

Policies of the CKXU Radio Society

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bers.....	42	Time averaged quarterly.....	68
G. Absences and regrets.....	42	Temporary reduction of hours.....	68
Absences.....	42	C. Pay and honoraria.....	68
Regrets.....	43	Stipends.....	68
H. Agenda.....	43	Qualifications.....	68
I. Form of motions.....	43	Review and assessment of stipends and expectations	69
Formal motions (motions submitted to an agenda).....	43	69
Resolutions.....	43	Honoraria.....	69
Preambles.....	43	D. Vacations and additional time off.....	69
Informal motions (motions arising from the business	44	Eligibility for additional time off.....	69
of a meeting).....	44	Additional time off.....	69
J. Minutes.....	44	After first three months of employment.....	69
K. Inspection of minutes.....	44	Subsequent calendar quarters.....	70
X. Meetings of the Society.....	47	Calculation of eligibility for first three months	70
A. Failure to give notice.....	47	and first full quarter of employment.....	70
B. Announcement.....	47	Vacations.....	70
C. Discharge of secretarial duties.....	47	Qualifications.....	71
D. Agenda.....	47	E. Probationary appraisals and performance reviews.....	71
E. Form of motions.....	48	Probationary appraisals.....	71
F. Minutes.....	48	Performance review.....	73
XI. Society.....	49	V. Executive Director and Station Executive.....	75
A. Society Fee levied upon Community Members.....	49	A. Executive Director.....	75
B. Staff.....	49	General.....	75
C. Plebiscites and Referenda.....	49	Office hours.....	75
D. Seal.....	49	Hiring.....	76
E. Changes to Membership.....	49	Agency.....	76
F. Inspection of books and records.....	50	CRTC and Industry Canada.....	76
XII. Station.....	51	Finance.....	76
A. Station Executive.....	51	Reporting.....	76
Constitution.....	51	Sundry duties.....	77
Hiring.....	51	B. Music Director.....	77
B. Membership.....	51	Additional qualifications.....	77
Definition.....	51	Office hours.....	77
Term and setting of dues.....	51	Music acquisition and cataloguing.....	77
Dues.....	52	Playlists, charts, tracking, and reporting.....	78
C. Changes to Membership.....	52	Programming Committee.....	78
D. Contracts.....	52	Music reviewers.....	79
E. Withdrawal or removal from the Station.....	53	Sundry duties.....	79
Withdrawal or resignation.....	53	C. Program Director.....	79
Probation, suspension, and expulsion.....	53	Additional qualifications.....	79
Notice and appeal.....	53	Office hours.....	79
F. <i>Policy Manual of CKXU 88.3 FM</i>	54	Emergency telephone.....	79
XIII. Station Executive and Staff.....	55	General programming duties.....	80
A. Parking permits.....	55	Volunteers and Administrative Officers.....	80
		Production and departments.....	81
		Programming Committee.....	81
		Communications.....	82
		Operations.....	82
		Sundry duties.....	82
		D. Station Manager.....	82
		Additional qualifications.....	82
		Office hours.....	82
		General duties.....	83
		Public representation.....	83
		Communications.....	83
		Operations.....	83
		Training and recruitment.....	84
		CRTC, Industry Canada, and programming require-	84
		ments.....	84
		Sundry duties.....	84
		Standing Rules of the CKXU Radio Society	
		I. Prefatory.....	89
		A. Reference.....	89
		B. Interpretation and extension.....	89
		C. Conformance.....	89
		D. Definitions.....	89
		II. Standing Rules of the Board.....	91

A. Title.....	91	November.....	109
B. Rules of Order.....	91	December.....	109
III. Standing Rules of the Society.....	93	January.....	109
A. Title.....	93	February.....	109
B. Rules of Order.....	93	March.....	110
C. Meetings at which quorum is not met.....	93	April.....	110
D. General Meetings.....	93	May.....	110
Call to order.....	93	June.....	110
Introduction of the Board.....	94	July.....	110
Election of presiding officer and/or secretary.....	94	August.....	110
Adoption of the agenda.....	94	September.....	110
Election of Chief Returning Officer.....	94	II. Agenda for the Annual General Meeting.....	113
Other business.....	94	III. Agenda for Meetings of the Board.....	117
Courtesy resolutions.....	94	Record of Amendments	
Adjournment.....	95	I. Amended Policies.....	121
E. Special Resolutions.....	95	II. Rescinded Policies.....	125
F. Reports at General Meetings, including the Annual		III. Amended Human Resources Policies.....	127
General Meeting.....	95	Music acquisition and cataloguing.....	127
G. Annual General Meetings.....	95	IV. Rescinded Human Resources Policies.....	131
Minutes from the previous year's Annual General		V. Amended Standing Rules.....	133
Meeting.....	95	VI. Rescinded Standing Rules.....	135
Election of Directors.....	95	Expired Temporary Policies and Emergency Standing Rules	
Nominations submitted to the agenda.....	95	I. Expired Temporary Policies.....	139
Nominations from the floor.....	96	II. Expired Emergency Standing Rules.....	141
Speeches and questions.....	96	Strategic Plan of the CKXU Radio Society	
Voting procedures.....	96	Strategic Plan for the CKXU Radio Society.....	145
Voting.....	96	1. Purpose.....	145
Resolution to ratify the results of the election		2. Analysis.....	145
and to destroy the ballots.....	96	3. Causes.....	146
Election of the President.....	97	4. Targets.....	146
H. Other elections.....	97	Goals.....	146
IV. Emergency Standing Rules.....	99	Objectives.....	146
Temporary Policies of the CKXU Radio Society		5. Vision.....	147
I. Prefatory.....	103	6. Mission.....	147
A. Title and reference.....	103	7. Schedule.....	147
B. Interpretation and extension.....	103	By the end of 2005.....	147
C. Definitions.....	103	2005/06.....	147
Resolutions as Temporary Policies.....	103	2006/07.....	148
D. Term and expiration of Temporary Policies.....	103	2007/08.....	148
II. Temporary Policies.....	105	2008/09.....	148
2009/10.....	149	Appendices	
Appendices		I. Yearly calendar of the Board.....	109
I. Yearly calendar of the Board.....	109	October.....	109
October.....	109		

Policy Manual of the CKXU Radio Society

I. Prefatory

A. Title, reference, and extension

Short title

- 01(1) This document may be described as the ‘Society *Policy Manual*’ or the ‘Society’s *Policy Manual*’, or as the ‘*Policy Manual* of the Society’.
- (2) The use of italics in referring to this document is optional.

Reference

- 02(1) Within this Policy Manual, the *Policy Manual of the CKXU Radio Society* shall be described as ‘this Policy Manual’.
- (2) Policies shall be described by taking the number of the Chapter, converting it from a Roman numeral to its cognate Arabic numeral, and prepending it, with a hyphen, to the letter used to describe the Policy (or Article), the whole being prefaced with the word ‘Policy’ (*e.g.*, this paragraph would be described as ‘Policy 1-A.02(2)’).

Added 2006-09-10 (Resolution 2005/6-004).

Extension

- 03(1) Other official documents of the Society, comprising the policies, regulations, and Standing Rules , collected together as the *Policies of the CKXU Radio Society* or otherwise, and any other documents by whatever name known that have an administrative, governing, or regulatory function in respect of the Society, shall be understood as constituting part of the *Policy Manual of the CKXU Radio Society*, and §17.03 of the By-laws of the Society shall likewise be understood as extending to them.

Added 2006-09-10 (Resolution 2005/6-004).

B. Interpretation and extension

- 01(1) Article II of the By-laws of the Society shall, *mutatis mutandis*, apply to this Policy Manual.

C. Definitions

Application

- 01(1) The definitions set forth in Article III of the By-laws of the Society shall apply to this Policy Manual, as per §2.02 of the By-laws of the Society.
- (2) The definitions set forth in the balance of this Policy shall be understood as being applicable in general usage and in any amendment to policies or regulations, including, but not limited to, Standing Rules, and shall likewise be understood as being applicable to all and any official documents of the Station, comprising the policies, regulations, and Standing Rules , and any other documents by whatever name known that have an administrative, governing, or regulatory function in respect .

Amended 2006-09-10 (Resolution 2005/6-004).

Supplementary definitions

- 02(1) ‘absence’ means the inability of a person, whether an Executive Officer, the Executive Director, member of the Station Executive, or otherwise, to be present or to fulfil her or his duties due to the need to be elsewhere without being able to provide adequate notice, or to the inability of the functions of such a position to be per-

- formed due to vacancy, by resignation, removal, or otherwise.
Added 2006-09-10 (Resolution 2005/6-004).
- (2) 'affidavit' means an statement of performance, a notarised statement that an advertisement has been broadcast.
Added 2006-09-10 (Resolution 2005/6-004).
- (3) '*Broadcasting Act*' means the *Broadcasting Act, C.S.R. 1991, c. 11*, as amended .
- (4) 'broadcast season' means one of the three annual broadcast seasons of the Station, which seasons normally run from 1 September to 31 December, 1 January to 30 April, and 1 May to 31 August.
Added 2006-09-10 (Resolution 2005/6-004).
- (5) 'broadcast year' means that period comprising the three annual broadcast seasons of the Station, and which normally runs from 1 September to 31 August of the calendar year next following.
Added 2006-09-10 (Resolution 2005/6-004).
- (6) '*Campus radio policy*' means the *Campus radio policy, Public Notice CRTC 2000-12*, as amended .
- (7) 'Campus Security' means Security Services of the University of Lethbridge.
- (8) '*Charter of Rights and Freedoms*' means that part of the *Constitution Act, 1982* enacted as Schedule B to the *Canada Act 1982 (U.K.)*, c. 11, which came into force on 17 April 1982.
Added 2006-09-10 (Resolution 2005/6-004).
- (9) 'contra' means a contractual agreement between two or more parties in which goods and services are exchanged, such that the credit and debit of any accounting or book-keeping entries nullify each other.
Added 2006-09-10 (Resolution 2005/6-004).
- (10) 'CRTC' means the Canadian Radio-television and Telecommunications Commission as established by the *Canadian Radio-television and Telecommunications Act, C.S.R. 1991, c. 22*, as amended .
- (11) 'Director-at-Large' means a Director who does not hold an Executive Office.
Added 2006-09-10 (Resolution 2005/6-004).
- (12) '*Employment Standards Code*' means the *Employment Standards Code* of the Province of Alberta, *R.S.A. 2000, c. E-9*, as amended .
Added 2006-09-10 (Resolution 2005/6-005).
- (13) '*Employment Standards Regulation*' means the *Employment Standards Regulation* of the Province of Alberta, Alberta Regulation AR 97/14, as amended .
Added 2006-09-10 (Resolution 2005/6-005).
- (14) 'Friends of CKXU' means that fund-raising program in which the Society partners with various businesses in the community, who offer discounts or other incentives to participants in the program; which participants purchase a printed card from the Society that allows them to access the discounts or other incentives offered.
Added 2006-09-10 (Resolution 2005/6-004).
- (15) 'FUNdrive' means the annual on-air fund-raising campaign of the Society and all and any of its component elements.
Added 2006-09-10 (Resolution 2005/6-004).
- (16) 'General Meeting' means any meeting of the Membership, whether, and including the Annual General Meeting, duly called and constituted for any general or special purpose.
Added 2006-09-10 (Resolution 2005/6-004).
- (17) '*Human Resources Manual of the CKXU Radio Society*' means those policies of the CKXU Radio Society appertaining to staffing and hiring procedures, and other matters regarding personnel and human resources, as amended by the Board.
- (18) 'inability to act' means the inability of a person, whether an Executive Officer, the Executive Director, member of the Station Executive, or otherwise, to be present or to fulfil her or his duties due to illness, incapacita-

- tion, hospitalisation, or planned absence (such as vacation or attendance at a conference).
 Added 2006-09-10 (Resolution 2005/6-004).
- (19) ‘intoxication’ means under the influence by reason of alcohol or any illicit substance.
- (20) ‘*Meliorist*’ means the student newspaper of the University, published by The Meliorist Publishing Society.
- (21) ‘Membership Year’ means
- (a) in respect of the Society, the period defined by §3.01(4) of the By-laws of the Society; *and*
 - (b) in respect of the Station, that period beginning on 1 September and ending on 31 August of the calendar year next following.
- (22) ‘Music Director’ means that member of the Station Executive, directly responsible to the Station Manager, as per page 77.
 Amended 2006-09-10 (Resolution 2005/6-005).
- (23) ‘NCRA’ means the National Campus and Community Radio Association.
- (24) ‘*Policy Manual of CKXU 88.3 FM*’ means the policies appertaining to the Station and its operations, as amended by the Executive Director.
- (25) ‘Program Director’ means that member of the Station Executive, directly responsible to the Station Manager, who is responsible for the programming and broadcasting activities of the Station, including all and any non-technical operations as per page 79.
 Amended 2006-09-10 (Resolution 2005/6-005).
- (26) ‘programmers’ means those Members of the Station who, having been trained or re-trained and being permitted to do so, may participate in the programming and broadcasting activities of the Station, each of whom is a programmer.
 Added 2006-09-10 (Resolution 2005/6-004).
- (27) ‘PSA’ means a public service announcement, as defined in paragraph 35 of *Definitions for new types of priority programs; revisions to the definitions of television content categories; definitions of Canadian dramatic programs that will qualify for time credits towards priority programming requirements*, Public Notice CRTC 1999-205, as amended .
 Added 2006-09-10 (Resolution 2005/6-004).
- (28) ‘*Radio Regulations*’ means the *Radio Regulations, 1986*, SOR/86-982, as amended .
- (29) ‘*Revised content categories and subcategories for radio*’ means the *Revised content categories and subcategories for radio*, Public Notice CRTC 2000-14, as amended .
 Added 2006-09-10 (Resolution 2005/6-004).
- (30) ‘season’ means a broadcast season.
 Added 2006-09-10 (Resolution 2005/6-004).
- (31) ‘Station Manager’ means that member of the Station Executive, directly responsible to the Executive Director, who is responsible for the day-to-day operations of the Station, inclusive of all and any technical operations appertaining to the programming and broadcasting activities.
 Amended 2006-09-10 (Resolution 2005/6-005).
- (32) ‘Temporary Policy’ means a policy developed, either by resolution of the Board or of the Society, or otherwise, to provide a mechanism for a specific, time-limited case and whose utility expires once that case has been provided for.
- (33) ‘traffic’ means the scheduling of programming elements constituting Category 5 of the *Revised content categories and subcategories for radio* (*viz.*, Commercial announcements, Sponsor identifications, and Promotions with sponsor identification), and shall be understood as also including Subcategories 43 (Musical station identification) and 45 (Musical promotion of announcers, programs), as well as PSAs, whether produced or spoken.

Added 2006-09-10 (Resolution 2005/6-004).

- (34) 'volunteers' means those persons who are Members of the Station, including programmers, in respect of those activities of the Station that are not necessarily directly related to the programming and broadcasting activities , each of whom is a volunteer.

Added 2006-09-10 (Resolution 2005/6-004).

II. Board of Directors

A. Constitution

- 01(1) In accordance with paragraph 56 of the *Campus radio policy*, the Board shall include balanced representation from
- (a) Students;
 - (b) the University, whether of the faculty or of the administration;
 - (c) Members of the Station; *and*
 - (d) the community at large.

B. Over-lapping terms

- 01(1) In order to achieve continuity in the membership and activities , the Board shall ensure that as close to half as possible of the total number of Directors are elected to two-year terms as Directors at any given Annual General Meeting.
- (2) The Board may, at their discretion, develop a Temporary Policy to provide for any particular case.

C. Changes to the constitution of the Board

- 01(1) If, due to amendment of the current By-laws of the Society or the adoption of new By-laws in their stead, the constitution of the Board, including the number of Directors, changes, the Board shall ensure that
- (a) those changes are provided for in this Policy Manual; *and*
 - (b) a Temporary Policy is in place, as necessary, to provide for a smooth transition from one Board to the next; which Policy shall further ensure that as close to half as possible of the total number of Directors shall be elected to two-year terms at the subsequent Annual General Meeting.

D. Nominations

- 01(1) Nominations for office on the Board and for any other position as may be brought before the Membership shall open not less than thirty (30) days prior to the Annual General Meeting, and shall close on the day prior to that on which the agenda for the Meeting is to be distributed.
- 02(1) The Vice President shall be responsible for the nomination form for the election of Directors at the Annual General Meeting.
- (2) A Director other than the Vice President may be responsible for other nomination forms, as may be determined by the Board.
- 03(1) Completed nomination forms for the office of Director shall be submitted to the Vice President, who shall ensure
- (a) their completeness and validity;
 - (b) that the President and Secretary are provided with all the particulars regarding candidates necessary for the preparation of the agenda for the Annual General Meeting; *and*
 - (c) that all and any such nomination forms are kept on file until the time of the succeeding Annual General Meeting in the case of any dispute regarding the nomination of candidates to the office of

Director.

- (2) Completed nomination forms for other positions shall be submitted to the Director responsible, and the aforementioned procedures shall, apply to such forms and their handling.

- 04(1) This Policy shall, apply to the election of Directors or any other position at a General Meeting other than the Annual General Meeting.

Added 2006-09-10 (Resolution 2005/6-004).

Solicitation of nominations

- 05(1) If the Executive Director is aware of any person who might be interested in serving on the Board or who has skills that might be useful to the governance of the Society, or who might be interested in or have skills regarding any other position in the Society, he or she shall approach one of the Directors, excluding the Vice President or the Director responsible for nominations for that particular position, regarding the matter, such that a Director not involved in the nomination process and not the Executive Director solicits the person's interest.

E. Provision of documents

- 01(1) At the time of her or his appointment or election to the Board, each Director or Director Elect shall be provided

- (a) access by electronic means to copies of
- (i) the By-laws of the CKXU Radio Society;
 - (ii) the Policies of the Society, including this Policy Manual and any other related documents, including an annual calendar;
 - (iii) the current budget of the Society;
 - (iv) minutes of Meetings of the Board for the past year; *and*
 - (v) that publication of Industry Canada entitled *Primer for Directors of Not-for-Profit Corporations*; *and*
- (b) with copies of
- (i) all and any insurance policies held by the Society; *and*
 - (ii) the Society's lease with the Students' Union.

Amended 2006-09-10 (Resolution 2005/6-004).

- (2) A printed copy of all or any of the aforementioned documents, save only the *Primer for Directors*, shall be made available upon request of any Director or Director Elect.

- (a) A printed copy of the *Primer for Directors* will be provided to the President Elect by the President, and a printed copy shall also be made available to any Director who might request it.

- 02(1)

Rescinded 2006-09-10 (Resolution 2005/6-004).

F. Orientation

- 01(1) The Board shall provide for the orientation of all and any Directors.

- (2) Directors who are new to the Board, as Directors Elect or otherwise, shall be paired with another Director in a mentoring relationship in order to ensure that new Directors receive some guidance regarding the Society and the Board, and the activities and operations .

Board retreat

- 02(1) In order to provide for the proper orientation of Directors Elect, the Board and the Directors Elect shall meet in a retreat setting not more than twenty-one (21) days following the election of Directors at the Annual General Meeting of the Society.
- (2) The agenda for such a retreat shall be determined by the Board, but may include an over-view and discussion of those documents provided to the Directors Elect, as well as an over-view and discussion of
- (a) any up-coming activities and events of the Society; *and*
 - (b) any activities and events that are either on-going or in process, such as those related to fund-raising and grant applications.
- (3) A brief history of the Society and the Station may also be provided.

G. Commencement of term

- 01(1) In order to ensure that Directors Elect receive adequate guidance, the commencement of term of Directors shall be set at a date that will allow Directors Elect to meet with the Board in a retreat setting as well as to attend at least one Meeting of the Board before taking office thereon.
- 02(1) The terms of Directors Elect shall commence at such time as the Board may determine.
- (2) It is recommended that the term of Directors Elect commence six weeks to three months following their election (*e.g.*, roughly between 15 November and 1 January), in order to provide for proper orientation and to ensure a smooth transition between Boards.

H. Limit of term of service

Amended 2006-09-10 (Resolution 2005/6-006).

