The Bylaws of The Michigan Daily **February 4, 2018**

Preamble: The Michigan Daily exists to inform the University of Michigan community on events and ideas concerning the University, to keep those within the community abreast of events and ideas from outside the University and to provide an educational experience through journalism.

We will work to attain and protect an entirely independent, student-run newspaper because we believe a voice independent of the University administration will help us best attain our goals.

We will strive in all cases to uphold a sense of journalistic integrity.

Organization of The Michigan Daily Editorial Staff: The newspaper's editorial staff will be headed by an Editor in Chief and divided into the following sections: news, opinion, sports, arts, photography, online, copy desk, video, Statement, Michigan in Color, social media, design and podcast. The Editor in Chief shall preside over all sections. Each section shall have one or two managing editors, who shall serve as the chief editor(s) of their respective sections. Each section may also have one or more senior and assistant editors, who shall report to their section's managing editor(s). The Editor in Chief may also appoint a Managing Editor of The Michigan Daily, subject to Management Desk approval. The Editor in Chief may also create new sections, subject to Management Desk approval. New sections will not have an official section vote at MDesk until they are written into the bylaws, but managing editors of these sections should still attend and can vote in other elections at MDesk.
The Editorial Page Editor(s) is/are the managing editor(s) of the opinion section.

The Editor in Chief may appoint additional editors to help him/her carry out his/her duties subject to M-Desk approval. M-Desk will choose the editor(s) of the Statement, public editor (if M-Desk chooses to appoint one) and the editor(s) of the New Student Edition.

Responsibilities of each section: Each section will be responsible, according to its self-determined rules and the rules of The Michigan Daily, for publishing its own content each day. The Editor in Chief will perform all staff-wide administrative duties as approved by Management Desk.

When applicable, staff rules must be consistent with paper-wide regulations and Michigan Daily Bylaws. It is the responsibility of the managing editors to oversee all operations of their respective sections.

Digital Strategic Plan: In recognition that a digital transition should be a priority for the Daily, at the start of the year the editor in chief, in conjunction with MDesk, is responsible for selecting one or more big-picture digital transition options — as outlined in a series of annually updated one-page documents giving context/current research on

each in an appendix to the bylaws — as a goal/goals to work toward. The editor in chief is also responsible for creating a working group of MDesk members to update these one-page documents yearly with the Daily's progress and ongoing journalism research. When this bylaw was created in 2016, the big-picture options in question were creating a print desk; cutting a day or days of print; multimedia enhancement; tailoring content via the website, newsletters or social media; and lighter content. Future classes of editors can and should change these as they see fit, but there should always be several options being considered.

It is up to the EIC's discretion how the implementation and updates are carried out. Regardless of method, previous editors have found it is beneficial for each section's managing editor to create specific documentation on what they choose to do and pass it on to their successors beyond the one-page documents.

Responsibilities of the Editor in Chief: The Editor in Chief will be responsible for leading the paper in all day-to-day editorial operations, carrying out his or her administrative duties and acting as a liaison between the editorial and business staffs. The Editor in Chief's decision on all timely editorial matters is final. His or her decision may be ratified or changed at a later Management Desk for permanence, if applicable. Non-timely editorial decisions that have foreseeable and serious consequences for the well-being of the newspaper should be brought before Management Desk for an advisory discussion prior to publication.

Appointment and Responsibilities of a Managing Editor: The Editor in Chief may appoint a Managing Editor to assist him or her in overseeing the day-to-day editorial operations of The Michigan Daily. Management Desk must approve the appointment by a simple majority. Content disputes between a section's managing editor and the Managing Editor can only be settled by the Editor in Chief. The Editor in Chief will determine the Managing Editor's job description, subject to Management Desk approval. The Managing Editor may be apportioned responsibility for editing content of certain sections and shall oversee disbursement of payroll. The Managing Editor reports only to the Editor in Chief.

Management Desk: Management Desk shall consist of the Editor in Chief, the editors of the various sections and the Managing Editor, if there is one. The Editor in Chief shall preside over meetings of Management Desk, unless two-thirds of Management Desk votes otherwise. Each member of MDesk shall have one vote in each decision put to vote. The Managing Editor may cast one vote, but only in the event of a tie. If there is no Managing Editor, the Editor in Chief casts the tiebreaking vote.

A quorum will consist of a majority of Management Desk votes. Management Desk will have final authority over all matters concerning the editorial side of The Michigan Daily, except editorials ("leftsides"), which will be decided by Editorial Board. However, when in dispute with Editorial Board, authority over the content of the Daily's staff editorials will rest with the Editorial Page Editor(s), who shall deliberate with a presumption in favor of previous editorial precedent. Editorials concerning The Michigan Daily or any

member of The Michigan Daily editorial staff will be under the jurisdiction of Management Desk. Management Desk meetings can be called by the Editor in Chief or by a majority vote of Management Desk.

Editorial Board: Editorial Board will meet on a regular schedule established by the Editorial Page Editor(s) to discuss the content, structure and argumentation of the Daily's staff editorials. Any Daily staffer may attend Editorial Board meetings, however, only Editorial Page staffers may vote at meetings. The Editorial Page Editor(s), Managing Editor and Editor in Chief also have votes at Editorial Board.

