of advertising or designate a subcommittee of Council members to do so. The Council director of advertising is

also the director of advertising of the University Media Sales Group.

3. Accountant: The Council accountant keeps financial and personnel records. The Council accountant is hired and fired by the Council business manager, who will inform the Council of such actions. The Council accountant is ultimately responsible to the Council. The Council may delegate to the accountant responsibility for personnel maintenance matters, such as financial matters and performance appraisals. The Council may periodically conduct job evaluations of the Council accountant or designate a subcommittee of Council members to do so.

B. University Media Sales Group:

1. Purpose and Overview: The University Media Sales Group (hereafter the UMSG) provides advertising, marketing, promotional, and other products for University student media and other entities; facilitates sales and placements; and creates such opportunities on campus.
2. Staff:
 - a. Business Manager:
 1. Is the Council business manager.
 2. Helps formulate operating budgets.
 3. Assists the director of advertising in training advertising staff.
 4. Approves purchases and expenditures.
 5. Is responsible for creating SMC financial statements and for tracking SMC financial operations in conjunction with the accountant.
 6. Handles a wide variety of minor functions for the UMSG, including office management and technical support.
 - b. Director of Advertising:

1. Is the advertising manager for entities engaged in advertising sales.
2. Reports directly to the Council.
3. Helps formulate operating budgets.
4. Handles all hiring, firing, personnel, and recruiting responsibilities for the UMSG staff.
5. Trains staff for advertising sales.
6. Is responsible for establishing incentives and compensation for all sales staff to allocate proper focus to primary revenue generators.
7. Is responsible for generating new business for the UMSG, *e.g.*, new marketing products, through collaboration with other University departments and internal idea generation.
8. Works with University Accounting personnel to ensure that all marketing products comply with tax guidelines and other applicable University policies.

c. Selection of the Director of Advertising:

1. The Council in consultation with the Council business manager has hiring and firing responsibility for the director of advertising. The business manager shall call for applications under the direction of the Council in the event the current director of advertising leaves.
2. The Council and business manager will assess candidates on the basis of their applications, relevant experience, references, and interviews.
3. The director of advertising must have a thorough understanding of media operations, particularly the buying and selling of advertising and other marketing products. The director of advertising should have experience in

selling, managing sales, advertising design, and general management.

d. Removal of Director of Advertising:

The director may be removed at the discretion of the Council in accordance with appropriate University Human Resources policies regarding full-time employees.

e. Accountant:

1. Is the Council accountant.
2. Helps formulate operating budgets.
3. Is responsible for creating UMSG financial statements and for tracking UMSG financial operations in conjunction with the business manager.
4. Handles all hiring, firing, personnel, and recruiting responsibilities for any accounting positions specific to the UMSG.
5. Is the payroll and personnel reporter for the UMSG.

f. Other Staff:

1. The Director of Advertising is responsible for hiring and firing appropriate advertising staff, including full-time sales executives, advertising and layout designers, part-time sales executives, and any other positions necessary to fulfill the mission of the UMSG.
2. Consistent with the educational mission of the University and the Council, the Director of Advertising shall maintain a student presence in appropriate positions of UMSG staff.

3. Financial and Other Information:

- a. Funding: Typically, the UMSG does not receive an allocation of student fees from the Council. However, the Council may, at its discretion, allocate student funding. The UMSG is responsible for generating revenue to support its

operations through the sale of advertising and marketing products on campus. Because the UMSG is an operating arm of the Council, revenue in excess of operating expenses may be used by the Council to support other Council operations. If not, all revenue in excess of operating expenses will be placed in the Council General Reserve Fund.

b. Operating Agreements: The UMSG will draft detailed, written operating agreements with all media outlets and clients it serves. Agreements will be negotiated with media outlets' editors or managers and may be subject to Council approval or review at any time.

c. Tuition Waivers/Scholarships: The Council business manager, in conjunction with the UMSG director of advertising, is responsible for allocating budget items for tuition waivers/scholarships to student staff members. The amount will be determined by available operating revenue each year. The business manager will notify the director of advertising regarding the amount allocated, and the director of advertising is responsible for awarding that amount to student staff members. In rare instances, tuition waivers/scholarships may be awarded for professional development of non-student staff members. The director of advertising, in conjunction with the business manager, is responsible for setting and monitoring requirements for tuition waivers/scholarships awarded to student staff members. Requirements include continued employment with the UMSG, satisfactory progress toward an academic degree (with a "B" average or higher), and satisfactory fulfillment of designated job duties. Additional requirements may include minimum work hours, specific goals and milestones, or anything else deemed appropriate by the director of advertising and business manager.

- C. General Reserve Funds: A general reserve fund will be maintained by the Council at a minimum of ten (10) percent of the Council yearly operating budget. The Council business manager is responsible for developing and implementing financial plans, on approval of the Council, to ensure and maintain the fund's minimum level. This reserve serves to:
1. Provide an emergency reserve fund to cover any unexpected year-end operating deficits of the Council. However, emergency use that reduces the fund below minimum requirements will require the reserves to be replenished to the minimum level from succeeding years' operating funds.
 2. Provide for the purchase, renewal, or replacement (R&R) of capital assets. However, R&R use that reduces the fund below minimum requirements will require the reserves to be replenished to the minimum level from the following year's operating funds. Such actions may necessitate a scaled-down operation for the following year.
 - a. Capital assets are defined as assets having a relatively long life (greater than one year), and having a unit cost in accordance with University Policy. Capital assets include equipment, office machines, furniture and furnishings, appliances, structural attachments, or major renovation and major remodeling of buildings or equipment.
 - b. Routine repairs and the purchase of equipment not classified as capital assets are considered operating expenses.
 3. No funds can be spent from the reserve account without Council vote and approval.
 4. The Council may allocate excess reserve funds as it deems appropriate.