- 01(1) In order to ensure both continuity and growth on the Board, no Director shall serve more than two (2) consecutive two-years terms, and shall be once again eligible for appointment or election following a moratorium period of two (2) years.
- (2) Interim Directors whose term has been less than one (1) year prior to election shall be permitted to serve a full two (2) two-year terms without their interim term counting towards the total.

I. Remuneration

Rescinded 2005-11-27 (Resolution 2005/6-002).

J. Appointment or election of Interim Directors

- 01(1) In the case of vacancy on the Board, by resignation or removal of a Director or otherwise, the Board shall be authorized either to appoint or to elect, at their discretion, an Interim Director in her or his place.

Appointment

- 02(1) In the event the Board determine to appoint an Interim Director, any candidate proposed by any Director shall be considered by the Board.

Election

By the Membership

- 03(1) The Board may, at their discretion and under circumstances determined thereby, including, but not limited to, two or more simultaneous vacancies on the Board, choose to call a Special General Meeting to elect Interim Directors to fill vacant seats on the Board.
- (2) The term of Interim Directors elected by the Membership shall be determined by the Board prior to the calling of any such General Meeting.

By the Board

- 04(1) The Board may, at their discretion, elect rather than appoint Interim Directors.
- (2) The term of an Interim Director elected by the Board shall be the same as one appointed as per §6.07 of the By-laws of the Society.

K. Delegation

- 01(1) The Board alone shall be empowered to delegate authority or appoint agency to persons who are not Members of the Society to act on behalf and in the interests .
- (2) Notwithstanding the foregoing, the Executive Director is expressly empowered to hire an Advertising Manager who is not otherwise a Member of the Society.

L. Strategic Planning Session

Added 2006-09-10 (Resolution 2005/6-006).

- 01(1) The Board shall, annually, have a Strategic Planning Session in which to review and amend the Strategic Plan of the Society.
- (2) At their discretion, the Board may choose to hold the Strategic Planning Session with, and prior to the commencement of term of, Directors Elect.
- (3) The Strategic Planning Session may be led by the Executive Director, by another Director, or by an external facilitator (*e.g.*, from Alberta Community Development).
- 02(1) Inasmuch as the outcome of the Strategic Planning Session is intended to be a report, minutes as such of any Strategic Planning Session need not be taken.
- (2) Prior to the commencement of the Session, the Directors shall, from amongst their number, and excluding the person leading the session, including the Executive Director, who might be leading the Session, appoint or elect a person who shall be responsible for writing and/or editing the report that is the product of the Session (*i.e.*, the Strategic Plan).
- (3) The Station Executive shall also be invited to the Strategic Planning Session, and review and amendment of the tactical plan for programming and any other documents as the Board may determine shall form a part of the process of the Strategic Planning Session, such that the governance functions carried out by the Board and the operational functions carried out by the Station Executive are co-ordinated.

M. Review of By-laws and Policies

Added 2006-09-10 (Resolution 2005/6-006).

- 01(1) The Board shall, annually, undertake a review of both the By-laws and the Policies of the Society.

- (2) Insofar as the Annual General Meeting of the Society is to be held in September and
- (a) nominations for office on the Board and for any other position as may be brought before the Membership open not less than twenty-one (21) days prior to the Annual General Meeting; *and*
 - (b) not less than twenty-one (21) days' notice specifying the intention to propose a Special Resolution must be duly given,
- any review of By-laws undertaken by the Board must, at the latest, be completed prior to the end of August.
- 02(1) The review of By-laws should, ideally, be undertaken by the Board as a committee of the whole.
- (2) The Board may, at their discretion, choose to strike a committee to review the Policies of the Society and bring their recommendations to the Board.
- (a) The Executive Director shall be an *ex officio*, non-voting member of any such committee struck to review the Policies of the Society.

III. Committees

A. General policies regarding committees

Quorum

- 01(1) Quorum for all committees of the Society, shall be a simple majority of the voting members .
- (2) For those committees consisting of three members, the presence of the chairman shall be required to constitute a quorum.

02(1)

Rescinded 2006-09-10 (Resolution 2005/6-004).

03(1)

Rescinded 2006-09-10 (Resolution 2005/6-004).

Agenda and minutes

Secretary

- 02(1) At the first duly called and convened meeting of a committee following the commencement of term of Directors Elect, the members shall select a secretary from amongst their number, excluding any member sitting in an *ex officio* capacity, who shall be responsible for
- (a) the preparation of agenda under the direction of the chairman of the committee and for the distribution ;
 - (b) keeping an accurate account of the proceedings and deliberations of the committee; which minutes shall be prepared and distributed to the members , and filed in the minutes book of the committee;
 - (c) undertaking all and any necessary correspondence on behalf of and under the direction of the committee.

Minutes

- 03(1) Minutes shall be taken of the proceedings of all and any committees of the Society.
- (2) Minutes for each committee will be distributed to the members not less than two (2) calendar days prior to the date of the next duly called meeting .
- (3) Each committee shall have a minutes book, and minutes shall be filed therein not more than seven (7) days after the meeting at which they are approved.
- (4) Unless otherwise determined by the Board, the minutes books of all committees of the Society shall be kept in the office of the Executive Director, and shall be made available for examination
- (a) by Directors at any time during the office hours of the Executive Director; *and*
 - (b) by any Member of the Society in good standing upon not less than two business days' notice in writing to the chairman of the committee, who shall inform the Executive Director when and under what circumstances the minutes may be examined.
- (5) If the offices of Executive Director and Station Manager are occupied by different persons, the Board may, at their discretion, determine to extend the availability of minutes books outlined in paragraph 03(4) of Policy 3-A, above, to include the office hours of the Station Manager, and will, more particularly, consider doing so If the Executive Director holds irregular office hours, especially If the Executive Director's office hours are outside of what are considered normal office or business hours (*e.g.*, 08:00–17:30, Monday to Friday).

Added 2006-09-10 (Resolution 2005/6-005).

Reporting

- 04(1) A committee of the Society shall, at the sole discretion of the Board, submit to the Board a written account of its proceedings and deliberations upon request ; which written account shall be distributed with the agenda for the Meeting of the Board for which the account was requested.
- (2) In the absence of the request for a written account, the chairman of each committee shall present a verbal report at each Meeting of the Board.

Change in membership

Rescinded 2006-09-10 (Resolution 2005/6-004).

Resignation, removal, and replacement of committee members

Resignation

- 05(1) A member of a committee of the Society may resign there from by submitting a signed letter of resignation to its chairman; which letter shall be filed in the minutes book of the committee, with a copy to be submitted to the Secretary for inclusion as an item of information in the agenda of the next Meeting of the Board.

Removal

- (2) A member of a committee may, at the discretion of the chairman , be removed from a committee for
- (a) absence from three (3) consecutive meetings of the committee; *or*
 - (b) unbecoming behaviour, including, but not limited to, persistent
 - (i) lateness to meetings of the committee;
 - (ii) unpreparedness regarding the business of the committee; *and*
 - (iii) disruption of the proceeding of the committee and its meetings.
- (3) If the chairman of a committee determines that it is in the interest of the committee in respect of the pursuit of its business that a member be removed therefrom, he or she shall inform the member in writing of the determination; copies of which letter shall be submitted to
- (a) the secretary of the committee, to be filed with the minutes ; *and*
 - (b) the Secretary of the Society, for inclusion as an item of information at the next Meeting of the Board.
- (4) The letter to the member being removed from the committee shall, as per §9.02(3) of the By-laws of the Society, indicate the reason for the determination of the chairman to remove the member therefrom and that the determination is appealable to the Board.

Replacement

- (5) Vacancies in the composition of a committee shall, except If a vacancy is to be filled by a Member of the Society, be filled by appointment of its chairman; which appointment shall be ratified by the membership of the committee at the next meeting .

Filling of vacancies from out of the Membership

- 06(1) If a vacancy on a committee is to be filled out of the Membership of the Society, the chairman of a committee shall put forth a call thereto in order to fill the vacancy.

Means of publicizing vacancies

- (2) The vacancy may be publicised by such means as the committee may determine, including, but not limited to,
- (a) posting to the Web site of the Station, including any appropriate forum for announcements;
 - (b) posting to the electronic mailing list to which Members of the Station are subscribed (<ck-xu-members-1@uleth.ca>);
 - (c) posting within the premises of the Station; *and*
 - (d) advertising in the *Meliorist*.

Appointment or election

- (3) The committee shall fill the vacancy by appointment from within the number of those Members in good standing who answered the call.
- (4) If the vacancy cannot be filled from within the number of those Members in good standing who have answered the call, the committee shall, after consultation amongst themselves, solicit one or more Members in good standing to sit thereon.

B. Term

Added 2006-09-10 (Resolution 2005/6-004).

- 01(1) For all and any standing committees of the Society (the Finance, Fund-raising, and Marketing Committees, and all and any other standing committees the Board may resolve to strike), if

Amended 2006-09-10 (Resolution 2005/6-007).

- (a) a Director holding an Executive Office sits thereon, he or she shall, as the case might be, sit
 - (i) for the length of her or his term in that Office; *or*
 - (ii) until the commencement of term of Directors Elect;
 - (b) the Executive Director sits thereon, he or she shall sit for the duration of her or his employment by the Society;
 - (c) a Co-ordinator, of that Committee or any other, sits thereon, he or she shall, as the case might be, sit
 - (i) for the length or her or his term in that position; *or*
 - (ii) until the commencement of term of Directors Elect;
 - (d) a Director-at-Large sits thereon, he or she shall sit from the time of her or his appointment or election thereto until the time at which the committee is recomposed subsequent to the commencement of term of Directors Elect;
 - (e) a Member of the Society who otherwise has no involvement with the affairs of the Society or the operations of the Station, or a Member of the Station, sits thereon, he or she shall sit from the time of her or his appointment or election thereto until the time at which the committee is recomposed subsequent to the commencement of term of Directors Elect.
- 02(1) A Member of the Society or the Station who sits on a committee for a term as per Policy 3-B.01(1)(e), above, may, at the discretion of the chairman , be appointed for elected to a second one-year term, after which time a one-year moratorium shall be imposed on the Member.
- (a) If the person originally sat on the committee for not more than six (6) months before the renewal of term, he or she may, at the discretion of the chairman , be eligible to sit for two (2) full one-year terms before the moratorium is imposed.

- (2) A member of the community who is not otherwise involved in the affairs of the Society or the operations of the Station who sits on a committee for a term as per Policy 3-B.01(1)(f), above, may, at the discretion of the chairman, be appointed to a second two-year term, after which time a two-year moratorium shall be imposed.
- (a) If the person originally sat on the committee for not more than one (1) year, he or she may, at the discretion of the chairman, be eligible to sit for two (2) full two-year terms before the moratorium is imposed.
- 03(1) This Policy shall, *mutatis mutandis*, apply to all and any *ad hoc* committees that the Board may resolve to strike.

C. Terms of Reference

- 01(1) Committees of the Society, shall have Terms of Reference that define
- (a) their purpose;
- (b) the scope of their activities;
- (c) their powers; *and*
- (d) their time-lines and, in the case of *ad hoc* committees, the time at or conditions under which they are to dissolve.
- (2) The Board may determine to reconsider the Terms of Reference of a committee.
- (3) A committee may, at its discretion, propose changes to its Terms of Reference, either permanently or *for the time being*, including, but not limited to, changes in its composition; which proposition shall be brought before the Board for ratification at the next Meeting .

Added 2006-09-10 (Resolution 2005/6-004).

D. Finance Committee

- 01(1) The Society shall have a Finance Committee in order to ensure good fiscal management and financial accountability, both to the Membership and to other stakeholders (*e.g.*, the Students' Union and the University).

Composition

- 02(1) The Finance Committee shall comprise not less than four persons.
- (2) At a minimum, the Finance Committee shall consist of
- (a) the Treasurer of the Society;
- (b) the Fund-raising Co-ordinator;
- (c) the Executive Director, who shall be an *ex officio*, non-voting member of the Committee; *and*
- (d) one (1) Member of the Society in good standing.
- 03(1) The Committee may, at their discretion, add members to their number out of the Membership of the Society (including the Membership of the Station), the University community (faculty and administration), and the community at large.

Purpose

- 04(1) The Finance Committee shall be responsible for the over-all management of the finances of the Society, including, but not limited to,

- (a) financial planning;
- (b) fund development and investments, and the management ;
- (c) the general co-ordination of the activities of the Fund-raising Committee;
- (d) ensuring the financial records of the Society are audited , in accordance with the requirements of the By-laws of the Society and of the *Societies Act*;
- (e) preparing the capital and operating budgets of the Society; which budgets shall be prepared for submission to the Board by the beginning of the fourth quarter of the Fiscal Year (*i.e.*, 1 February); *and*
- (f) periodically reviewing, assessing, and adjusting the capital and operating budgets as necessary.

Meetings

- 05(1) The Finance Committee shall meet at intervals of not more than two (2) calendar months.
- 06(1) The Treasurer shall preside at all and any meetings of the Committee.
- (2) In the absence of the Treasurer or her or his inability to act, the members of the Committee shall, out of their number, but excluding the Executive Director and the secretary, elect a chairman to preside at that meeting of the Committee.

Term

Rescinded 2006-09-10 (Resolution 2005/6-004).

E. Fund-raising Committee

- 01(1) The Society shall have a Fund-raising Committee to ensure the development and management of fund-raising activities.

Co-ordinator

- 02(1) The Board shall appoint or elect out of its number a Director to serve as Fund-raising Co-ordinator.
- (2) Directors who hold Executive Office will not, as a rule, be eligible to be appointed or elected to the position of Fund-raising Co-ordinator.
 - (a) In no case shall the Treasurer also occupy the position of Fund-raising Co-ordinator.
- (3) The Fund-raising Co-ordinator shall also sit on the Finance Committee.

Composition

- 03(1) The Fund-raising Committee shall be comprised of no less than three persons.
- (2) At a minimum, the Fund-raising Committee shall consist of
 - (a) the Fund-raising Co-ordinator;
 - (b) one (1) other Director, ideally a Director-at-Large; *and*
 - (c) one (1) Member of the Society in good standing.
- (3) If the Board determine to have a FUNdrive Co-ordinator, appointed or elected either out of the Board or out of the Membership of the Society or the Station, he or she shall sit on the Committee for the length of his or her term of office.

Added 2006-09-10 (Resolution 2005/6-007).

- (4) The Board may, and at their sole discretion, request the Executive Director and/or the Station Manager attend one or more meetings of the Committee or sit thereon in an *ex officio*, non-voting capacity for a term that the Board may, at their discretion, determine.

Added 2006-09-10 (Resolution 2005/6-007).

Purpose

04(1) The Fund-raising Committee shall

- (a) develop and manage an over-all fund-raising strategy as well as the mechanisms by which to implement it;
- (b) develop and over-see specific fund-raising events and programs, including casinos and raffles;
- (c) ensure the sustainable development and growth of an annual on-air fund-raising campaign ('FUN-drive');
- (d) ensure the sustainable development and growth of a Friends of CKXU program; *and*
- (e) develop and implement the means by which to solicit corporate donations and sponsorships.

Meetings

05(1) The Fund-raising Committee shall meet at intervals of not more than two (2) calendar months.

(2) The Fund-raising Co-ordinator shall preside at all and any meetings of the Committee.

Added 2006-09-10 (Resolution 2005/6-007).

Term

Rescinded 2006-09-10 (Resolution 2005/6-004).

F. Grants Research Committee

Rescinded 2006-09-10 (Resolution 2005/6-004).

G. Marketing Committee

Added 2006-09-10 (Resolution 2005/6-007).

01(1) The Society shall have a Marketing Committee to ensure that the Station becomes a recognised segment of the Lethbridge radio market.

Co-ordinator

02(1) The Board shall appoint or elect out of its number a Director to serve as Marketing Co-ordinator.

- (a) Directors who hold Executive Office will not, as a rule, be eligible to be appointed or elected to the position of Marketing Co-ordinator.

(2) The Board may at its discretion appoint or elect a person not otherwise a Director to serve at Marketing Co-ordinator.

Composition

03(1) The Marketing Committee shall be comprised of no less than Six persons.

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- (2) At a minimum, the Marketing Committee shall consist of
- (a) the Marketing Co-ordinator;
 - (b) two (2) Directors, ideally Directors-at-Large, appointed or elected by and of the Board; *and*
 - (c) two (2) other persons, either Members of the Society in good standing or members of the community at large; which persons shall preferably have an interest in marketing, promotions, public relations, and media.
 - (d) **The Fund-raising committee chair-person**
- (3) The Board may, and at their sole discretion, request the Station Manager attend one or more meetings of the Committee or sit thereon in an *ex officio*, non-voting capacity for a term that the Board may, at their discretion, determine.

Purpose

- 04(1) The Marketing Committee shall be responsible for developing, implementing, and maintaining a long-term marketing program for the Station.
- (2) The marketing strategy developed, implemented, and maintained by the Committee will outline the media and methods by which the Station will be promoted on the University campus, in the community of Lethbridge, and more generally throughout southern Alberta in order to maximise community mind-share and visibility and with the ultimate goal of maximising the Station's market share.
- (3) Any marketing strategy developed by the Committee should take into account the tactical (or functional) and strategic plans of the Society as well as the specific fund-raising activities of the Society.

Meetings

- 05(1) The Marketing Committee shall meet at intervals of not more than two (2) calendar months.
- (2) The Marketing Co-ordinator shall preside at all and any meetings of the Committee.
- (3) In the absence of the Marketing Co-ordinator or her or his inability to act, the members of the Committee shall, out of their number, but excluding the secretary, elect a chairman to preside at that meeting of the Committee.

IV. Conflict of Interest

A. Personal relationship

- 01(1) No two or more persons who have a relationship that could place one in the position of possibly influencing the vote of the other, such as that of business partners or of employer and employee, shall be permitted to hold office at the same time.
- (2) The foregoing applies only in circumstances in which two or more persons are running for office on the Board at the same time or in the case in which one of two or more persons already sits on the Board.
- (3) The Board shall determine the appropriateness of two or more persons sitting thereon who have developed such a relationship subsequent to their taking office on the Board.
- 02(1) If any person is aware that any candidate who has let her or his name stand for election to the Board has a personal relationship with another candidate or with a Director whose term is continuing, he or she shall approach the candidate or candidates in question and suggest that he or she, or one of them, withdraw her or his name from consideration.

Failure to disclose a personal relationship

- 03(1) Failure to disclose a personal relationship shall be considered a breach of these policies and will
 - (a) subject the candidate to the invalidation of her or his candidacy, at the discretion of the existing Directors; *and*
 - (b) subject the Director with whom the relationship exists to the possibility of discipline at the discretion of the Board.

B. Potential to profit

- 01(1) If any Director stands to profit, materially or otherwise, from the result of the vote on a resolution before the Board, he or she shall abstain from voting on that resolution and shall ask to be excused from the Meeting for the period in which that resolution is debated.

Failure to disclose the potential to profit

- 02(1) A Director may be subject to discipline at the discretion of the Board if he or she fails to disclose the potential to profit and to abstain from voting or to excuse her- or himself from the Meeting during the period in which the resolution from which he or she stands to profit is debated.

V. Discipline

A. Conduct unbecoming

Meetings of the Board

- 01(1) Directors or other persons who show behaviour the Board believes and determines to be unbecoming at a Meeting of the Board, including, but not limited to, intoxication, shall be asked to excuse themselves therefrom and may be subject to discipline as the Board may deem appropriate.

Functions of the Society

Amended 2006-09-10 (Resolution 2005/6-008).

- 02(1) Members of the Society who participate in the affairs and operations, including Community Members and not excluding the Directors and Officers, nor the Executive Director, who show behaviour that two or more Directors believe to be unbecoming, including, but not limited to, intoxication, at any function, either public or closed, undertaken by the Society shall be asked to excuse themselves therefrom and may be subject to discipline as the Board may deem appropriate.
- (2) Unbecoming conduct by Members of the Society who do not participate in the affairs and operations or by members of the community at large at functions, either public or closed, of the Society may result in those persons being subject to discipline as the Board may deem appropriate.