Special Project Manager(s): The Editor in Chief may appoint a Special Projects Manager. The designated Special Project Manager(s) shall be approved by a two-thirds vote of Management Desk before taking the position.

Public Editor: The designated public editor, if M-Desk chooses to appoint one, shall be approved by a two-thirds vote of Management Desk before taking the position.

New Student Edition Editors: The designated New Student Edition editors shall be approved by a two-thirds vote of Management Desk before taking the position.

The Social Media Team: The Social Media Editor and his or her team is responsible for all posting on all social networks, including Facebook, Twitter, Instagram, Tumblr, Snapchat, etc. The Team shall consist of a Social Media Editor and a team of varying size to effectively run each social network. The Social Media Team shall meet weekly. With oversight from the Editor in Chief, the Team will also work closely with the marketing team on the Business Staff to ensure all social media platforms are being used as effectively as possible.

Bylaw distribution: It is the responsibility of the Editor in Chief, Managing Editor and managing section editors of The Michigan Daily to distribute the publication's bylaws on a regular basis. At a minimum, the full bylaws should be distributed in an all-staff communication once per semester, and editors should make an effort to make new Daily staffers aware of the bylaws' existence and importance soon after they join the organization.

By virtue of one's status as a Daily staff member, one automatically becomes bound by The Michigan Daily's bylaws. Staff members may not opt out of this agreement, and staffers are bound by the bylaws for the duration of their affiliation with The Michigan Daily.

Hiring/Firing Policy: Managing editors may fire any staffer of their respective sections for cause. The Editor in Chief may fire any staffer. Management Desk may also propose firing any staffer. A fired staffer may appeal his or her firing to Management Desk. A violation of these bylaws and/or the ethics code is cause for dismissal. A two-thirds vote

of Management Desk will overturn a firing completely. If the firing is not overturned, a simple majority vote can allow the person to attempt to join another staff.

Any staffer who is found to have knowingly plagiarized can be fired by that person's section editor or the Editor in Chief. The staffer may appeal the decision to M-Desk, where it will follow normal reinstatement procedure. Plagiarism is a fireable offense, but should be considered in the context of the situation. The staffer may appeal the decision to M-Desk, where it will follow normal reinstatement procedure.

Managing editors; the Managing Editor; the Special Projects Manager; other editors appointed by the Editor in Chief and approved by Management Desk; and the Editor in Chief may be fired by a two-thirds vote of Management Desk. The public editor can only be fired by a five-sixths vote of Management Desk.

The Daily will abide by University Bylaw 14.06 governing non-discriminatory hiring policies. Appealed firings will be taken up at the next Management Desk. Suspended staffers may bring one outside representative to their hearing.

All Michigan Daily staffers must be enrolled University of Michigan students. Non-students may work for The Michigan Daily for one semester and one spring/summer term immediately following the last term for which they were an enrolled student.

Editing process: All content submitted for publication must be edited to ensure it meets the Daily's Code of Ethics as outlined in the bylaws. Managing editors must implement editing processes that scrutinize content's adherence to the Code of Ethics.
The Daily shall maintain a copy desk to aid these processes. Responsibilities of the copy desk shall include fact-checking and editing for grammar, syntax and Daily style. The copy chief(s) presiding over the desk have authority to make changes to the Daily Stylebook.

The Editor in Chief shall determine which content requires copy editing. Ultimate approval for publication must be given by the Editor in Chief, unless he or she expressly delegates this authority to another editor.

Social media guidelines: All staff members will be subject to The Michigan Daily social media policy. By joining the Daily staff, members agree to refrain from posting offensive or harmful content on any public social media accounts, including but not limited to: Twitter, Facebook, Instagram and Tumblr.

Such offensive or harmful posts include but are not limited to racism, ad hominem attacks and sexual harassment. Staff members cannot post from their personal accounts on behalf of The Michigan Daily, however may express personal opinions about specific content. Each section may formulate an individual social media policy, however, it must comply with the overall policy.

Staff members may have private social media accounts to express individual opinions if the account is not affiliated with The Michigan Daily or identifiable as the account of a Michigan Daily staffer. Affiliation includes identification as a member of the Daily's staff. If the Daily is made aware of a private post that is harmful or offensive, it reserves the right to impose consequences on the individual.

Failure to comply with The Michigan Daily's social media policy may result in a written or verbal reprimand, suspension or termination.

Election Rules: Paper-wide elections shall be held twice per year at times deemed appropriate by Management Desk — once in the fall to elect the next year's Editor in Chief and Editorial Page Editor(s), and once in the spring to elect a Summer Editor in Chief and Summer Editorial Page Editor(s)**.** Paper-wide elections are also a time to vote on proposed changes to the bylaws.

An eligible voter is anyone who has met his or her section's requirements to be considered a member of staff. All voters must be present at the entire election. Proxies may be given for staffers on Michigan Daily business, for pertinent personal or family reasons or for religious reasons.