B. Letters of warning

- 01(1) As a corrective measure or to draw attention to inadequacies in performance, letters of warning may be issued to Directors and Officers, the Executive Director, Station Executive and Staff, volunteers, and programmers before undertaking any more serious disciplinary measures.
- (2) Letters of warning shall be on Station letterhead and shall outline the specific reasons for the letter of warning and, as appropriate, may outline steps that could be taken in order to address the stated concerns.
- (3) Letters of warning shall be signed both by the person issuing the letter and by the person to whom it is addressed, and a copy shall be given to the person to whom the letter is addressed.
- (a) Letters of warning issued to Directors and Officers shall be kept on file in the same place as the minutes of *in camera* sessions and special Meetings of the Board.
- (b) Letters of warning issued to the Executive Director and Station Manager shall be kept on file along with other records, including reviews, appertaining to that person's employment by the Society; which files shall be kept in a safe place accessible only to the Board and the Executive Director.
- (c) Letters of warning issued to the Music Director, Program Director, and Staff shall be kept on file along with other records, including reviews, appertaining to that person's employment by the Society; which files shall be kept in a safe place accessible only to the Executive Director and the Station Manager.
- (d) Letters of warning issued to volunteers shall be kept on file along with other records appertaining to that volunteer's involvement with the Station and the Society; which files shall be kept in a safe place accessible only to the Executive Director and the Station Manager.
- (e) Letters of warning issued to programmers shall be kept on file along with other records appertaining to that programmer's involvement with the Station and the Society; which files shall be kept in a safe place accessible only to the Station Manager and the Program Director.

Directors and Officers

- 02(1) A letter of warning may be issued to any Director or Officer of the Society by a two-thirds ($\frac{2}{3}$) majority of Directors present at a Meeting of the Board; which letter shall be written and signed by the President, or in the case that the President is in question the Vice-President will sign

Executive Director

- (2) A letter of warning may be issued to the Executive Director by a two-thirds ($\frac{2}{3}$) majority of Directors present at a Meeting of the Board; which letter shall be written and signed by the President.

Station Executive and Staff

- (3) A letter of warning may be issued to members of the Station Executive and Staff; which letter shall be written and signed by the Executive Director.
- (a) A letter of warning may be issued to the Station Manager upon advisement of the Board, who may also undertake to issue such a letter themselves.
- (b) A letter of warning may be issued to the Music Director, Program Director, or Staff upon advisement of the Station Manager or of the person to whom the Staff member is responsible.

Volunteers and programmers

- (4) A letter of warning may be issued to a volunteer or programmer of the Station; which letter shall be written and signed
- (a) by the Station Manager in respect of those matters not related to programming and broadcasting activities; *and*
- (b) by the Program Director in respect of programming and broadcasting activities.

Letters of improvement

- 03(1) In order to help encourage improved performance from Directors and Officers, the Executive Director, Station Executive and Staff, volunteers, and programmers, a letter of improvement may be issued, and this Policy shall, *mutatis mutandis*, apply to any such letter.
- (2) Any such letter shall indicate not just the area of performance to be addressed but shall also give indication of how performance could be improved.

Added 2006-09-10 (Resolution 2005/6-008).

C. Probation

- 01(1) If the Board determine to discipline a Member of the Society who participates in the affairs and operations , including Community Members and not excluding the Directors and Officers , nor the Executive Director, by placing the Member on probation, the period of probation shall be not less than fourteen (14) days from the date on which the President has informed the Member in writing of the probation, save in the case of written notification being given by post, in which case it shall be not less than seventeen (17) days from the date on which notice was posted; at which time, after consideration of the performance of the probationer during the period of probation, he or she shall be either
- (a) fully reinstated in; *or*
- (b) suspended or expelled from

her or his Membership in the Society; which determination shall be made by a two-thirds ($\frac{2}{3}$) majority of Directors present at a Meeting of the Board and shall be appealable thereto as per §9.01(3) and §9.02(3) of the By-laws of the Society.

D. Suspension

- 01(1) If the Board determine to discipline a Member of the Society who participates in the affairs and operations , including Community Members and not excluding the Directors and Officers , nor the Executive Director, by suspending the Member, the period of suspension shall be not less than fourteen (14) days from the date on which the President has informed the Member in writing of the suspension, save in the case of written notification being given by post, in which case it shall be not less the seventeen (17) days from the date on which notice was posted; at which time, after consultation with the suspended Member, the Board shall
- (a) reinstate the suspended Member, subject to whatever conditions the Board determine, ideally in agreement with the suspended Member;
 - (b) extend the period of suspension; *or*
 - (c) expel the suspended Member from the Society
- by a two-thirds ($\frac{2}{3}$) majority of Directors present at a Meeting of the Board; which determination shall be appealable as per §9.01(3) and §9.02(3) of the By-laws of the Society.
- (2) If the Member being suspended is the Executive Director, the Board shall determine whether the suspension shall be with or without pay, and, if with pay, at what rate of pay.
- 02(1) During the period of suspension, the Member in question shall not be permitted to continue in her or his duties in the Society; nor shall he or she be permitted to participate in any of the activities of the Society or the Station, including activities related to broadcasting; nor, if the Executive Director is the person suspended, shall he or she be permitted to continue in her or his duties or be permitted to have access to the office space normally occupied by the Executive Director save under direct supervision of one or more Directors.
- (2) Any Member suspended shall be subject to all and any specific conditions the Board may choose to impose.

E. Expulsion

- 01(1) If the Board determine to discipline a Member of the Society who participates in the affairs and operations , including Community Members and not excluding the Directors and Officers , nor the Executive Director, by expelling the Member from Membership in either the Station or the Society, the President shall outline in writing the specific terms and conditions of the expulsion determined by the Board; which expulsion, as well as its specific terms and conditions, shall be appealable as per §9.01(3) and §9.02(3) of the By-laws of the Society.

F. *Persona non grata*

- 01(1) The Board may, at their discretion, and upon advice of the Executive Director as appropriate, declare *persona non grata* of the Society any Member for reason of
- (a) egregious violation of the By-laws of the Society or of the policies or any other regulations of either the Society or the Station;
 - (b) vandalism or theft of property of the Society, assault and battery, and any other criminal act in respect of the Society or the Station;
 - (c) the doing or saying of any thing that may endanger the Station's licence or its ability to carry out its Promise of Performance to the CRTC;
 - (d) the incitement to hate or any other violation of the Canadian *Charter of Rights and Freedoms*; *or*
 - (e) any other reason that the Board consider unbecoming or improper or reasonably believe to pose a threat to the Society or the Station, the security of the property , or the security and material safety and well-being of the Members .

- 02(1) Any person declared *persona non grata* shall, in addition to the forfeit of any right or claim as per §9.06 of the By-laws of the Society, be barred from
- (a) all and any General Meetings;
 - (b) all and any meetings of the Members of the Station;
 - (c) all and any Meetings of the Board, except If the President has been notified, in writing, of the intent to contest the decision to declare the Member *persona non grata*; and
 - (d) from the premises of the Station, including the Common Areas adjacent to the Station, save only for passage through said Common Areas,
- of which he or she shall be informed in writing.
- 03(1) Any person declared *persona non grata* and found in violation of the conditions hereinabove outlined shall be asked to leave the Meeting in question, the premises of the Station, or the Common Areas adjacent to the Station, as the case might be.
- (2) If the unwelcome person refuses to comply with the request to leave, an emergency call shall be made to Campus Security requesting that the unwelcome person be removed.
 - (3) If, in the presence of a representative of Campus Security, the unwelcome person refuses to leave, becomes violent, threatens violence, or behaves in such a manner that a person might reasonably expect violence or the threat , a call shall be made to the Police Department of the City of Lethbridge, requesting that the unwelcome person be removed.
 - (4) The Board, at its discretion, shall reserve the right to press charges for trespass or any other cause, including assault.
 - (5) If a person is declared *persona non grata* for reason of the commission of a criminal act, including, but not limited to, theft or vandalism, the Board or their designated agent (*viz.*, the Executive Director) reserve the right to press charges for the offence.

VI. Discrimination, Harassment, and Hate

A. Freedom from discrimination, harassment, and hate

- 01(1) The Board, as the governing body of the Society, recognise and respect that people are entitled to work in an environment free of discrimination, harassment, and hate.
- (2) The policies of the Society and the Station shall be consistent with this recognition.
- (3) The Board and Executive Director, Station Executive, Administrative Officers, and all and any Staff shall strive to ensure that the Society and the Station provide such an environment.

B. Disciplinary measures

- 01(1) Members of the Society who participate in the affairs and operations , including Community Members and not excluding the Directors and Officers , nor the Executive Director, may be subject to discipline, not excluding discipline by legal recourse, for failure to abide by or egregious violation of Policy 6-A of this Policy Manual or of any policy or policies of the Station regarding discrimination, harassment, and hate, and the advocacy .
- 02(1) Members of the Station shall be subject to discipline by the Program Director or the Programming Committee for violations of Policy 6-A of this Policy Manual or of any policy or policies of the Station regarding discrimination, harassment, and hate, and the advocacy , in respect of the programming and broadcasting activities of the Station.
- (2) Members of the Station, including its Administrative Officers, shall be subject to discipline by the Station Manager for violations of Policy 6-A of this Policy Manual or of any policy or policies of the Station regarding discrimination, harassment, and hate, and the advocacy , apart from any violations in respect of the Station's programming and broadcasting activities; and the Executive Director shall, *mutatis mutandis*, undertake all and any discipline of members of the Station Executive and of Staff in respect of the same.
- (3) Directors of the Society, not excluding the Executive Director, shall be subject to discipline by the Board for violations of Policy 6-A of this Policy Manual as per §9.02(2) of the By-laws of the Society and the policies constituting Chapter V of this Policy Manual or to discipline by the Membership for violations of the same as per §9.03 of the By-laws of the Society and the policies constituting Chapter V of this Policy Manual.
- (4) Members of the Society who participate in the affairs and operations , including Community Members, and Members of the Station in respect of the Society and its affairs, shall be subject to discipline by the Board for violations of Policy 6-A of this Policy Manual as per §9.01(2) of the By-laws of the Society and the policies constituting Chapter V of this Policy Manual or to discipline by the Membership for violations of the same as per §9.03 of the By-laws of the Society and the policies constituting Chapter V of this Policy Manual.

C. Station policy or policies regarding discrimination, harassment, and hate

- 01(1) In order to ensure that Policy 6-A of this Policy Manual is upheld within the Station and its programming and broadcasting activities, the Policy Manual of the Station shall contain a policy or policies appertaining to discrimination, harassment, and hate, and the advocacy , in respect of both the Station and its programming and broadcasting activities.

VII. Executive Officers

A. Nature and number of Executive Offices

Number of Offices

- 01(1) There will normally be four (4) Executive Offices: President, Secretary, Treasurer, and Vice President.
- 02(1) No Director shall hold two Offices simultaneously.
- (2) Notwithstanding the foregoing, the Board may determine that it is expedient to combine the Offices of Secretary and Treasurer into a single Office of Secretary–Treasurer.

Term

- 03(1) Excepting only the President, who is elected to a one-year term by the Board of Directors at the first Board meeting after the AGM as per §5.03(1) of the By-laws of the Society, Officers shall be appointed or elected by and of the Board to a one-year term as per §6.05 of the By-laws of the Society.
- (2) No Director shall serve more than two (2) consecutive one-year terms in any given Office, including that of President.

General duties

- 04(1) Each Officer of the Society shall also do all such things as are by law or otherwise, including the By-laws of the Society, this Policy Manual, and convention, required or expected to be done by that Officer.
- (2) Each Officer shall likewise undertake all such things as the Directors may determine it is appropriate that Officer to do.

B. President

Presiding officer

- 01(1) The President shall preside at all and any Meetings of the Board.

Agenda

- 02(1) The President shall be responsible for directing the Secretary in the creation of the agenda for all and any General Meetings and Meetings of the Board.
- (2) The President shall meet with the Executive Director prior to the creation of the agenda for any General Meeting or Meeting of the Board in order to discuss the business to be brought before the Membership or the Directors.

Committees

- 03(1) The President shall be an *ex officio* member of all and any committees of the Society.

Public relations

- 04(1) The President shall, in conjunction with the Station Manager, represent the Society and the Station in the media and at public events, including those events that may be undertaken by the Society.

Amended 2006-09-10 (Resolution 2005/6-004).

Direction

- 05(1) The President shall provide direction to the Board and shall ensure that all such things as are by law or otherwise required of the Board to be done shall be done, and shall, more generally, ensure that all such things as are by law or otherwise required of the Membership to be done are done.

Documents

Rescinded 2006-09-10 (Resolution 2005/6-009).

C. Secretary

Agenda

- 01(1) The Secretary shall be responsible for the preparation, under the direction of the President, of agenda for all and any General Meetings and Meetings of the Board.
- (2) In the absence of the President or her or his ability to act, the Secretary shall take direction from the Vice President in the preparation of agenda.

(3)

Minutes

- 02(1) The Secretary shall attend all and any General Meetings and Meetings of the Board and prepare for distribution an accurate account of the proceedings and deliberations .
- (2) The Secretary shall prepare and distribute minutes of General Meetings as per §15.03 and §15.04 of the By-laws of the Society.
- (3) The Secretary shall prepare and distribute minutes of Meetings of the Board.

Correspondence

- 03(1) The Secretary shall undertake and have charge over all correspondence carried out under the direction of the President and the Board; which correspondence shall include, but not be limited to, the filing, in a timely fashion, with the Station Manager of the annual return of the Society along with the audited financial statements approved by the Membership.
- (2) The Secretary shall also undertake such communications with the Membership as may be required in order to publicise General Meetings and Meetings of the Board, or for any other purpose that may be determined by the Board.

Booking meeting rooms

- 04(1) The Secretary shall also be responsible for booking rooms for General Meetings and Meetings of the Board and for ensuring that keys or any other matters relating to access to or the use of the room and any equipment therein are appropriately looked after.

Records

- 05(1) The Secretary shall ensure that the records of the Society, including, but not limited to, the minutes of all and any General Meetings and Meetings of the Board and copies of the annual filing of the Society with the Registrar of Corporations, are current and complete and maintained in such a condition that they are readily accessible to any Director without the necessity of giving advance notice such as may be required of the Membership of the Society.

D. Treasurer

General duties

- 01(1) The Treasurer shall manage the financial affairs of the Society, including, but not limited to, ensuring that
- (a) the financial records of the Society are in good order;
 - (b) the books of the Society are current and complete and are maintained in an auditable state; *and*
 - (c) **Treasurer and Station Manager must coordinate checks on financial affairs**
 - (d) those duties related to the finances of the Society not performed by the Students' Union or any other person or organisation on behalf of the Society, including those duties related to
 - (i) payroll;
 - (ii) the payment of bills;
 - (iii) the receipt of monies;
 - (iv) the management of bank accounts, including the making of deposits; *and*
 - (v) the management of any investments held by the Societyare performed in a timely fashion.

Finance Committee and budget preparation

- 02(1) The Treasurer shall sit on the Finance Committee and shall preside at all and any meetings .
- (2) The Treasurer shall oversee the preparation of the annual capital and operating budgets by the Finance Committee.

Reporting

- 03(1) The Treasurer shall prepare a full and detailed report of receipts and disbursements to be submitted to the Directors at each Meeting of the Board.

Audit

- 04(1) In lieu of an Auditor, the Treasurer may submit to the Membership at each Annual General Meeting a statement duly audited of the financial position of the Society.
- 05(1) The Treasurer shall ensure that four (4) copies of the audited financial statement of the Society are submitted to the Secretary, one each of which shall
- (a) accompany the annual return of the Society filed with the Registrar of Corporations;
 - (b) be provided to the General Manager of the Students' Union prior to the end of September, so as to be entered into the public record;
 - (c) be forwarded as a courtesy to the University's Vice President Finance; *and*
 - (d) be filed in the records of the Society.

Amended 2006-09-10 (Resolution 2005/6-004).

E. Vice President

Meetings

- 01(1) In the absence of the President or her or his inability to act, the Vice President shall preside at General Meetings, as per §5.04 of the By-laws of the Society, which shall, *mutatis mutandis*, apply to Meetings of the Board.

Nominations

- 02(1) The Vice President shall be responsible for preparing the annual nomination form for Directors; which form shall clearly and legibly indicate the duties and responsibilities of those elected to the Board.

Documents

- 03(1) The Vice President shall ensure that a package of documents for in-coming Directors is prepared annually, as per Policy 2-E of this Policy Manual.

Added 2006-09-10 (Resolution 2005/6-009).

Alumni and Subscribers

- 04(1) The Vice President shall ensure that a database (or other means of record-keeping) of subscribers to the Station is created and maintained and shall, in co-operation with the Station Manager, ensure that a database (or other means of record-keeping) of alumni and alumni of the Station is likewise created and maintained, so that the Society has a record of and can track such information as the Board shall determine is necessary and pertinent to have and to track for any reason whatsoever, including, but not limited to, statistical purposes and the mailing of program guides and of letters soliciting support prior to the annual FUNdrive.

Added 2006-09-10 (Resolution 2005/6-009).

VIII. Grievances and appeals

A. Regarding the activities and operations of the Society

- 01(1) All and any grievances on any matter concerning the activities of the Society, including its administration, governance, and operations, shall be submitted to the President, who shall direct the Board to determine the matter; which determination shall be appealable as per §11.01 of the By-laws of the Society.

B. Regarding the activities and operations of the Station

- 01(1) All and any grievances on any matter concerning the activities and operation of the Station shall be submitted to the Station Manager, who shall determine the matter.
- (2) If a resolution cannot be found to a grievance submitted to the Station Manager, it shall be forwarded to the Board, who shall determine the matter, *mutatis mutandis*, as per Article XI of the By-laws of the Society.
- 02(1) All and any grievances relating to complaints received regarding matters of on-air conduct, including the broadcasting of specific musical and spoken-word selections, shall be determined by the Station Manager as per the appropriate policy or policies of the *Policy Manual of CKXU 88.3 FM*.

IX. Meetings of the Board

A. Failure to give notice

- 01(1) No action undertaken or resolution made by the Board shall be considered or rendered invalid, or otherwise considered ineffectual by reason of
- (a) omission or failure to give notice to any Director;
 - (b) any Director not receiving notice; *or*
 - (c) any error in any notice that does not material or substantially affect the meaning of the notice.

B. Announcement

- 01(1) Regular Meetings of the Board shall be publicised to the Membership.
- 02(1) At the least, regular Meetings of the Board shall be publicised by
- (a) posting a notice to the electronic mailing list to which Members of the Station are subscribed (<ckxu-members-1@uleth.ca>); *and*
 - (b) posting to the Web site of the Station, including any appropriate forum for announcements.
- (2) The Board may, at their discretion,
- (a) include in any such notice a summary of the business to be considered; *or*
 - (b) publish, following a regular Meeting, a summary of the business considered.
- Added 2006-09-10 (Resolution 2005/6-010).
- (3) If the Board determine to publish a summary of the business considered at any Meeting of the Board, they shall also determine the means by which such a summary shall be published.
- (a) In no case shall a summary of any *in camera* session be published in any such summary.

Added 2006-09-10 (Resolution 2005/6-010).

C. Presiding Officer

- 01(1) If the President, by reason of absence or inability to act, is unable to preside at a Meeting of the Board, §5.04 of the By-laws of the Society shall, *mutatis mutandis*, apply.

D. Discharge of secretarial duties

- 01(1) In the case of the absence of the Secretary or her or his inability to act, the Directors shall, from amongst their number and not excluding the Executive Director but excluding only the presiding officer, elect a secretary for the duration of that meeting, who shall likewise be responsible for the preparation and distribution of the minutes .

E. Regular and special Meetings

- 01(1) The Board may, at their discretion, distinguish between ‘regular’ and ‘special’ Meetings of the Board.
- 02(1) Regular Meetings of the Board are those Meetings that are called and convened in order to consider the regu-

lar business of the Society.

- (2) Special Meetings of the Board are those Meetings that are called and convened in order to consider some special matter not normally part of the regular business of the Society.
- 03(1) Regular Meetings of the Board shall be open to the Membership and to other interested persons.
- (2) Special Meetings of the Board shall be *in camera* unless otherwise determined thereby.

F. Election of Executive Officers and Committee members

- 01(1) If Directors Elect are present at a Meeting of the Board prior to the commencement of their term, they may, at their discretion, elect Executive Officers at that time; and the terms of Executive Officers shall commence with the commencement of term of the Board.
- (2) Executive Officers shall, at the latest, be elected at the first Meeting of the Board following the commencement of the term ; and the terms of Executive Officers shall commence upon election.
- 02(1) The foregoing shall, *mutatis mutandis*, apply to the appointment or election of
 - (a) the Fund-raising Co-ordinator;
 - (b) the Grants Research Co-ordinator;
 - (c) the Marketing Co-ordinator; *and*
 - (d) Directors to sit on standing committees of the Society (*viz.*, the Finance, Fund-raising, Grants Research, and Marketing Committees, and all and any other standing committees the Board may resolve to strike).

Amended 2006-09-10 (Resolution 2005/6-010).

G. Absences and regrets

Absences

- 01(1) If a Director is absent from three consecutive Meetings of the Board, or if her or his attendance at Meetings drops to less than two-thirds ($\frac{2}{3}$), he or she may be subject to discipline as the Board may determine.

Regrets

- 02(1) If a Director submits her or his regrets for three of six consecutive Meetings of the Board, he or she may be subject to discipline as the Board may determine.

H. Agenda

- 01(1) Agenda for regular Meetings of the Board shall be distributed or otherwise made available to the members not less than two (2) calendar days prior to the date of any Meeting of the Board.
- (2) Agenda may be distributed or otherwise made available to the members of the Board less than two (2) calendar days prior to the date of an Meeting in the case of a special Meeting for which there has been less than seven (7) days notice or upon consent in writing of a majority of Directors.
- (3) Agenda shall be prepared as per the template found at <http://www.ckxu.com/bod/templates/>.

I. Form of motions

- 01(1) All motions, whether formal or informal, shall, as necessary, address the *who, what, where, and when* of that which the Directors are resolving to undertake.

Formal motions (motions submitted to an agenda)

Resolutions

- 02(1) Motions submitted to the agenda of a Meeting of the Board shall be in the form of a formal resolution (‘*Be it resolved, That [some action be undertaken]*’).
- (2) If the motion orders or directs someone, especially an employee, to undertake some action on behalf of the Society, the word *ordered* may be used in place of *resolved*.

Preambles

- 03(1) An explanatory preamble (in the form of ‘*Whereas [description or explanation]; therefore*’) is not required of formal motions, but in the absence of such the mover shall explain the intent of the motion.
- (2) If included, preambles are to be descriptive or explanatory in nature, and are to be directed to *why* the motion is being made.
- (3) Preambles that the Board determine to be tendentious, argumentative, or biased shall be struck from the motion by a simple majority vote of Directors present.

Informal motions (motions arising from the business of a meeting)

- 04(1) Motions submitted for consideration during the course of a Meeting of the Board may be informal in nature and written so as to indicate how they arose from the business at hand (*e.g.*, ‘Mr X read Ms Y’s letter of resignation and moved “that the Board accept Ms Y’s resignation.”’), but shall in any case be written down by the Secretary and the exact text read back to the Directors prior to the taking of any vote.
- (2) Simple motions, such as motion to adopt the agenda or to adjourn, may likewise be cast informally (*e.g.*, ‘The President called for a motion to adjourn and Mr Z moved “that this meeting of the Board of Directors of the CKXU Radio Society adjourn.” The motion was carried without debate and the meeting adjourned at 8:05 P.M.’)

J. Minutes

- 01(1) The Secretary shall keep an accurate account of the proceedings and deliberations of all and any regular Meetings of the Board, save only for such sessions at which it is manifestly clear that minutes are not necessary (*e.g.*, a strategic planning or other session for which the outcome is to be a report), including minutes of any *in camera* session that might be declared.
- (2) Minutes shall be prepared either in point or in paragraph form at the discretion of the Secretary or as directed by the Board, but shall in either case present a clear and accurate account of the proceedings and deliberations of the Board and of any resolutions undertaken thereby.
- 02(1) Minutes of Meetings of the Board, whether regular or special, shall be made available to Directors not later than the time at which the agenda for the next regular Meeting is distributed or otherwise made available, and minutes from any *in camera* session, including any special Meeting of the Board, shall be kept separate from the rest.
- (2) Minutes for regular Meetings of the Board shall be prepared using the template for minutes found at <http://www.ckxu.com/bod/templates/>.
- 03(1) Minutes shall be made available to Directors in a manner authorised by the Board.

- (2) The Secretary shall ensure that a current and complete record of all minutes is kept and shall ensure that the minutes of any *in camera* session are kept separate from the rest; which minutes shall be kept in a secure place in the office of the Executive Director.

K. Inspection of minutes

- 01(1) Members of the Society shall be permitted to inspect the minutes of Meetings of the Board, excluding only those of any *in camera* session or any part of any Meeting that has been declared *in camera*, upon application to the Secretary; which inspection shall occur within the offices of the Executive Director and shall be scheduled for not less than two (2) business days from the date of receipt of the request by the Secretary, and which minutes are not to be removed therefrom nor are they to be copied except upon express consent of the Secretary, in writing or otherwise, upon consultation with the President, and who shall also give specific direction, including direction to the Executive Director or any other Director, or the Station Manager, as to the time or times at which such minutes are to be inspected.

X. Meetings of the Society

A. Failure to give notice

- 01(1) No action undertaken or resolution made by the Membership of the Society shall be considered or rendered invalid, or otherwise considered ineffectual, by reason of
- (a) omission or failure to give notice to any Member;
 - (b) any Member not receiving notice; *or*
 - (c) any error in any notice, including the publication of any Special Resolution, that does not materially or substantially affect the meaning of the notice or Special Resolution.

B. Announcement

- 01(1) General Meetings, including the Annual General Meeting, shall be publicised to the Membership, who shall be given the opportunity to submit appropriate business to the agenda by writing to the President and the Secretary.
- 02(1) At the least, General Meetings shall be publicised by
- (a) posting a notice within the premises of the Station;
 - (b) posting a notice to the electronic mailing list to which Members of the Station are subscribed (<ckxu-members-l@uleth.ca>); which notice may be reposted, as a reminder, one or more times at the discretion of the Board;
 - (c) posting to the Web site of the Station, including any appropriate forum for announcements; which notice may be reposted, as a reminder, once or more times, at the discretion of the Board; *and*
 - (d) an advertisement to be aired on the Station.
- (2) The *Meliorist* shall also be solicited to provide advertising space to the Society.

C. Discharge of secretarial duties

- 01(1) In the event of the absence of the Secretary or her or his inability to act, the Membership shall, from amongst their number, elect a secretary for the duration of that Meeting as per §15.02(2) of the By-laws of the Society.

D. Agenda

- 01(1) Agenda for General Meetings shall be distributed or otherwise made available to the Membership not less than seven (7) calendar days prior to the date of any Meeting .
- (2) Agenda for the Annual General Meeting shall be prepared as per the template found at <<http://www.ckxu.com/bod/templates/>>.

E. Form of motions

- 01(1) All motions, whether formal or informal, shall, as necessary, address the *who, what, where, and when* of that which the Membership are resolving to undertake.
- (2) Policy 9-I of this Policy Manual shall, *mutatis mutandis*, apply to motions at General Meetings.

F. Minutes

- 01(1) Minutes of General Meetings shall be prepared either in point or in paragraph form at the discretion of the Secretary or as directed by the Board prior to the Meeting, but shall in either case present a clear and accurate account of the proceedings and deliberations of the Membership and of any resolutions undertaken thereby.

XI. Society

A. Society Fee levied upon Community Members

- 01(1) The Society Fee levied upon Community Members shall be set at a rate not less than that paid by a Student Member who is a full-time Student during each Trimester of the Academic Year.
- 02(1) Person who are not Students shall pay a due of \$10.00 per annum to become a Member of the Society.

B. Staff

- 01(1) Persons may be employed at the discretion of the Board to execute or otherwise carry out some duty or duties related to the Society or the Station, but shall not be considered members of the Station Executive unless so determined by the Board upon advice of the Executive Director.
- (2) The Executive Director shall be responsible for the hiring of all and any such Staff in accordance with the terms and conditions of Chapter HR 3.

C. Plebiscites and Referenda

- 01(1) Plebiscites and referenda may be held in such manner as the Board may determine; which manner shall in any case abide by all and any rules and regulations of the Students' Union and the University regarding such plebiscites and referenda.
- (2) The Board may, at its discretion, make use of the means and mechanisms the Students' Union have in place, in accordance with the pertinent clauses of By-law XXIV of the By-laws of the Students' Union and the conditions laid out therein.

D. Seal

- 01(1) The seal of the Society shall be kept in a secure place in the office of the Executive Director, who shall have the use of it as necessary for the performance of her or his duties.
- (2) The Secretary shall have the use of the seal of the Society as necessary for the performance of her or his duties; the use of which shall be authenticated by the signature of both the Secretary and the President or, in the case of the absence or inability to act of the either, the Vice President.

E. Changes to Membership

- 01(1) If, due to amendment of the current By-laws of the Society or the adoption of new By-laws in their stead, the conditions in Membership in the Society, including the payment of the Student Levy, change, the Board shall ensure that
 - (a) those changes are provided for in this Policy Manual; *and*
 - (b) a Temporary Policy is in place, as necessary, to provide for a smooth transition from the old conditions of Membership to the new conditions of Membership.

F. Inspection of books and records

- 01(1) Members of the Society shall be able to inspect the accounts and books of the Society upon application to the Treasurer; which inspection shall occur within the offices of the Executive Director and shall be scheduled

for not less than two (2) business days from the receipt of the request by the Treasurer, and which accounts and books are not to be removed therefrom except upon express consent of the Treasurer, in writing or otherwise, upon consultation with the President, and who shall also give specific direction, including specific direction to the Executive Director or any other Director, or the Station Manager, as to the time or times at which the accounts and books are to be inspected.

XII. Station

A. Station Executive

Constitution

01(1) The Station Executive shall normally consist of

- (a) the Station Manager;
- (b) the Program Director; *and*
- (c) the Music Director,

whose various duties and conditions of employment are described in the Society's *Human Resources Manual*.

Hiring

02(1) The Executive Director shall be responsible for the hiring of the members of the Station Executive.

B. Membership

Definition

01(1) The Members of the Station shall consist of

- (a) those Members of the Society who have paid a due, the value of which shall be determined by the Board, in order to be Members of the Station, including, but not limited to, those Members who are also programmers;
- (b) those person who are members of the Station Executive, for as long as they remain in the employ of the Society;
- (c) those persons who are Staff, for as long as they remain in the employ of the Society; *and*
- (d) all Honorary Members of the Station.

Term and setting of dues

02(1) Members of the Station shall be so for a period of one (1) year, beginning on September AGM date and end - ing at the AGM the following year.

(2) The Board may, at its discretion,

- (a) prorate the due levied upon Members of the Station;
- (b) set a rate of membership lower for Members of the Station who are renewing their memberships therein; *and*
- (c) set a rate of membership lower for Community Members who are also Members of the Station.

Dues

03(1) The due levied upon new Members of the Station shall be twenty dollars (\$10.00) per annum.

Amended 2006-09-10 (Resolution 2005/6-011).

- (a) The Society Fee shall be waived for persons who are not Students who wish to become Members of the Station.
 - (b) Community Members who wish to become Members of the Station shall have their memberships prorated by the amount they have paid to become a Member of the Society.
- (2) The due levied upon Members of the Station who are renewing their memberships therein shall be the same as that levied upon new Members.
- Amended 2006-09-10 (Resolution 2005/6-011).
- (3) The Station Manager may, at her or his discretion, prorate the Station due in whole or in part on an individual basis.

C. Changes to Membership

- 01(1) If, due to amendment of the current By-laws of the Society or the adoption of new By-laws in their stead, the conditions in Membership in the Station, including the payment of dues, change, the Board shall direct the Executive Director regarding how they wish the matter to be undertaken, and the Executive Director shall inform the Station Manager of the direction of the Board.
- Amended 2006-09-10 (Resolution 2005/6-004).

D. Contracts

- 01(1) Each Member of the Station, whether a programmer or otherwise, shall sign a contract with the Station that outlines the rights and responsibilities of the respective parties.
- (2) Each programmer shall likewise sign a contract with the Station regarding her or his rights and responsibilities in respect of the programming and broadcasting activities of the Station.
- Added 2006-09-10 (Resolution 2005/6-004).

E. Withdrawal or removal from the Station

Withdrawal or resignation

- 01(1) Any Member of the Station may withdraw or resign therefrom by presenting a signed letter of resignation to the Station Manager.

Probation, suspension, and expulsion

- 02(1) The Station Manager shall have the authority to place on probation, suspend, or expel from the Station or their positions therein any Member, including Administrative Officers, whose conduct has been determined by the Station Manager to be improper, unbecoming, or likely to endanger the interest or reputation of the Society or the Station, or who wilfully commits a breach of the By-laws or Policies of the Society or of the Policies of the Station.
- Amended 2006-09-10 (Resolution 2005/6-008).
- (2) Notwithstanding the foregoing, if the infraction or infractions in question relate to programming, the Station Manager will, as a rule, undertake to place on probation, suspend, or expel from the Station any Member only upon advice of or in consultation with the Program Director, or the Programming Committee.
- 03(1) The Executive Director shall, upon advisement of the Station Manager as appropriate, have the authority to place on probation, suspend, or expel from the Station or their positions therein, members of the Station Executive and Staff whose conduct, in the opinion of both the Station Manager and the Executive Director, has been improper, unbecoming, or likely to endanger the interest or reputation of the Society or the Station, or

who wilfully commit a breach of the Policies of the Society or of the Policies of the Station.

Added 2006-09-10 (Resolution 2005/6-008).

Notice and appeal

- 04(1) No Member of the Station shall be placed on probation, suspended, or expelled without being
- (a) notified in writing of the charge or complaint;
 - (b) given opportunity to be heard by the Station Manager; *and*
 - (c) advised of the right to appeal the decision of the Station Manager to the Board at a Meeting .
- (2) The period and conditions of probation shall be determined by the Station Manager on an individual basis, and shall in any case not be less than fourteen (14) days from the date on which written notification was given to the Member in question, save in the case of written notification being given by post, in which case it shall be not less the seventeen (17) days from the date on which notice was posted.
- (3) This Policy shall, *mutatis mutandis*, apply the Executive Director in respect of the Station Executive and Staff.

Added 2006-09-10 (Resolution 2005/6-008).

F. Policy Manual of CKXU 88.3 FM

- 01(1) There shall be a manual of policies appertaining to the Station, its activities, operations, and administration; which policies shall be collected together as the *Policy Manual of CKXU 88.3 FM*.
- 02(1) The Executive Director shall have the sole authority to make amendment, by rescission, alteration, or addition, to the Station's *Policy Manual*; which amendment or amendments shall be brought before the Board as an item or as items of information at the next Meeting .
- (2) A committee of the Board may, by a two-thirds ($\frac{2}{3}$) majority, move to amend on a *for the time being* basis the Policy that founds and constitutes it and defines its composition and purpose; which proposition shall be brought before the Executive Director for ratification.
- (a) If the Executive Director does not ratify such a proposition and the committee feel aggrieved by the determination, they shall have the right to bring the matter before the Board, whose determination in the matter shall be final.

XIII. Station Executive and Staff

A. Parking permits

- 01(1) Unless otherwise provided for by a Temporary Policy, the Society shall, annually and at a reasonable sum, purchase parking permits for the Executive Director and the Station Executive, as appropriate; which permits shall remain property of the Society.
- (2) Parking permits for plug-in stalls in the Near West lot or the lots abutting the Athletics Field are not considered to be available at a reasonable sum, except as the Board may otherwise determine.
- (3) If the Executive Director or a member of the Station Executive wish to purchase such a permit, the Board shall subsidise the cost up to what they consider to be a reasonable sum (the value of a parking permit for the Far West or Northwest parking lots, whichever value is lower).
- (a)
- Rescinded 2006-09-10 (Resolution 2005/6-005).
- (4) If the Executive Director or a member of the Station Executive ceases to be in the employ of the Society prior to the expiration of the parking permit, he or she may choose either
- (a) to return the parking permit to the Executive Director or, in the case of the absence of the Executive Director or her or his inability to act, to either the Treasurer or the President of the Society; *or*
- (b) to purchase the remainder of ownership in the parking permit by reimbursement to the Society of an amount equal to the appropriately prorated value .

Added 2006-09-10 (Resolution 2005/6-005).

Human Resources Manual of the CKXU Radio Society

I. Prefatory

A. Title and reference

Short title

- 01(1) This document may be described as the ‘Society *Human Resources Manual*’ or the ‘Society’s *Human Resources Manual*’, or as the ‘*Human Resources Manual* of the Society’.
- (2) The use of italics in referring to this document is optional.

Reference

- 02(1) Within this manual, the *Human Resources Manual of the CKXU Radio Society* shall be described as ‘this Human Resources Manual’.
- (2) Human Resources Policies shall be described by taking the number of the Chapter, converting it from a Roman numeral to its cognate Arabic numeral, and prepending it, with a hyphen, to the letter used to describe the Policy (or Article), the whole being prefaced with ‘Policy HR’ (e.g., this paragraph would be described as ‘Policy HR 1-A.02(2)’).

Amended 2006-09-10 (Resolution 2005/6-004).

B. Interpretation and extension

- 01(1) Article II of the By-laws of the Society shall, *mutatis mutandis*, apply to this Human Resources Manual.

C. Definitions

- 01(1) The definitions set forth in Article III of the By-laws of the Society shall apply to this Human Resources Manual, as per §2.02 of the By-laws of the Society.
- (2) The definitions set forth in the Policy Manuals of the Society and the Station shall apply to this Human Resources Manual.

II. Equal-opportunity employer

- 01(1) The CKXU Radio Society is an equal-opportunity employer. Candidates shall be hired on the basis of their individual merits, skills, and abilities, and, more generally, their interest and engagement in the position, as indicated in their applications and interviews, as well as, in the opinion of the hiring committee, the potential they bring to the position and their ability to bring new and needed skills and abilities thereto.
- (2) Candidates shall neither be hired nor not hired on the basis of age, creed, gender, race, sexual preference, or any other incidental condition, including handicap.

III. Hiring

A. Hiring

- 01(1) The Board shall be responsible for hiring the Executive Director, and the Human Resources Policies regarding hiring shall, *mutatis mutandis*, apply thereto.
- (2) The Executive Director shall be responsible for hiring members of the Station Executive and all and any other Staff as may be employed by the Society.

B. Hiring committees

- 01(1) The Executive Director shall be hired directly by the Board, who may select a hiring committee, consisting of three persons, at least two of whom shall be Directors, in order to undertake the duty.
- (2) The Executive Director and at least one other person, normally a Director, will be responsible for hiring members of the Station Executive and all and any other Staff.

C. Development of positions and descriptions

- 01(1) If the Board determine to create a Staff position, either temporary or permanent, they shall ensure that a job description is developed for the position.
- 02(1) Any job descriptions shall include, at the least,
 - (a) the title of the position;
 - (b) the duties and responsibilities of the position;
 - (c) the person or persons to whom the successful candidate shall be responsible;
 - (d) the term of the position;
 - (e) the rate of remuneration and whether remuneration is based on a wage or a salary; *and*
 - (f) the number of hours per week the successful candidate is expected to work.
- (2) The Board shall approve the job description prior to the position being opened to competition.
- 03(1) The Executive Director shall ensure that a record of all such job descriptions is kept.
- (2) The applications of all candidates for any position shall be kept on file for a period of not less than two years from the date on which the competition closed.
- 04(1) This Policy shall, *mutatis mutandis*, apply to the hiring of the Executive Director and of members of the Station Executive.

Added 2006-09-10 (Resolution 2005/6-004).

D. Hiring of Station Executive

- 01(1) The Executive Director and an out-going member of the Station Executive shall, to the extent that it is possible to do so, meet to review the job description of the Executive position and propose any amendments thereto.
- (2) The Executive Director shall ensure that, in the case there are proposed amendments to the job description, they are brought before the Board so that this Human Resources Manual can be amended to include the re-

vised job description.

02(1)

Rescinded 2006-09-10 (Resolution 2005/6-004).

02(1) Ideally, an out-going member of the Station Executive shall be involved in the hiring of her or his successor, if only in an advisory capacity.

03(1) The Executive Director shall, to the extent that it is possible to do so, ensure that an adequate training period exists for new members of the Station Executive.

E. Advertising of positions

01(1) Positions shall be advertised in such manner as the Board shall determine.

02(1) At the least, positions shall be advertised by

- (a) posting the notice within the premises of the Station;
- (b) posting the notice to the electronic mailing list to which Members of the Station are subscribed (<ckxu-members-1@uleth.ca>);
- (c) posting to the Web site of the Station, including any appropriate forum for announcements; *and*
- (d) an advertisement to be aired on the Station.

(2) The *Meliorist* shall also be solicited to provide advertising space to the Society.

(3) Positions on the Station Executive may also be advertised by posting to the general electronic mailing list of the NCRA, and to the NCRA Web site (<<http://ncra.ca/>>).

03(1) Job postings shall indicate

- (a) what documentation is expected to be provided by applicants (*e.g.*, covering letter, résumé, and references);
- (b) the time and date on which the competition closes;
- (c) whether or not only applicants considered for interview will be contacted and the means by which they will be contacted;
- (d) an approximate indication of when interviews will be held; *and*
- (e) the date on which the position is to start.

F. Avoidance of possible misrepresentation

01(1) Once a position has been developed and opened to competition, those persons directly involved in the hiring process shall refrain from discussing the position with all and any potential or actual candidates.

(2) Notwithstanding the foregoing, persons involved in developing a position or a job description for a position, existent or otherwise, may, at their discretion, approach those persons they consider appropriate in the development of the position or job description, but in no case shall they suggest that a given position or job description is being developed for the benefit of any given person; nor shall they, by implication or direct statement, indicate that any person whatsoever is or may be a favoured candidate for any position whatsoever.

G. Interviews

- 01(1) Following the close of competition, the hiring committee shall meet to review the applications received and to determine to which applicants to extend the offer of an interview.
- (2) As a rule, the hiring committee shall select not less than three candidates to whom to extend the offer of an interview.
- (3) The hiring committee may, at their discretion, re-open the competition if, upon review of the applications received, they determine that it is in the best interests of the Society or the Station to do so due to an inadequate number of applications or inadequate applicants.
- 02(1) Interviews shall be scheduled at the convenience of both the hiring committee and the selected candidates.
- (2) Before contacting the selected candidates, the hiring committee shall determine the length of individual interviews and the amount of time between interviews.
- (3) Interviews may take place in the office of the Executive Director, if convenient to all persons involved.
- (4) Interviews may take place over more than one day if it proves to be convenient.

H. Decision of the hiring committee

- 01(1) The hiring committee shall allow adequate time following the interview of the final candidate to decide to which candidate to offer the position.
- (2) If no decision has been reached, by reason of time or any other reason, the hiring committee shall arrange to meet on the following day in order to come to their decision as to the candidate to whom to offer the position.
- (3) The committee may, at their discretion, choose an alternate candidate in the case the preferred candidate is unable to take the position.

I. Contact of interviewed candidates

- 01(1) The Executive Director shall contact those candidates who were interviewed to inform them of the decision reached by the hiring committee.
- (2) Unsuccessful candidates shall be informed of the decision of the hiring committee before contacting the successful candidate, except If the committee choose an alternate candidate, in which case the alternate candidate shall be contacted last.

J. Contracts

- 01(1) All and any persons in the employ of the Society shall be required to sign a contract that outlines the rights and responsibilities of the respective parties.
- (2) The Board shall be responsible for ensuring that the Executive Director is under contract.
- (3) The Executive Director shall ensure that the members of the Station Executive and all and any other Staff are under contract.

IV. General Qualifications and Conditions of Employment

Amended 2006-09-10 (Resolution 2005/6-005).

A. General qualifications

01(1) The Board recognise that employees come to occupy their positions in unique ways and that their positions – and those of others with whom they work – evolve as they come to occupy those positions. The Board also recognise that it is unreasonable to presume full and prior knowledge of a position from a candidate; never the less, the Board direct those engaged in the hiring of the Executive Directors, members of the Station Executive, and, as appropriate, Staff to take into consideration whether candidates can demonstrate some knowledge of

- (a) the mandate, policies, and goals of the Society and the Station; *and*
- (b) the pertinent legislation and regulations of the Government of Canada and the CRTC, including the *Broadcasting Act*, the *Radio Regulations*, and the *Campus radio policy*.

02(1)

Rescinded 2006-09-10 (Resolution 2005/6-005).

02(1) Successful candidates are further expected to possess

- (a) above-average public relations skills;
- (b) above-average organisational and leadership skills; *and*
- (c) an appreciation for a wide range of artistic expression.

03(1) It is assumed that the successful candidate will have some degree of computer literacy and will be able to make proper use of an e-mail client, Web browser, and word-processing application. Knowledge of spreadsheet and database applications is an asset. The CKXU Radio Society supports Free and Open-Source Software ('FOSS') and makes no guarantees regarding the availability of specific software or operating systems.

B. Hours

Added 2006-09-10 (Resolution 2005/6-005).

Managerial or supervisory capacity

01(1) In accordance with section 2(1) of Part 1 of the *Employment Standards Regulation*, the Executive Director and the members of the Station Executive are considered to be serving in a managerial or supervisory capacity.

(2) Other Staff as may be hired by the Society shall not, as a rule, be considered as serving in a managerial or supervisory capacity, unless determined otherwise by the Board.

Time averaged quarterly

02(1) The Board recognise that time commitments can vary, and so will assess the time commitments expected of and actual time worked by the Executive Director and the members of the Station Executive on a quarterly basis.

Temporary reduction of hours

03(1) The Board further recognise that employees, especially those employees who are students, may need to reduce their hours for various reasons.

(2) Any request to reduce hours in a given week shall be made, in writing, to the Executive Director, and shall give some indication of the reduction needed and an explanation of how that employee's duties shall be un-

dertaken during that week.

C. Pay and honoraria

Added 2006-09-10 (Resolution 2005/6-005).

Stipends

- 01(1) The Executive Director shall be paid a stipend per month, payable in two equal payments on the 15th day and the last day of the month, and shall be expected to work not less than fifteen (15) hours per week, averaged quarterly.
- (2) The Station Manager shall be paid a stipend per month, payable in two equal payments on the 15th day and the last day of the month, and shall be expected to work not less than twenty (20) hours per week, averaged quarterly.
- (3) The Program Director shall be paid a stipend per month, payable in two equal payments on the 15th day and the last day of the month, and shall be expected to work not less than twenty (20) hours per week, averaged quarterly.
- (4) The Music Director shall be paid a stipend per month, payable in two equal payments on the 15th day and the last day of the month, and shall be expected to work not less than twenty (20) hours per week, averaged quarterly.

Qualifications

- 02(1) Work hours and volunteer hours spent on air shall not run concurrently, save only upon special authorization of the Executive Director.
- (2) Time spent at meetings at which the attendance of the Executive Director or a member of the Station Executive is expected (*e.g.*, Meetings of the Board, in the case of the Executive Director, and meetings of the Programming Committee in the case of the Music Director and Program Director) shall not count towards work hours, save only in the case of regular meetings of
 - (a) the Station Executive;
 - (b) the Executive Director and the Station Manager; *and*
 - (c) the Executive Director and the Station Executive;

nor shall attendance at any such meeting for which the attendance of the Executive Director or a member of the Station Executive has been solicited (*e.g.*, attendance of the Station Executive at the Strategic Planning Session) count towards work hours.

Review and assessment of stipends and expectations

- 03(1) The Board shall, not less than once each year, review and assess the stipends paid to and work expected of the Executive Director, members of the Station Executive, and all and any Staff.
- (2) If the Board determine to combine the positions of Executive Director and Station Manager, they shall, before undertaking to do so, determine the rate of the stipend to be paid and the number of hours the Executive Director/Station Manager is expected to work each week.

Honoraria

- 04(1) The Board may, at its discretion, determine to award an honorarium to a volunteer of the Society for her or his commitment and dedication thereto or work performed in the service .

D. Vacations and additional time off

Added 2006-09-10 (Resolution 2005/6-005).

Eligibility for additional time off

- 01(1) The Board recognise the inadequacy of the stipends paid to the Executive Director and members of the Station Executive, and, in order to help recompense those employees for any additional time they might put in, the Board will offer those employees additional time off as per the terms and conditions outlined herein.
- (2) Time sheets for each quarter may be used to determine whether an employee may be eligible for additional time off.
- (3) If the amount of time an employee spends at her or his duties during a three-month period is equal to or in excess of the expected time by to be put in during two (2) work weeks in that position, the Board will, at their discretion, offer that employee five (5) working days off with pay.

Additional time off**After first three months of employment**

- 02(1) Time off for the first three months of employment shall be taken in the eight (8) weeks following the conclusion of the first three months of employment (*i.e.*, the probationary period).
- (2) Time off granted for the first three months of employment expires at the end of the eight (8) week period and cannot be banked nor used at a later date.

Subsequent calendar quarters

- 03(1) After the first three months of employment, eligibility for time off shall be calculated on the basis of regular calendar halves (*i.e.*, January to June and July to December).
- (2) Time off for each calendar quarter shall be taken in the following calendar quarter.
- (3) Time off granted in any given calendar quarter expires at the end of the subsequent calendar quarter and cannot be banked nor used at a later date.

Calculation of eligibility for first three months and first full quarter of employment

- 04(1) After the first three (3) months of employment, the Executive Director shall calculate the total number of hours worked by the employee during those three months and calculate whether or not the employee is eligible for additional time off.
- (2) For the first full quarter of employment, the Executive Director shall calculate both the number of hours worked as part of the first three (3) months of employment and the time worked thereafter to the end of the quarter and shall calculate averages for both periods as well as the combined average for the quarter, and shall calculate eligibility for additional time off on the basis of a comparison of those numbers with the average for the first three months of employment.
- (3) Subsequent to the first full quarter of employment, eligibility shall be calculated on the basis of whether or not the amount of time an employee spent at her or his duties during that quarter was equal to or in excess of the expected time to be put in during two (2) work weeks in that position.

Vacations

- 05(1) After six (6) months of employment, the employee may, at her or his discretion and in consultation with the Executive Director, be eligible to take five (5) of the ten (10) vacation days for which he or she is eligible after one (1) year of employment and for the first four (4) years of employment, as per section 34 of the *Employment Standards Code*; which time may, at the discretion of the Executive Director, be combined with any additional time off for which the employee might be eligible.

- (2) If an employee is in the employ of the Society for more than four (4) years, he or she shall be eligible to take five (5) of the fifteen (15) vacation days for which he or she is eligible, as per section 34 of the *Employment Standards Code*, four (4) months after her or his anniversary date, and shall be eligible to take an additional five (5) days four (4) months thereafter; which time may, at the discretion of the Executive Director, be combined with any additional time off for which the employee might be eligible.
- (3) Vacation days must be taken within one (1) year of the employee's anniversary date, after which time they shall expire and cannot be banked nor used at a later date.
- (4) The Board may, at its discretion, choose to pay an employee in lieu of vacation days at the request of the employee.

Qualifications

- 06(1) No two employees shall take time off simultaneously.
- (2) Vacation days and additional time off shall be scheduled on the basis of seniority of time of employment by the Society.
- (3) Time off shall ideally be booked not less than four (4) weeks in advance, and shall in any case be booked not less than two (2) weeks in advance.
- (4) In no case shall an employee take time off
 - (a) in the two (2) weeks prior to the FUNdrive; *or*
 - (b) during the week leading up to any major fund-raising activity (apart from the FUNdrive) or any major promotional activity (*e.g.*, South Country Fair).

E. Probationary appraisals and performance reviews

Added 2006-09-10 (Resolution 2005/6-005).

- 01(1) All and any employees of the Society, including, but not limited to, the Executive Director and members of the Station Executive, shall be
 - (a) appraised prior to the end of their three-month probationary period; *and*
 - (b) reviewed annually prior to their anniversary date.
- (2) Such appraisals and reviews are intended not simply to evaluate the performance of an employee in her or his duties but also to
 - (a) help the Board engage in an on-going assessment of job descriptions and the needs of the Society and the Station; *and*
 - (b) help the employee perform her or his duties better and more efficiently.

Probationary appraisals

- 02(1) All and any employees of the Society, including, but not limited to, the Executive Director and members of the Station Executive, shall be appraised prior to the end of their three-month probationary periods.
- (2) Staff positions that extend for a period of six (6) months or more shall likewise be appraised prior to the end of three months' employment.
- 03(1) The probationary appraisal of the Executive Director shall be undertaken by two (2) or more Directors, as the Board shall determine
- (2) The probationary appraisal of members of the Station Executive shall be undertaken by the Executive Director and one (1) or more Directors, as the Board shall determine.

- (3) The appraisal of all and any Staff positions that extend for a period of six (6) months or more shall normally be undertaken by the Executive Director and
- (a) the person to whom the employee is responsible if that person is not the Executive Director; *or*
 - (b) one (1) or more Directors,
- as the Board shall determine.
- 04(1) Those persons undertaking the probationary appraisal shall
- (a) contact the probationer to inform her or him of the appraisal and to solicit her or his participation as necessary;
 - (b) review the probationer's job description;
 - (c) contact, as appropriate, one (1) or more persons who are not involved with the Station or with the affairs of the Society with whom the probationer has regular contact in the pursuit of her or his duties in order to solicit their impressions and input regarding the probationer; the names of whom may be solicited from the probationer;
 - (d) contact, as appropriate, one (1) or more persons who are involved with the Station or with the affairs of the Society with whom the probationer has regular contact in the pursuit of her or his duties (*e.g.*, the Programming Committee in the case of the Music Director or the Program Director, or the Librarian in the case of the Music Director) to solicit their impressions and input regarding the probationer; the names of whom may be solicited from the probationer;
 - (e) meet with the probationer in order to discuss her or his assessment of her or his performance and to solicit her or his impressions and input regarding the position and its job description;
 - (f) determine, on the basis of the appraisal process, how well the probationer is performing in her or his capacity and whether or not
 - (i) the probationer requires assistance, direction, or additional training in the pursuit of her or his duties;
 - (ii) the probationer, whether due to inadequate performance or for any other reason or reasons whatsoever, should be dismissed or terminated; *or*
 - (iii) the job description for the position is adequate or requires amendment.
- 05(1) The appraisers' final findings shall be presented to the Board as a report and, once accepted by the Board, shall be made available to the probationer.
- (2) If the appraisers determine to dismiss or terminate the probationer, they shall do so in writing.
- (a) If the appraisers feel that the probationer's performance has been adequate and that there are other compelling reasons to dismiss or terminate her or him, they may, at their discretion, provide a letter of recommendation, which letter shall be written on official letterhead of the Station.

Performance review

- 06(1) Policy HR 4-E.01–05 shall, *mutatis mutandis*, apply to all other performance reviews undertaken by the Society.
- 07(1) Those persons undertaking an annual performance review shall contact
- (a) three (3) or more persons who are not involved with the Station or with the affairs of the Society; *and*
 - (b) three (3) or more person who are involved with the Station or with the affairs of the Society
- with whom the employee undergoing review has regular contact in the pursuit of her or his duties in order to

solicit their impressions and input regarding the employee and her or his performance; the names of whom may be solicited from the employee undergoing review.

V. Executive Director and Station Executive

A. Executive Director

General

- 01(1) The Executive Director shall be hired by the Board to act on their behalf and under their direction to manage and oversee the day-to-day operations of the Society.
- (2) The Executive Director shall be familiar with the *Societies Act* and the By-laws of the Society; the Policies of the Society, including, but not limited to, the Society's *Policy Manual* and this Human Resources Manual; and the Standing Rules of both the Board and the Society.
- (3) The Executive Director shall also be presumed to have
- (a) strong writing skills;
 - (b) strong research skills;
 - (c) some basic book-keeping skills and a basic understanding of Generally Accepted Accounting Principles; *and*
 - (d) some knowledge of accounting software.

Amended 2006-09-10 (Resolution 2005/6-005).

- 02(1) The Executive Director may also, as determined by the Board, occupy the position of Station Manager.
- Amended 2006-09-10 (Resolution 2005/6-005).
- (2) If the Executive Director is also the Station Manager, he or she shall be referred to as the 'Executive Director' of the 'CKXU Radio Society' in respect of her or his duties and activities relating to the Society, and shall be referred to as the 'Station Manager' of 'CKXU 88.3 FM' in respect of her or his duties relating to the Station.

Office hours

- 03(1) The Executive Director shall be expected to work not less than fifteen (15) hours per week, at least ten (10) of which are to be spent in her or his office as regular office hours, even if not during what are considered normal office or business hours (*i.e.*, 08:00–17:30, Monday–Friday).

Amended 2006-09-10 (Resolution 2005/6-005).

- (2) If the Executive Director is unable to keep office hours during what are considered normal office or business hours, he or she may be provided a cellular telephone by the Society for the express purpose of undertaking the business of the Society.

Added 2006-09-10 (Resolution 2005/6-005).

- (3) If the Executive Director is also the Station Manager, office hours will run concurrently.

Hiring

- 04(1) The Executive Director shall be responsible for the hiring of members of the Station Executive and all other Staff as may be employed by the Society.

Agency

- 05(1) The Executive Director shall be empowered and invested with agency to act on behalf of the Society in all public fora and hearings, including public hearings of the CRTC, as well as to undertake such negotiations as are necessary to be undertaken on behalf of the Society.

Amended 2006-09-10 (Resolution 2005/6-005).

- (2) The Executive Director shall delegate authority or appoint agency to act on behalf of and in the interests of the Society to Members as appropriate or necessary.

CRTC and Industry Canada

Added 2006-09-10 (Resolution 2005/6-005).

- (3) The Executive Director shall be responsible for all correspondence and documentation in respect of the CRTC and its requirements, and shall keep her- or himself apprised of the various Public Notices, including, but not limited to, all such Notices regarding licence applicants in Lethbridge and the surrounding area.
- (4) The foregoing shall, *mutatis mutandis*, apply to Industry Canada and all other branches of the Governments of Canada and Alberta and not appertaining to the day-to-day operations of the Station.

Finance

- 06(1) The Executive Director shall sit on the Finance Committee in an *ex officio*, non-voting capacity.
- (2) With the President and the Treasurer, the Executive Director shall have co-signing authority.
- (3) The Executive Director shall act in an interim capacity as Treasurer in the event of that Officer's absence or inability to act.
- (4) As per §13.05 of the By-laws of the Society, the Executive Director shall, at her or his discretion, have the authority to approve any operational expenditure not in excess of \$500.00, exclusive of taxes or any incidental charges, that is not included in a line item in the current operating budget of the Society.
- 07(1) The Executive Director shall ensure that a budget is prepared for any officially sanctioned event of the Society; which budget shall be submitted to the Board for its approval. If the amount, inclusive of any contra, exceeds the value of discretionary spending permitted the Executive Director.

Reporting

- 08(1) The Executive Director shall submit a written report to the Board at any Meeting not called for a special purpose; which report shall outline her or his activities and include a summary of the activities of the Station Executive in the period since the last-submitted report.
- (2) The Executive Director shall submit an Annual Report to the Board at the Meeting immediately prior to the Annual General Meeting; which Report will serve as the basis of her or his Annual Report to the Membership.

Sundry duties

- 09(1) The Executive Director shall meet with the Station Manager at intervals of not less than two (2) weeks and with the Station Executive as a whole at intervals of not less than four (4) weeks, and shall serve as liaison between the Board and the Station Executive.

Added 2006-09-10 (Resolution 2005/6-005).

- (2) The Executive Director shall also do all such things as are by law or otherwise, including the By-laws of the Society and the Policy Manual, and convention, required or expected to be done by the Executive Director.
- (3) The Executive Director shall likewise undertake all such things as the Directors may determine it is meet and right for the Executive Director to do.

B. Music Director

Additional qualifications

- 01(1) The Music Director is expected to demonstrate an eclectic knowledge of music.

Office hours

- 02(1) The Music Director is expected to set, post, and keep regular office hour of not less than Twenty (20) hours per week; which office hours shall include a period or periods specifically dedicated to tracking.

Music acquisition and cataloguing

- 03(1) The Music Director shall
- (a) lobby for new musical materials from record companies and labels, distributors, and promotional companies, including the acquisition of new musical and promotional materials for specialty programming;
 - (b) be responsible for the visual classification of in-coming materials into the discrete cataloguing categories used by the Station (which cataloguing categories shall reflect the classification of Categories 2 and 3 of the *Revised content categories and subcategories for radio*), including the visual identification of materials that meet Canadian Content requirements;
Amended 2006-09-10 (Resolution 2005/6-005).
 - (c) ensure that all materials that come into the Station and are either placed on the playlist or are filed in the library with labels that accurately describe them ('descriptive labels');
 - (d) ensure that all of the material received during any given week has been reviewed and either labelled and filed or discarded within two (2) weeks of the end of the week in which it was received;
 - (e) label all materials that do not indicate, in clearly readable form,
 - (i) the name of the artist(s);
 - (ii) the name of the recording; *and*
 - (iii) the titles of the individual compositions on the disk; *and*
 - (f) maintain a music database.

Playlists, charts, tracking, and reporting

- 04(1) The Music Director shall
- (a) complete and maintain a playlist, of an appropriate number to be agreed upon by the Music Director or in consultation with the Program Director and the Station Manager;
 - (b) monitor and rotate recordings on the playlist on a regular basis;
 - (c) compile weekly charts, including such genre-specific charts as shall be agreed upon by the Music Director in consultation with the Program Director and the Station Manager;
 - (d) submit charts to various publications as shall be agreed upon by the Music Director in consultation with the Program Director and Station Manager;
 - (e) act as a liaison with the representatives of various record companies and labels, distributors, and promotional companies, for the purposes of tracking releases; *and*
 - (f) undertake all other duties that may arise regarding the compilation or maintenance of the playlist, the compilation and submission of charts, and tracking.

Programming Committee

- 05(1) The Music Director shall sit on the Programming Committee and shall, in conjunction with the Committee,
- (a) review and record problems with music logs and ensure that programmers are made aware of any inadequacies in the completion ;

- (b) ensure all programming accords with Canadian Content requirements and any playlist or other requirement the Station might have, in accordance with the policies of the Station; *and*
- (c) ensure all music logs are filed in an organised fashion and are kept for the period mandated by the CRTC.

Music reviewers

- 06(1) The Music Director shall be responsible for the recruitment of persons, ideally Members of the Station, to assist with the reviewing and descriptive labelling of materials received by the Station.

Sundry duties

- 07(1) The Music Director shall
- (a) act as liaison between the Station and any music clubs at the University and in the greater Lethbridge area;
 - (b) arrange interviews with artists performing in the greater Lethbridge area and solicit complimentary tickets to such events through record companies, club owners, and promoters; *and*
 - (c) oversee the activities of the Librarian.
- 08(1) The Music Director shall submit a written monthly report, along with her or his time sheet for that month, to the Executive Director outlining her or his activities during the period since the last-submitted report.
- 09(1) The Music Director shall also do all such things as are by the Policy Manual of the Station or by convention required or expected to be done by the Music Director.
- (2) The Music Director shall likewise undertake all such things as the Executive Director may determine it is meet and right for the Music Director to do.

C. Program Director

Additional qualifications

- 01(1) The Program Director is additionally expected to be familiar with the Canadian Association of Broadcasters' Broadcast Code for Advertising to Children and Sex Role Portrayal Code for Television and Radio.
- Added 2006-09-10 (Resolution 2005/6-005).

Office hours

- 02(1) The Program Director is expected to commit not less than twenty (20) hours per week to her or his duties, not less than ten (10) of which are to be regular, posted office hours.
- Amended 2006-09-10 (Resolution 2005/6-005).

Emergency telephone

- 03(1) The Program Director shall be provided with a cellular telephone by the Society for the express purpose of being used as an emergency telephone by programmers.
- (2) If the Program Director is already in possession of a cellular telephone, that provided by the Society shall be set to forward automatically to that telephone number.
- (3) The Program Director shall ensure, to the extent that it is possible to do so, that he or she is accessible at all times through the emergency telephone number.
- (4) In the case of the absence of the Program Director or her or his inability to act, he or she shall, to the extent

that it is feasible to do so, ensure that another person, whether a member of the Station Executive or otherwise, is in possession of the emergency telephone and is able to fulfil the responsibilities attendant upon its possession.

Added 2006-09-10 (Resolution 2005/6-005).

General programming duties

- 04(1) The Program Director shall
- (a) be responsible for all on-air programming, including all special events, and not excluding athletics competitions, that might be broadcast on the Station;
 - (b) create and maintain the program schedule, and undertake all rescheduling necessitated for any reas-on whatsoever;
 - (c)
- Rescinded 2006-09-10 (Resolution 2005/6-004).
- (c) create, maintain, and implement a replacement DJ list;
 - (d) ensure that the requirements of the Station's Promise of Performance, relating to music and other-wise, are met.
 - (e) create traffic logs and ensure their proper completion;
 - (f) ensure that traffic logs are reviewed on a regular basis and generate affidavits as necessary and ap-propriate; *and*
 - (g) ensure that traffic logs are filed in an organized fashion and are kept for the same period mandated for music logs.

Volunteers and Administrative Officers

- 05(1) The Program Director shall, in conjunction with the Programming Committee, ensure that all programmers are properly trained, both in respect of broadcasting activities and of production activities, and that returning programmers receive refresher training at least once each broadcast year (1 September to 31 August).
- (2)
- Rescinded 2006-09-10 (Resolution 2005/6-005).
- (2) The Program Director shall recruit persons to fill those Administrative Offices relating to the programming and broadcasting activities of the Station, and shall be responsible for their supervision; which Offices may include, but are not limited to,
- (a) Arts Co-ordinator;
 - (b) News and Spoken-word Co-ordinator(s);
 - (c) Production Co-ordinator; *and*
 - (d) Sports Co-ordinator.
- Amended 2006-09-10 (Resolution 2005/6-005).
- (3) The duties of the aforementioned Administrative Officers devolve upon the Program Director in the absence of persons to fill them.
- (a)

Rescinded 2006-09-10 (Resolution 2005/6-005).

Production and departments

- 06(1) The Program Director shall ensure
- (a) that, in addition to Administrative Officers to co-ordinate their activities, arts, news and spoken-word, production, and sports departments are created and maintained;
 - (b) the efficiency, effectiveness, and integrity of the programming and broadcasting activities of the arts, news and spoken-word, production, and sports departments; *and*
 - (c) the accuracy and timeliness of all materials, produced or otherwise, including, but not limited to, public service announcements and advertisements.

Programming Committee

- 07(1) The Program Director shall organise a Programming Committee and shall recruit members thereto and facilitate the training and shall likewise ensure that it adheres to the policies and other documents governing its activities.
- (2) The Program Director, in conjunction with the Programming Committee, shall enforce the on-air and programming policies of the Station, and shall ensure that all programming broadcast by the Station is in agreement with
- (a) the pertinent regulations of the CRTC; *and*
 - (b) the Station's Promise of Performance.
- (3) The Program Director, in conjunction with the Programming Committee, shall review the conditions indicated in the Station's FM application.

Communications

Rescinded 2006-09-10 (Resolution 2005/6-005).

Operations

Rescinded 2006-09-10 (Resolution 2005/6-005).

Sundry duties

- 08(1) The Program Director shall ensure the supervision of all syndicated programming and shall complete and return to the program's producer any evaluations.
- (2) The Program Director shall ensure that a properly trained programmer is present to supervise the play-back of any pre-recorded programs and to monitor any live remote broadcasts.
- (3) The Program Director shall provide Campus Security and the Station Manager with full and current volunteer lists and program schedules, and shall ensure that these are up-dated throughout each broadcast season, as necessary.
- 09(1) The Program Director shall submit a written monthly report, along with her or his time sheet for that month, to the Executive Director outlining her or his activities during the period since the last report.
- Amended 2006-09-10 (Resolution 2005/6-005).
- 10(1) The Program Director shall also do all such things as are by the Policy Manual of the Station or by convention required or expected to be done by the Program Director.
- (2) The Program Director shall likewise undertake all such things as the Executive Director may determine it is right for the Program Director to do.

D. Station Manager

Additional qualifications

- 01(1) The Station Manager shall also be presumed to be familiar with the Station's Policy Manual.

Office hours

- 02(1) The Station Manager is expected to set, post, and keep regular office hours of not less than twenty (20) hours per week, although it is understood that he or she may not be present in her or his office or the Station for all of those hours.

Amended 2006-09-10 (Resolution 2005/6-005).

General duties

- 03(1) The Station Manager shall ensure that the mandate of the Society is upheld and advanced.

(2)

Rescinded 2006-09-10 (Resolution 2005/6-005).

- (2) The Station Manager shall ensure that each Administrative Officer has signed a contract with the Station that outlines the rights and responsibilities of the respective parties.

Public representation

- 04(1) The Station Manager shall represent the Station in the media and at public events.

- (2) The Station Manager shall likewise be responsible for the marketing, promotions, public relations, and sales activities of the Station; which activities shall, as appropriate or necessary, be undertaken under direction of the Board, the Marketing Committee, or the Executive Director.

Added 2006-09-10 (Resolution 2005/6-005).

(3)

Rescinded 2006-09-10 (Resolution 2005/6-005).

Communications

- 05(1) The Station Manager shall communicate with other groups, including, but not limited to, other not-for-profit organisations, regarding PSAs, joint broadcasting ventures, and special programming.

Added 2006-09-10 (Resolution 2005/6-005).

Operations

- 06(1) The Station Manager shall be responsible for

- (a) overseeing the organization and day-to-day operations of the Station, including, but not limited to, all technical operations (including, technical supervision and repair and the regulation and co-ordination of the maintenance of broadcasting and studio equipment) appertaining to its programming and broadcasting activities;

Amended 2006-09-10 (Resolution 2005/6-005).

- (b) the regulation and co-ordination of the maintenance of office equipment, production equipment, and all equipment appertaining to the programming and broadcasting activities of the Station;

Amended 2006-09-10 (Resolution 2005/6-005).

- (c) the purchase of all equipment and supplies necessary for the general maintenance of the Station and its offices in accordance with the current operating budget of the Society.

Training and recruitment

- 07(1) The Station Manager shall be responsible for the initial training of all new members of the Station Executive; the training of whom shall be carried out, if possible, in conjunction with the current or most recent holder of the position.
- (2) The Station Manager shall, in conjunction with the Music and Program Directors, facilitate the training of all Administrative Officers.

Amended 2006-09-10 (Resolution 2005/6-005).

- 08(1) The Station Manager shall be responsible for the recruitment of candidates to fill those Administrative Offices relating to the operations of the Station, exclusive of those Offices that specifically appertain to the programming and broadcasting activities of the Station; which Officers may include, but are not limited to,
- (a) a Technician to supervise the computer and network infrastructure of the Station and its broadcasting operations, and undertake any necessary maintenance and repairs;
 - (b) a Webmaster; *and*
 - (c) a Volunteer Co-ordinator.

Amended 2006-09-10 (Resolution 2005/6-005).

- (2) The duties of the aforementioned Administrative Officers devolve upon the Station Manager in the absence of persons to fill them.
- (3) In the conjunction with the Volunteer Co-ordinator, the Station Manager shall ensure that
- (a) all dues owing for Membership in the Station are paid and recorded;
 - (b) each Member of the Station, whether a programming volunteer or otherwise, has signed a contract with the Station that outlines the rights and responsibilities of the respective parties; *and*
 - (c) that information regarding volunteers is current and complete.

Added 2006-09-10 (Resolution 2005/6-005).

CRTC, Industry Canada, and programming requirements

Rescinded 2006-09-10 (Resolution 2005/6-005).

Sundry duties

- 09(1) In the event of the absence of the Music Director or the Program Director, or the inability to act of one or the other, for any reason whatsoever, the Station Manager shall assume the duties, either in whole or in part, until such time as a person can be found to fill the position on either an interim or a permanent basis.
- 10(1) The Station Manager shall submit a written monthly report, along with her or his time sheet for that month, to the Executive Director outlining her or his activities during the period since the last report.

Amended 2006-09-10 (Resolution 2005/6-005).

- 11(1) The Station Manager shall also do all such things as are by the Policy Manual of the Station or by convention required or expected to be done by the Station Manager.
- (2) The Station Manager shall likewise undertake all such things as the Executive Director may determine it is right for the Station Manager to do.

Standing Rules of the CKXU Radio Society

I. Prefatory

A. Reference

- 01(1) Standing Rules shall be described by taking the number of the Chapter, converting it from a Roman numeral to its cognate Arabic numeral, and prepending it, with a hyphen, to the letter used to describe the Standing Rule, the whole being prefaced with 'Standing Rule SR' (*e.g.*, this paragraph would be described as 'Standing Rule SR 1-A.01(1)').
- (2) Emergency Standing Rules shall prepend 'ESR' to the number of the Emergency Standing Rule, which shall be the year in which the Emergency Standing Rule came into effect, followed by a three-digit number (*e.g.*, 'Emergency Standing Rule ESR 2005-001').

Added 2006-09-10 (Resolution 2005/6-004).

B. Interpretation and extension

Added 2006-09-10 (Resolution 2005/6-004).

- 01(1) Article II of the By-laws of the Society shall, *mutatis mutandis*, apply to the Standing Rules both of the Board and of the Society, as well as to all and any Emergency Standing Rules.

C. Conformance

Added 2006-09-10 (Resolution 2005/6-004).

- 01(1) All and any Emergency Standing Rules shall strictly conform to the terms and conditions of Article X of the By-laws of the Society.

D. Definitions

Added 2006-09-10 (Resolution 2005/6-004).

- 01(1) The definitions set forth in Article III of the By-laws of the Society shall apply to these Standing Rules, as well as to all and any Emergency Standing Rules.
- (2) The definitions set forth in the Policy Manuals both of the Society and of the Station shall apply to these Standing Rules, as well as to all and any Emergency Standing Rules.

II. Standing Rules of the Board

A. Title

Added 2006-09-10 (Resolution 2005/6-004).

- 01(1) This Chapter of the Standing Rules of the CKXU Radio Society may be described as the 'Standing Rules of the Board'.

B. Rules of Order

- 01(1) Unless otherwise determined by the Directors as per §8.01(2) of the By-laws of the Society, Meetings of the Board shall be regulated and governed by the forms and procedures of the current edition of *Bourinot's Rules of Order*.

III. Standing Rules of the Society

A. Title

Added 2006-09-10 (Resolution 2005/6-004).

- 01(1) This Chapter of the Standing Rules of the CKXU Radio Society may be described as the 'Standing Rules of the Society'.

B. Rules of Order

- 01(1) Unless otherwise determined by the Membership of the Society as per §8.01(1) of the By-laws of the Society, General Meetings shall be regulated and governed by the forms and procedures of the current edition of *Bourinot's Rules of Order*.

C. Meetings at which quorum is not met

- 01(1) If quorum is not met at a General Meeting duly called, those Members of the Society in good standing present shall, after electing a presiding officer and secretary as necessary, resolve to adjourn the Meeting to the same time and place once week hence, or to another place at the same time if the place for which the Meeting was originally scheduled proves not to be available.
- (2) The secretary shall be responsible for ensuring that, if the Meeting is to occur on the Lethbridge campus of the University of Lethbridge, the room is booked through the Registrar's Office and for publicising the Meeting to the Membership.

D. General Meetings

- 01(1) Standing rules regarding General Meetings also apply to Annual General Meetings, except as otherwise provided.

Call to order

- 02(1) The President shall call the Meeting to order not more than one-half (½) hour from the time at which the Meeting was scheduled to convene.
- (2) In the absence of the President or her or his inability to act, the Meeting shall be called to order by the Vice President.
- (3) In the case of the absence or inability to act of the both the President and the Vice President, the Executive Director shall be empowered to call the meeting to order, but shall not preside thereat.
- (4) The time at which the Meeting was called to order shall be noted in the minutes .

Introduction of the Board

- 03(1) The Executive Director shall introduce the Directors, indicating the Office or other capacity or capacities in which each Director serves.

Election of presiding officer and/or secretary

- 04(1) In the case of the absence or inability to act of both the President and the Vice President, the Executive Director shall call on the Membership to nominate one or more Members to preside at the Meeting, and, if more than one Member is nominated, shall ensure the election, by show of hands, of a presiding officer for the Meeting.

- (2) In the case of the absence of the Secretary or her or his inability to act, the presiding officer shall call on the Membership to nominate one or more Members to the office of secretary for the duration of the Meeting, and, if more than one Member is nominated, shall ensure the election, by show of hands, of a secretary for the Meeting, as per §15.02(2) of the By-laws of the Society.

Adoption of the agenda

- 05(1) The Membership shall have the opportunity to amend the agenda of the Meeting prior to its adoption, but shall not resolve to strike any business therefrom.

Election of Chief Returning Officer

- 06(1) In the case of an election or If the Membership determine that a vote on a resolution, not excluding a Special Resolution, shall be taken by ballot, the presiding officer shall call on the Membership to nominate one or more Members to the office of Chief Returning Officer, and, if more than one Member is nominated, shall ensure the election, by show of hands, of a Chief Returning Officer for the Meeting.
- (2) The Chief Returning Officer shall be responsible for the tallying of all and any votes taken by ballot and for reporting the results to the Membership.
- (3) If the Chief Returning Officer is a Member of the Society in good standing, he or she shall be permitted to vote.

Other business

- 07(1) The presiding officer may, at her or his discretion, permit additional business to be added to the agenda following the adoption by the Membership.

Courtesy resolutions

- 08(1) An opportunity shall be provided for the Membership to make courtesy resolutions to thank those, such as out-going Directors, who have rendered the Society a service or otherwise undertaken something on its behalf.

Adjournment

- 09(1) All Meetings of the Membership of the Society shall conclude with a resolution to adjourn.
- (2) The time at which the Meeting was adjourned shall be noted in the minutes .

E. Special Resolutions

- 01(1) This Standing Rule shall apply both to General Meetings and to the Annual General Meeting.
- 02(1) Save for incidental emendation, a Special Resolution shall not be open to amendment.
- (2) In the case of a Special Resolution regarding the adoption of a document, the document itself shall not be subject to amendment.

F. Reports at General Meetings, including the Annual General Meeting

- 01(1) The name of the seconder of the motion to accept a given report need not be noted in the minutes.
- (2) There shall be no amendments to the report.
- (3) Discussion regarding reports, including any questions and concerns regarding them, shall be noted in the minutes.

G. Annual General Meetings

Minutes from the previous year's Annual General Meeting

- 01(1) The name of the seconder of the motion to accept the minutes from the previous year's Annual General Meeting need not be noted in the minutes.
- (2) There shall be no amendment to the minutes.
- (3) Discussion regarding the minutes of the previous year's Annual General Meeting, including any questions and concerns regarding them, shall be noted in the minutes.

Election of Directors

Nominations submitted to the agenda

- 02(1) The names of nominees submitted to the agenda shall be listed therein according to whether the candidate is a Student, a Member of the Station, a member of the University (whether of faculty or of the administration), or a member of the community.

Nominations from the floor

- (2) Nominations from the floor may be accepted at the discretion of the presiding officer if not previously or otherwise determined by the Board.

Speeches and questions

- 03(1) Speeches from individual candidates shall be no more than three (3) minutes in length.
- (2) Members shall be permitted to ask questions of individual candidates, who shall have one (1) minute in which to respond, after which the presiding officer shall permit other candidates 30 seconds, each, in which to respond.

Voting procedures

- 04(1) Prior to the beginning of voting, the presiding officer shall indicate voting procedures, including
- (a) how many Directors are to be elected;
 - (b) from which of the four groups a Director must be elected in order to ensure proper representation;
 - (c) for how many candidates any given Member can cast votes;
 - (d) whether, if the vote is by ballot, it is by prepared ballot or by the writing of names;
 - (e) the period of time Members have in which to cast their votes; *and*
 - (f) how ballots are to be collected and tallied.

Voting

- 05(1) Once the voting period has come to its conclusion, the ballots shall be collected by the Executive Director, who shall scrutinise the work of the Chief Returning Officer in tallying the ballots.

Resolution to ratify the results of the election and to destroy the ballots

- 06(1) Once the announcement of results has been made, the presiding officer shall call for a resolution to ratify the results of the election and to destroy the ballots.

- (2) If the resolution is defeated, the presiding officer shall order a recount and shall call on the Membership to nominate one or more Members to serve as an additional scrutineer, and, if more than one Member is nominated, shall ensure the election, by show of hands, of an additional scrutineer who shall, along with the Executive Director, scrutinise the work of the Chief Returning Officer in retallying the ballots.
- 07(1) If the announcement of results upon a retallying of ballots is identical to that of the original tally, the results of the election shall be considered ratified and the presiding officer shall call for a resolution to destroy the ballots.
- (2) If the announcement of results upon a retallying of ballot differs from that of the original tally, the presiding officer shall again call for a resolution to ratify the results of the election and to destroy the ballots.
- (3) If the resolution is defeated, the presiding officer shall order a recount, as per Standing Rule SR 3-G.06(2), but another Member shall serve as scrutineer.
- 08(1) Ballots shall be destroyed by tearing into at least three pieces and shall be disposed of at the discretion of the Chief Returning Officer.

Election of the President

- 09(1) The Standing Rules applying to the election of Directors shall, *mutatis mutandis*, apply to that of the President.

H. Other elections

- 01(1) If the Board determine or are directed by the Membership to hold elections, including, but not limited to, the election of Directors, at a meeting other than the Annual General Meeting, paragraphs 02–08 of Standing Rule SR 3-G shall, *mutatis mutandis*, apply to those elections.

IV. Emergency Standing Rules

ESR 2006-001 Rescheduling of the 2006 Annual General Meeting

- 01(1) As per Resolution 2005/6-012, passed at a duly called and convened Meeting of the Board of Directors held on Sunday, 10 September 2006, the 2006 Annual General Meeting of the CKXU Radio Society shall be held at a date and time between 11 October 2006 and 17 October 2006.
- (2) As per Resolution 2005/6-013, passed at the same Meeting of the Board, the 2006 Annual General Meeting shall be called for 6:00 P.M. on Sunday, 15 October 2006, and shall convene at a place on the Lethbridge campus of the University of Lethbridge yet to be determined.
- (3) The place at which the 2006 Annual General Meeting shall convene shall be announced with the announcement
 - (a) of this Emergency Standing Rule; *and*
 - (b) of the 2006 Annual General Meeting.
- 02(1) This Emergency Standing Rule shall be effective until the fulfilment of its conditions or until the adjournment of the 2006 Annual General Meeting, whichever comes later.

Temporary Policies of the CKXU Radio Society

I. Prefatory

A. Title and reference

- 01(1) This document and the Temporary Policies contained herein shall be described as the 'Temporary Policies of the Society'.
- 02(1) Temporary Policies shall prepend 'TP' to the number of the policy, which shall be the year in which the policy came in effect, followed by a three-digit number (*e.g.*, 'Temporary Policy TP 2005-001'), and shall be numbered sequentially.

B. Interpretation and extension

- 01(1) Article II of the By-laws of the Society shall, *mutatis mutandis*, apply to the Temporary Policies

C. Definitions

- 01(1) The definitions set forth in Article III of the By-laws of the Society shall apply to Temporary Policies, as per §2.02 of the By-laws of the Society.
- (2) The definitions set forth in the Policy Manuals of the Society and the Station shall apply to the Temporary Policies set forth herein.

Resolutions as Temporary Policies

- 02(1) Any resolution, either of the Board or of the Membership, that obliges the Society to undertake or perform some act or to provide for a specific set of circumstances over or during a delimited period of time or by a specific time may be considered a Temporary Policy and included herein either by the Secretary or the Executive Director in order to provide for a readily accessible collection of all such resolutions.
- (2) Any such resolution included herein shall give indication of the date of the Meeting, either of the Board or of the Society, at which the resolution was taken.

D. Term and expiration of Temporary Policies

- 01(1) The term and, if applicable, date of expiration of any Temporary Policy shall be noted therein.
- (2) Upon the fulfilment of its conditions, a Temporary Policy shall be rescinded by removing its body herefrom, leaving only its number and title and indication of its date of expiration.
- (3) A sequential record, either electronic or in print, of Temporary Policies that have expired shall be kept on file for future reference.

II. Temporary Policies

TP 2005-001 Ensuring over-lapping terms for election of Directors at the 2006 Annual General Meeting

Expired 2005-10-16.

TP 2005-002 Proration of Station dues between 1 September 2005 and 31 August 2006

Expired 2006-08-31.

TP 2005-003 Transition from 2004/5 to 2005/6 Board of Directors

Expired 2005-10-16.

TP 2005-004 Election of the President at the 2005 Annual General Meeting

Expired 2005-10-16.

TP 2005-005 Purchase of parking permits for Station Executive and the Executive Director between 1 September 2005 and 31 August 2006

Expired 2006-08-31.

TP 2006-001 Membership dues from 2006-04-18 to 2006-09-15

Expired 2006-09-15.

Appendices

I. Yearly calendar of the Board

The following is in no wise intended to be comprehensive, let alone final; rather, it is meant to serve as the basis of which an accurate yearly calendar can be developed.

October

- Orientation of Directors Elect (including retreat of Board and Directors Elect)
- Directors Elect sit in on Meeting of the Board
- Directors Elect elect Executive Officers and Committee Co-ordinators; other officers appointed to committees
- Filing with Corporate Registry, including: approved audited financial statements; removal of Directors no longer active and addition of new active Directors to Corporate Registry's records.
- Up-dating list of Directors and Executive Officers covered by Directors and Officers liability insurance
- Finance, Fund-raising, and Grants Research Committees meet with Directors Elect who will be co-ordinating/serving on those Committees to ensure a smooth transition
- First major fund-raiser of the year (3^d week of October – pre-Hallowe'en)

November

- Possible last Meeting of the out-going Board; new Board commences term on or about 15 November
- Finalisation and submission of any grants applications with a December or January deadline
- Begin developing the next set of grant applications
- Begin tentative work on the next budget (referred to Finance Committee)

December

- Finance Committee begins work on budget for approval in February/March
- Fund-raising activity? [May make more sense to move to November?]

January

- Finalisation and submission of any grants applications with a February or March deadline
- Begin developing the next set of grants applications
- Look at possible STEP position for the summer ('Projects Co-ordinator'?)
- Begin planning Volunteer Appreciation Banquet (for around anniversary (8 April))

February

- FUNdrive in 2^d week of February (*i.e.*, prior to St Valentine's Day)

March

- Finalisation and submission of any grants applications with an April or May deadline
- Begin developing the next set of grants applications
- Finalise budget

April

- Anniversary/Volunteer Appreciation Banquet
- Fiscal Year ends; begin preparing for audit

May

- Beginning of new fiscal year
- Finalisation and submission of any grants applications with a June or July deadline
- Begin developing the next set of grants applications
- Begin work on audit
- Fund-raising activity?

June

- Begin recruitment of possible new Directors
- Begin review of By-laws, policies, and strategic plan

July

- Finalisation and submission of any grants applications with an August or September deadline
- Begin developing the next set of grant applications
- Begin preparations for the Annual General Meeting
- Conclude review of By-laws, policies, and strategic plan

August

- Continue preparations for the Annual General Meeting
- Strategic planning session to reassess strategic plan
- Assess report on review of By-laws and policies (what needs to be changed? any Special Resolutions?)

September

- Finalisation of preparations for the Annual General Meeting
- Finalisation and submission of any grants applications with an October or November deadline
- Begin developing the next set of grants applications (these may be handed off to the in-coming Board)
- Annual General Meeting: election of Directors and President
- Fund-raising activity for the beginning of the school year?

II. Agenda for the Annual General Meeting

The following is intended as an outline of a possible agenda that could consistently be used at Annual General Meetings of the Society; please refer to the Standing Rules for information on specific points. It may also serve as an outline for agenda for other General Meetings. Electronic versions – including a template for minutes – can be found at <<http://www.ckxu.com/bod/templates/>> in DOC/DOT and ODT/OTT formats.

1. Call to order and attendance

The meeting was called to order at ___:___ P.M.

2. Introduction of Directors

(1) Election of presiding officer and/or secretary

3. Adoption of the agenda

Be it resolved, That the agenda for the <YEAR> Annual General Meeting be adopted as revised.

_____/_____. ___/___/___.

4. Election of Chief Returning Officer

5. Approval of the minutes of the <PREVIOUS YEAR'S> Annual General Meeting

Be it resolved, That the minutes of the <YEAR> Annual General Meeting be accepted as presented.

_____/_____. ___/___/___.

6. Reports

(1) President's report

Be it resolved, That the President's report be received as presented.

_____/_____. ___/___/___.

(2) Executive Director's report

Be it resolved, That the Executive Director's report be received as presented.

_____/_____. ___/___/___.

(3) Treasurer's report

Be it resolved, That the Treasurer's report be received as presented.

_____/_____. ___/___/___.

(4) Auditor's <Auditors'> report

Be it resolved, That the Auditor's <Auditors'> report be received as presented.

_____/_____. ___/___/___.

7. Special Resolutions

8. Other business

9. Elections

(1) Election of Directors

(a) Nominations submitted to the agenda

(i) Students

· <NAMES>

(ii) Members of the Station

· <NAMES>

(iii) Members of the community

· <NAMES>

(iv) Members of the University

· <NAMES>

(b) Nominations from the floor

(c) Speeches and questions

(d) Voting procedures

(e) Voting

(f) Announcement of results

(g) Resolution to ratify the results of the election and to destroy the ballots

Be it resolved, That the Membership here present ratify the results of the election and direct the Chief Returning Officer, under the observation of the scrutineer, to destroy the ballots and any paper used to tally the results.

_____ / _____ . ____ / ____ / ____ .

- (2) Election of the President
 - (a) Nominations
 - (b) Speeches and questions
 - (c) Voting procedures
 - (d) Voting
 - (e) Announcement of results
 - (f) Resolution to ratify the results of the election and to destroy the ballots

Be it resolved, That the Membership here present ratify the results of the election and direct the Chief Returning Officer, under the observation of the scrutineer, to destroy the ballots and any paper used to tally the results.

_____ / _____. ____ / ____ / ____.
10. Courtesy resolutions
11. Adjournment
- Be it resolved*, That the <YEAR> Annual General Meeting of the CKXU Radio Society adjourn.
- _____ / _____. ____ / ____ / ____.
- The meeting adjourned at ____:____ P.M.

III. Agenda for Meetings of the Board

The following is intended as an outline of a possible agenda that could consistently be used at regular Meetings of the Board. It may also serve as an outline for agenda for special Meetings of the Board. Electronic versions – including a template for minutes – can be found in DOC/DOT and ODT/OTT formats at <<http://www.ckxu.com/bod/templates>>.

1. Call to order

The meeting was called to order at ____:____ P.M.

2. Attendance

3. Introduction of guests

4. Approval of the minutes of the previous meeting

Be it resolved, That the minutes of the meeting of <DATE> be approved as corrected.

_____/_____. ____/____/____

5. Adoption of the agenda

Be it resolved, That the agenda be adopted as revised.

_____/_____. ____/____/____

6. Reports

(1) President's report

Be it resolved, That the President's report be received as presented.

_____/_____. ____/____/____

(2) Executive Director's report

Be it resolved, That the Executive Director's report be received as presented.

_____/_____. ____/____/____

(3) Treasurer's report

Be it resolved, That the Treasurer's report be received as presented.

_____/_____. ____/____/____

(4) Fund-raising Co-ordinator's report

Be it resolved, That the Fund-raising Co-ordinator's report be received as presented.

_____/_____. ____/____/____

(5) Grants Research Co-ordinator's report

Be it resolved, That the Grants Research Co-ordinator's report be received as presented.

_____/_____. ____/____/____

7. Unfinished business

8. New business

9. Items of information

(1) Status of filings with Corporate Registry

(2) Status of insurance policies

10. Next meeting

Be it resolved, That the next meeting of the Board of Directors of the CKXU Radio Society convene at
__:__ P.M. on _____, ____ 200__.
_____/_____. __/__/__

11. Adjournment

Be it resolved, That this meeting of the Board of Directors of the CKXU Radio Society adjourn.
_____/_____. __/__/__

The meeting adjourned at __:__ P.M.

Record of Amendments

I. Amended Policies

1-C. Definitions

Application

01(2) The definitions set forth in the balance of this policy shall be understood as being applicable in general usage and in any amendment to policies or regulations, including, but not limited to, Standing Rules.

Amended 2006-09-10 (Resolution 2005/6-004).

Supplementary definitions

02(22) 'Music Director' means that member of the Station Executive who is responsible for all matters regarding music at the Station.

Amended 2006-09-10 (Resolution 2005/6-005).

(25) 'Program Director' means that member of the Station Executive who is responsible for the day-to-day broadcasting operations of the Station, including those matters appertaining to programming.

Amended 2006-09-10 (Resolution 2005/6-005).

(31) 'Station Manager' means that member of the Station Executive who is responsible for the operations of the Station apart from its day-to-day broadcasting operations.

Amended 2006-09-10 (Resolution 2005/6-005).

2-E. Provision of documents

01(1) At the time of her or his appointment or election to the Board, each Director or Director Elect shall be provided access by electronic means to copies of

- (a) the By-laws of the CKXU Radio Society;
- (b) the Policies of the Society, including this Policy Manual and any other related documents, including an annual calendar;
- (c) the current budget of the Society;
- (d) minutes of Meetings of the Board for the past year; *and*
- (e) the publication of Industry Canada entitled *Primer for Directors of Not-for-Profit Corporations*.

Amended 2006-09-10 (Resolution 2005/6-004).

2-H. Limit of term of service

01(1) No Director shall serve more than three (3) consecutive two-years terms, and shall be once again eligible for appointment or election following a one-year moratorium period.

(2) Interim Directors whose term has been less than one (1) year prior to election shall be permitted to serve a full three (3) two-year terms without their interim term counting towards the total.

Amended 2006-09-10 (Resolution 2005/6-006).

3-B. Term

01(1) For all and any standing committees of the Society (*viz.*, the Finance, Fund-raising, and Grants Research Committees, and all and any other standing committees the Board may resolve to strike), if

Amended 2006-09-10 (Resolution 2005/6-007).

5-A. Conduct unbecoming

Functions of the Society

02(1) Members of the Society, not excluding Directors, who evince behaviour that two or more Directors believe to be unbecoming, including, but not limited to, intoxication, at any public function undertaken by the Society shall be asked to excuse themselves therefrom and may be subject to discipline as the Board may deem appropriate.

(2) Repeated or extreme cases of unbecoming conduct by Members of the Society, not excluding Directors, at closed functions of the Society may result in the Member being subject to discipline as the Board may deem appropriate.

Amended 2006-09-10 (Resolution 2005/6-008).

7-B. President

Public relations

04(1) The President shall, in conjunction with the Executive Director, represent the Society in the media and at public events, including those events that may be undertaken by the Society.

Amended 2006-09-10 (Resolution 2005/6-004).

7-D. Treasurer

Audit

05(1) The Treasurer shall ensure that two (2) copies of the audited financial statement of the Society are submitted to the Secretary, one of which shall accompany the annual return of the Society filed with the Registrar of Corporations and the other of which shall be filed in the records of the Society.

Amended 2006-09-10 (Resolution 2005/6-004).

9-F. Election of Executive Officers and Committee members

02(1) The foregoing shall, *mutatis mutandis*, apply to the appointment or election of

- (a) the Fund-raising Co-ordinator;
- (b) the Grants Research Co-ordinator; *and*
- (c) Directors to sit on standing committees of the Society (*viz.*, the Finance, Fund-raising, and Grants Research Committees, and all and any other standing committees the Board may resolve to strike).

Amended 2006-09-10 (Resolution 2005/6-010).

12-B. Membership

Dues

03(1) The due levied upon new Members of the Station shall be thirty dollars (\$30.00) per annum.

Amended 2006-09-10 (Resolution 2005/6-011).

(2) The due levied upon Members of the Station who are renewing their memberships therein shall be one-half (1/2) that levied upon new Members.

Amended 2006-09-10 (Resolution 2005/6-011).

12-C. Changes to Membership

01(1) If, due to amendment of the current By-laws of the Society or the adoption of new By-laws in their stead, the conditions in Membership in the Station, including the payment of dues, change, the Board shall direct the Executive Director regarding how they wish the matter to be undertaken.

Amended 2006-09-10 (Resolution 2005/6-004).

12-E. Withdrawal or removal from the Station

Probation, suspension, and expulsion

02(1) The Station Manager shall have the authority to place on probation, suspend, or expel from the Station or their positions therein any Member, including other members of the Station Executive, Administrative Officers, and Staff, whose conduct has been determined by the Station Manager to be improper, unbecoming, or likely to endanger the interest or reputation of the Society or the Station, or who wilfully commits a breach of the By-laws or Policies of the Society, or of the Policies of the Station.

Amended 2006-09-10 (Resolution 2005/6-008).

II. Rescinded Policies

2-E. Provision of documents

02(1) At the time of her or his appointment or election to the Board, each Director or Director Elect shall be provided with copies of

- (a) all and any insurance policies held by the Society; *and*
- (b) the Society's lease with the Students' Union.

Rescinded 2006-09-10 (Resolution 2005/6-004).

2-I. Remuneration

01(1) No Director, in her or his capacity as a Director of a not-for-profit corporation, shall receive financial remuneration or other material recompense for her or his service on the Board, nor shall he or she accept any gift or any other recompense related to her or his office or activities on behalf of the Society.

(2) Any Director found in conflict with this policy shall, at the discretion of the Board, be subject to discipline as per §9.02(2) of the By-laws of the Society.

- (a) In no case shall the Board be held liable for any such actions undertaken by a Director for which any financial remunerations or other material recompense or gift was received; nor shall any such Director be indemnified and saved harmless as per §12.01(1) of the By-laws of the Society.

Rescinded 2005-11-27 (Resolution 2005/6-002).

3-A. General policies regarding committees

Quorum

02(1) The Board may determine to reconsider the Terms of Reference of a committee.

Rescinded 2006-09-10 (Resolution 2005/6-004).

03(1) A committee may, at its discretion, propose changes to its Terms of Reference, either permanently or *for the time being*; which proposition shall be brought before the next Meeting of the Board for ratification.

Rescinded 2006-09-10 (Resolution 2005/6-004).

Change in membership

05(1) A committee may, at its discretion, propose that members be added to or removed from its number, either permanently or *for the time being*; which proposition shall be brought before the next Meeting of the Board for ratification.

Rescinded 2006-09-10 (Resolution 2005/6-004).

3-D. Finance Committee

Term

07(1) The Treasurer shall sit on the Committee for the length of her or his term.

- (2) The Executive Director shall sit on the Committee for the term of her or his employment by the Society.
- (3) The Fund-raising Co-ordinator and the Grants Research Co-ordinator shall sit on the Committee for the length of their terms of office in their respective positions.
- (4) The Member of the Society shall sit on the Committee from the time of her or his appointment or election thereto until the time at which the Committee is recomposed subsequent to the commencement of term of Directors Elect.
- (5) Any member of the community at large shall sit on the Committee for a term of not more than two (2) years.

Rescinded 2006-09-10 (Resolution 2005/6-004).

3-E. Fund-raising Committee

Term

06(1) The Fund-raising Co-ordinator and any other Director shall sit on the Committee until the commencement of term of the next Board.

- (2) The Member of the Society shall sit on the Committee from the time of her or his appointment or election thereto until the time at which the Committee is recomposed subsequent to the commencement of term of Directors Elect.
- (3) Any member of the community at large shall sit on the Committee for a term of not more than two (2) years.

Rescinded 2006-09-10 (Resolution 2005/6-004).

3-F. Grant Research Committee

Term

- 07(1) The Grants Research Co-ordinator and any other Director shall sit on the Committee until the commencement of term of the next Board.
- (2) The Member of the Society shall sit on the Committee from the time of her or his appointment or election thereto until the time at which the Committee is recomposed subsequent to the commencement of term of Directors Elect.
- (3) Any member of the community at large shall sit on the Committee for a term of not more than two (2) years.

Rescinded 2006-09-10 (Resolution 2005/6-004).

7-B. President

Documents

- 06(1) The President shall ensure that a package of documents for in-coming Directors is prepared annually, as per Policy 2-E of this Policy Manual.

Rescinded 2006-09-10 (Resolution 2005/6-009).

13-A. Parking Permits

- 01(3)(a) If the Executive Director or member of the Station Executive cease to be in the employ of the Society prior to the expiry of term of the parking permit, ownership therein shall revert to the former employee upon reimbursement to the Society of the amount of the subsidy.

Rescinded 2006-09-10 (Resolution 2005/6-005).

III. Amended Human Resources Policies

HR 1-A. Title and reference

02(2) Human Resources Policies shall prepend 'HR' to the number of the policy to which reference is being made (*e.g.*, 'policy HR 1-A').

Amended 2006-09-10 (Resolution 2005/6-004).

IV. Executive Director and Station Executive

Amended 2006-09-10 (Resolution 2005/6-005).

HR 5-A. Executive Director

General

01(3) The Executive Director shall also be presumed to have

- (a) some basic book-keeping skills;
- (b) some knowledge of accounting software; *and*
- (c) a basic understanding of Generally Accepted Accounting Principles.

Amended 2006-09-10 (Resolution 2005/6-005).

02(1) The Executive Director may also, as determined by the Board, occupy the position of Station Manager and shall manage the general operations of the Station not related to its day-to-day broadcasting operations.

Amended 2006-09-10 (Resolution 2005/6-005).

Office hours

03(1) The Executive Director shall be expected to set, post, and keep regular office hour of not less than thirty (30) hours per week, although it is understood that he or she may not be present in her or his office or in the Station for all of those hours.

Amended 2006-09-10 (Resolution 2005/6-005).

Agency

05(1) The Executive Director shall be empowered and invested with agency to act on behalf of the Society in all and any public fora and hearings as well as to undertake such negotiations as are necessary to be undertaken on behalf of the Society.

Amended 2006-09-10 (Resolution 2005/6-005).

HR 5-B. Music Director

Music acquisition and cataloguing

03(1)(b) [The Music Director shall] be responsible for the visual classification of in-coming materials into the discrete cataloguing categories used by the Station, including the visual identification of materials that meet Canadian Content requirements;

Amended 2006-09-10 (Resolution 2005/6-005).

Sundry duties

08(1) The Music Director shall submit a written monthly report, along with her or his time sheet for that month, to the Executive Director outlining her or his activities during the period since the last-submitted report.

Amended 2006-09-10 (Resolution 2005/6-005).

HR 5-C. Program Director

Office hours

02(1) The Program Director is expected to commit not less than twenty-five (25) hours per week to her or his duties, not less than one-half (½) of which are to be regular, posted office hours.

Amended 2006-09-10 (Resolution 2005/6-005).

Recruitment and training of Administrative Officers

05(3) The Program Director shall recruit persons to fill those Administrative Offices relating to the programming and broadcasting activities of the Station, and shall be responsible for their training and supervision; which Offices may include, but are not limited to,

- (a) Arts Co-ordinator;
- (b) News and Spoken Word Co-ordinator(s);
- (c) Production Co-ordinator;
- (d) Sports Co-ordinators; *and*

- (e) Volunteer Co-ordinator.

Amended 2006-09-10 (Resolution 2005/6-005).

Sundry duties

09(1) The Program Director shall submit a written monthly report to the Executive Director outlining her or his activities during the period since the last report.

Amended 2006-09-10 (Resolution 2005/6-005).

HR 5-D. Station Manager

Office hours

02(1) The Station Manager is expected to set, post, and keep regular office hours of not less than thirty (30) hours per week, although it is understood that he or she may not be present in her or his office or the Station for all of those hours.

Amended 2006-09-10 (Resolution 2005/6-005).

Office

06(1) The Station Manager shall be responsible for

- (a) overseeing the organisation and operations of the Station not related to its day-to-day broadcasting activities;
- (b) the regulation and co-ordination of the maintenance of office equipment;

Amended 2006-09-10 (Resolution 2005/6-005).

Training and recruitment

07(2) In conjunction with the Music and Program Directors and the Volunteer Co-ordinator, the Station Manager shall facilitate the training of all and any Administrative Officers.

Amended 2006-09-10 (Resolution 2005/6-005).

08(1) The Station Manager shall be responsible for the recruitment of candidates to fill those Administrative Offices relating to the operations of the Station, exclusive of those Offices that specifically appertain to programming; which Officers may include, but are not limited to,

- (a) a Technician to supervise the computer and network infrastructure of the Station and its broadcasting operations, and undertake any necessary maintenance and repairs; *and*
- (b) a Webmaster.

Amended 2006-09-10 (Resolution 2005/6-005).

Sundry duties

10(1) The Station Manager shall submit a monthly written report to the Executive Director outlining her or his activities during the period since the last report.

Amended 2006-09-10 (Resolution 2005/6-005).

IV. Rescinded Human Resources Policies

HR 3-D. Hiring of Station Executive

02(1) Policy HR 3-C. shall, *mutatis mutandis*, apply to the hiring of members of the Station Executive.

Rescinded 2006-09-10 (Resolution 2005/6-004).

HR 4-A. General Qualifications

02(1) The Program Director and Station Manager are additionally expected to be familiar with the Canadian Association of Broadcasters' Broadcast Code for Advertising to Children and Sex Role Portrayal Code for Television and Radio.

Rescinded 2006-09-10 (Resolution 2005/6-005).

HR 5-C. Program Director

03(1)(c) undertake all and any rescheduling necessitated for any reason whatsoever;

Rescinded 2006-09-10 (Resolution 2005/6-004).

Volunteers

05(2) In conjunction with the Volunteer Co-ordinator, the Program Director shall ensure that

- (a) all and any dues owing for Membership in the Station are paid and recorded;
- (b) that each Member of the Station, whether a programming volunteer or otherwise, has signed a contract with the Station that outlines the rights and responsibilities of the respective parties; *and*
- (c) that information regarding volunteers is current and complete.

Rescinded 2006-09-10 (Resolution 2005/6-005).

Recruitment and training of Administrative Officers

05(3)(a) Notwithstanding the foregoing, only those duties of the Volunteer Co-ordinator either directly or indirectly relating to the broadcasting activities and operations of the Station shall devolve upon the Program Director in the absence of a Volunteer Co-ordinator.

Rescinded 2006-09-10 (Resolution 2005/6-005).

Communications

08(1) The Program Director shall communicate with other groups, including, but not limited to, other not-for-profit organisations, regarding public service announcements, joint broadcasting ventures, and special programming.

Rescinded 2006-09-10 (Resolution 2005/6-005).

Operations

09(1) The Program Director shall be responsible for the day-to-day broadcasting operations of the Station, technical supervision and repair, and the regulation and co-ordination of the maintenance of broadcasting and studio equipment.

Rescinded 2006-09-10 (Resolution 2005/6-005).

HR 5-D. Station Manager

General duties

03(2) The Station Manager shall ensure that a budget is prepared for any officially sanctioned event of the Station, including, but not limited to, any closed events intended solely for the Members of the Station; which budget shall be submitted to the Executive Director, who shall in turn submit it to the Board for approval. If the amount budgeted exceeds the value of discretionary spending permitted the Executive Director.

Rescinded 2006-09-10 (Resolution 2005/6-005).

Public representation

04(3) More generally, the Station Manager shall represent the Station in all matters, including, but not limited to, any public hearings of the CRTC.

Rescinded 2006-09-10 (Resolution 2005/6-005).

CRTC, Industry Canada, and programming requirements

09(1) The Station Manager shall be responsible for all and any correspondence and documentation in respect of the CRTC and its requirements, and shall keep her- or him-self apprised of the various Public Notices, including, but not limited to, all and any such Notices regarding licence applicants in Lethbridge and the surrounding area.

(2) The foregoing shall, *mutatis mutandis*, apply to Industry Canada and other branches of the Governments of Canada and Alberta not appertaining to the day-to-day broadcasting operations of the Station and not related to the Society.

Rescinded 2006-09-10 (Resolution 2005/6-005).

10(1) In conjunction with the other members of the Station Executive, the Station Manager shall ensure that all programming requirements are met; which responsibility shall include, but not be limited to, the logging of both music and programs, Canadian Content requirements, and playlist or other programming requirements.

Rescinded 2006-09-10 (Resolution 2005/6-005).

V. Amended Standing Rules

VI. Rescinded Standing Rules

Expired Temporary Policies and Emergency Standing Rules

I. Expired Temporary Policies

TP 2005-001 Ensuring over-lapping terms for election of Directors at the 2006 Annual General Meeting

- 01(1) At the first Meeting of the Board following the commencement of term of those Directors elected at the 2005 Annual General Meeting, the Directors shall, out of their number, determine which Directors shall sit for a term of one year and which for a term of two years, with the understanding that as close to half as possible of the total number of Director as possible shall be open to election at the 2006 Annual General Meeting.
- (2) This Temporary Policy shall expire upon the fulfilment of its conditions by the Board.

Expired 2005-10-16.

TP 2005-002 Proration of Station dues between 1 September 2005 and 31 August 2006

- 01(1) During the period from 1 September 2005 until 31 August 2006, the Station due shall be levied on the following basis:
- (a) the Station due shall be \$30 for all new Members and shall extend from 1 September 2005 until 31 August 2006;
 - (b) the Station due for renewing Members whose membership comes due between 1 September 2005 and 31 December 2005 shall be fifteen dollars (\$15.00);
 - (c) the Station due for renewing Members whose membership comes due between 1 January 2006 and 30 April 2006 shall be ten dollars (\$10.00); *and*
 - (d) the Station due for renewing Members whose membership comes due between 1 May 2006 and 31 August 2006 shall be five dollars (\$5.00).
- (2) After 31 August 2006, Station dues levied upon Members shall be in accordance with Policy 12-B of the Policy Manual of the Society.

Expired 2006-08-31.

TP 2005-003 Transition from 2004/5 to 2005/6 Board of Directors

- 01(1) Directors Elect, including the President Elect, shall meet in a retreat setting with the out-going Board during the weekend of 1-2 October 2005, during which retreat the in-coming Board shall also determine when and where regular Meetings of the Board are to be held.
- 02(1) The first Meeting of the 2005/6 Board shall be held not more than 15 days following the date on which the retreat concludes.
- 03(1) This Temporary Policy shall expire upon the first Meeting of the 2005/6 Board of Directors being called to order.

Expired 2005-10-16.

TP 2005-004 Election of the President at the 2005 Annual General Meeting

- 01(1) The Membership shall elect a President out of newly elected or continuing Directors, excluding only the Director elected to the Board by and from the Executive Council, at the 2005 Annual General Meeting.
- 02(1) At the first Meeting of the Board following the commencement of term, the Directors shall ratify the decision of the Membership and appoint the President elected thereby to that Office.
- 03(1) This Temporary Policy shall expire upon the ratification of the decision of the Membership at the first Meeting of the Board following the commencement of term.

Expired 2005-10-16.

TP 2005-005 Purchase of parking permits for Station Executive and the Executive Director between 1 September 2005 and 31 August 2006

- 01(1) The Board shall permit the subsidisation of the cost of a parking permit for employees of the Society who are not students at the University of an amount not to exceed two hundred dollars (\$200.00), and of an amount not to exceed one hundred dollars (\$100.00) for employees who are students of the University.
- (2) Ownership in parking permits for non-student employees the purchase of which was subsidised by the Society shall be held by the Society, and the Society shall remit to the employee the balance of the total cost of the parking permit upon receipt of the which If the employees leaves the employ of the Society prior to the expiry of the term of the parking permit.
- (3) Ownership in parking permits for employees who are students of the University shall be negotiated between the employee and the Executive Director.
- (a) For an employee whose employment extends for a four-month period, the amount of subsidy shall be \$33.00 on a permit that expires at the end of the four-month period.
 - (b) For an employee whose employment extends for the eight-month balance of the period in which parking permits are valid, the amount of subsidy shall be \$67.00.

- 02(1) Employees shall present the Executive Director with the original receipt for the purchase of the parking permit, who shall make a copy .
- (2) For employees who are not students of the University, reimbursement shall be by two payments.
 - (a) The first payment shall not be made before 15 September 2005 and shall be of \$100.00.
 - (b) The second payment shall not be made before 1 March 2006 and shall be of \$100.00.
- 03(1) If conditions arise that are not provided for in this Temporary Policy, the Executive Director shall resolve them in consultation with the Treasurer.

Expired 2006-08-31.

TP 2006-001 Membership dues from 2006-04-18 to 2006-09-15

- 01(1) This Temporary Policy is derived from Resolution 2005/6-011, which was passed at a duly called and convened Meeting of the Board of Directors of the CKXU Radio Society held on 10 September 2006, and supersedes Temporary Policy TP 2005-002.
- 02(1) The rate of dues paid by new Members of the Station shall be understood as being set at \$15, the same rate as that paid by renewing Members of the Station, from 18 April 2006 until 15 September 2006.
- (2) If any new Member of the Station paid the full due in the aforementioned period, he or she shall not be eligible for any *ex post facto* proration of dues.
- 03(1) Effective 16 September 2006, the rate of dues paid by both new and renewing Members of the Station shall be set at twenty dollars (\$20).
- (2) This Temporary Policy shall expire at 24:00 on Friday, 15 September 2006.

Expired 2006-09-15.

II. Expired Emergency Standing Rules

Strategic Plan of the CKXU Radio Society

(Strategic Planning Session: 28 August 2005)

Strategic Plan for the CKXU Radio Society

1. Purpose

On the 28th of August, the Board of Directors of the CKXU Radio Society held a Strategic Planning Session to discuss the direction the Society and Station will take in the future, and created a plan of action to guide future Boards. This Strategic Plan will assist in developing an identity for the Society as an entity separate from the Station itself. It should be revised on a yearly basis, in light of what from the Plan has been accomplished, what has been postponed, and what has become important that was not recognized in the original Plan.

2. Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis proved useful for assessing the current state of the organization.

The Station has and continues to in fact accomplish its most basic purpose – it is broadcasting on the FM band. Additionally, the Station and Society are supported by a large number of volunteers, involved in both programming and off-air activities. The Society also receives guaranteed income from the University community, in the form of a per-term levy. Finally, the Station enjoys an excellent relationship with its landlord, the Students' Union of the University of Lethbridge, in spite of the fact that the former's auditors have recommended liquidating the assets of the Society, seeing it as a liability.

However, the Society remains in dire financial straits, as a result of over \$81,000 of debt owed to the Students' Union. The failure of current and, more so, previous Boards to take responsibility for this debt prohibits the Society from truly working towards repayment. Board and Executive turnover rates remain high. To some degree, given the campus-based nature of the Society and Station, this is systemic, but should be considered and steps should be taken to alleviate this restraint on the functionality of the organization. Poor systems for communication have led to a near-total lack of organizational memory and poor training, for both volunteers, Directors, and, less so, members of the Executive. Finally, the equipment owned by the Station continues to deteriorate and no long-term plan to replace equipment as it ages exists.

There are opportunities to gain community mindshare and thereby increase listenership. There are many options available to the Board and the Station in order to raise funds and develop long-term, dependable income streams. Lastly, the current Board and Executive are committed to openness and transparency, with regards to both the Society's members and the community as a whole.

The Board identified two major threats to the Society and the Station – the Students' Union could, at any time, recall the loan, and this possibility cannot be dismissed. Negotiation for the renewal of the lease has not been completed – the Students' Union is not obligated to provide physical space to the Society or the Station.

3. Causes

The current state of affairs arose as a result of a variety of factors. The Society has lacked documentary infrastructure, making it difficult for the Board to focus its activities.

Combined with the noted rapid turnover of Directors, the Board has had difficulty accomplishing a great deal in the past decade, other than assisting in the move to the FM band, but this also brought on the significant debt of the Society, which enters repayment status in the Fall of 2005. While the move to FM was very much essential, it was not accompanied by any sort of purposeful strategic implementation. There has been a lack of longevity of activity, a lack of continuity, and a lack of policy infrastructure (systems).

The current Board has also noted that there has been an inward-looking tendency in the organization – outside assistance has not been sought in areas where help is most needed.

Finally, there has been too much of a “campus” focus and not enough of a “community” focus, and too much working “in” the business of the Station, in operations, and not enough working “on” the business of the So-

ciety.

4. Targets

Goals

- It is necessary to reach out to the University community and Lethbridge community as a whole, to communicate what the Society is, what it does and how it functions;
- Work with the Students' Union to eliminate debt;
 - Build and maintain a highly positive relationship;
 - Increase communication;
 - Explore repayment options;
- Increase the amount of money received through the student levy;
- Receive 10% of revenue from advertising and sponsorships;
- Develop a plan of action to access gaming revenue;
- Establish a consistent fundraising strategy;
- More concise and consistent documentation and mechanisms need to be created;
- Establish a marketing plan to increase community mind-share and grow an audience;
- Maximize visibility;
- Expand the broadcast range of the station.

Objectives

- Manage the debt load of the Society;
- Maintain the Society's licence to broadcast on FM.

5. Vision

The station should be a recognized segment of the Lethbridge radio market while continuing to serve the University of Lethbridge students and community.

6. Mission

The Board has established a mission for the society and station, which consists of:

- Quality product that is valued in the community, that is differentiated from the broadcasts of other providers;
- A presence in the community beyond that of radio, and that involves:
 - Promoting community businesses;
 - Becoming involved with other organizations to promote the Society;
- Consistent and widespread promotion of the station;
- Consistency in and focus of station activities, and consistently high-quality programming.

7. Schedule

Using the previously listed targets, vision and mission, the Board has created a schedule that will guide the activities of the organization over the next several years:

By the end of 2005

- Complete audits;
- Grant funding strategy – complete one grant application by November;
- Create a body within the organization to focus on fundraising;

- Meet prescribed goals for the FUNdrive (October 14-21, 2005);
- Friends of CKXU – have this program completed by the end of the year;
- Hold a student referendum to raise the levy by the end of October:
 - Promote ourselves in advance of the referendum;
 - Set up tables throughout campus – students need to be brought on-side;
 - Tap all available volunteers;
- Develop an updated budget, reflecting the current financial situation of the Station;
- Develop a marketing and promotion program.

2005/06

- Replace equipment:
 - 2 (single) CD players;
 - Sound cards for on-air and production studio computers;
 - Microphones for on-air studio;
 - Monitors for production studio;
 - Develop Society policy;
- Develop Station policy;
- Develop marketing strategy for the long-term;
- Update the business plan of the station;
- Develop fundraising program.

2006/07

- Renovate the Station premises;
- Create a proper audio production studio;
- Purchase 2x CD player;
- Complete Human Resources Manual:
 - Benefits package;
 - Salary scales;
- Turntable mixer;
- Increase remuneration of Station Executive (first of two increases);
- Research the possibility of gaining charitable status, either for the society or for an associated organization created specifically for this purpose;
- Continue to develop fundraising program.

Due to time constraints, the Board were unable to progress any further in the development of a functional plan. The following material is adapted from the functional plan proposed by the Station Executive and presented at the Strategic Planning Session:

2007/08

- Replace on-air mixing board;
- Examine and up-date computer infrastructure;
- Increase remuneration of Station Executive (second of two increases);
- Begin to invest money (at the latest);
- Begin to look into the possibility of moving into new offices when lease expires;
- Begin to prepare for licence renewal in 2010;
- Begin to look into purchasing a new transmitter in 2010:
 - Quotes;
 - Industry Canada requirements;
 - Negotiate with University in re. tower or with (*e.g.*, Citytv (CHUM)) in re. renting tower space.

2008/09

- Additional Gemtrac;
- BBC (satellite service);
- Look into the possibility of expanding the business (*e.g.*, spin off a separate business to publish a

programming/arts guide).

2009/10

- Renewal of broadcast licence;
- Renew lease or move into new offices;
- Purchase new transmitter;
- Re-examine salaries.

Adopted 2005-09-11.