It is the responsibility of each managing editor to know who from his/her section will be missing and to collect proxy votes. Proxy votes will be turned in after the rest of the staff has voted.

To be eligible to run Editor in Chief in the fall election, a person must have been on staff for a full year prior to elections. To be eligible to run for Editorial Page Editor in the fall election, a person must have been on staff for two semesters prior to elections. It is the finding of previous editors that uncontested elections, particularly for editor in chief, should be avoided whenever possible.

Election system: The Daily will conduct its staff-wide elections using a system of instant runoff voting. Instead of selecting a single candidate, voters will rank candidates based on preference. To facilitate this process, the Editor in Chief presiding over the election will be responsible for creating ballots with sufficient numbered blanks.

Tabulating results: Candidates will initially be assessed on how many first-place rankings each one earns. At this point, if one candidate has a majority of the first-place rankings, the election will be decided in his/her favor.

If no candidate has a majority, the candidate with the lowest number of first-place rankings will be eliminated. All ballots listing that candidate as the first-place choice will be reallocated on the basis of the second-place rank. After the reallocation of votes, if any of the remaining candidates now has a majority, that candidate wins the election.

If there is still no winner, the vote-reallocation process is repeated until one candidate has a majority of the votes. In a hypothetical four-way contest, if both the first- and second-

ranked candidates on a certain ballot are eliminated, the third-ranked candidate receives the ballot.

Two people can be elected to the same position, provided they run, and are voted upon, as a team.

Elections will be certified by the Editor in Chief, the Managing Editor and non-running managing editors of each staff. In the event a section's managing editor is running, he or she shall appoint an editor from the section as a proxy.

Each section, with the exception of opinion and online, shall hold an election in the fall at a time determined by the section's managing editor(s). A majority vote of the section's staff shall elect the next year's managing section editor(s) at the fall election.

The managing editor(s) of each section shall decide how their senior editors are chosen.

The managing editor(s) of each section will also decide how their staff's summer editors are chosen.

When an editor position is vacant, a new editor shall be named immediately by the managing editor(s) or by the Editor in Chief if a managing editorship is vacant. When the Editor in Chief position is vacant, Management Desk will elect an interim Editor in Chief by majority vote until staff-wide elections can be held.

Ownership: The Michigan Daily has the right to publish content for any publication, print or electronic, that was created for the Daily by Daily contributors forever. The Daily may license any content at the direction of the Editor in Chief, consulting with the Business Manager, if possible. Any sale of Daily content must have prior approval of the Editor in Chief. When content of any type is sold, credit must be given to The Michigan Daily and the creator. Policies concerning licensing rights for creators of Daily content shall be set by Management Desk. Printed and online material published by The Michigan Daily remains the property of the Daily in perpetuity to the extent permitted by United States copyright law. All content created for the Daily by Daily contributors will be considered works for hire. Staffers, current and past, do not have the right to unilaterally license their content for use elsewhere without receiving the explicit permission of the current Editor in Chief.

Deadlines: Deadlines will be created by the Editor in Chief.

Meetings: All Management Desk or staff-wide meetings will run according to the principles of parliamentary procedure, except special rules made in these bylaws. This includes the parliamentary procedure rule that a speakers' list may be changed by a two-thirds vote.

All votes concerning personnel, including elections and firings, will be by secret ballot.

All other votes will be open, unless a majority of Management Desk agrees to hold them by secret ballot.

All votes, including those that are procedural and those limiting or stopping discussion, will be made only by those people who have voting power in such a situation. All votes, including those on procedural matters, will require a majority to pass.

Staffers or those attempting to become staff members may attend all staff meetings. All staffers are invited to attend MDesk and should be notified at least two days in advance of scheduled MDesk meetings. MDesk can have a closed sessions if deemed appropriate by the Editor in Chief. Comment times should be available to non-MDesk attendees. The Editor in Chief may send out a Management Desk agenda to all staff at least two days before Managing Desk meetings. Any staffer can propose an agenda item. The Editor in Chief should send out meeting minutes to all staff within two weeks of the meeting. The Editor in Chief can designate someone to take minutes, and these minutes must be approved by the Editor in Chief before they are sent out to staff. These minutes should be made publicly available on the server or in another fashion for all to view.

Code of Ethics: The Michigan Daily provides its readers with an accurate and fair account of the news while maintaining editorial independence and accountability to its readers. Daily staff members follow the code of ethics designed by the Society of Professional Journalists (in italics below), along with a number of rules specific to the Daily.

Section I: Seek Truth and Report It
Journalists should be honest, fair and courageous in gathering, reporting and interpreting information.

I.1. Make certain that headlines, news teases and promotional material, photos, video, audio, graphics, sound bites and quotations do not misrepresent. They should not oversimplify or highlight incidents out of context.

I.1.A. All Daily content published in print, online or on official social media accounts adheres to the same standards. The Internet's demands for instant information do not override the need to accurately report the news.

I.2. Never distort the content of news photos or video. Image enhancement for technical clarity is always permissible. Label montages and photo illustrations.

I.2.A. The Daily's photo captions should not distort the meaning of a photo. If the Arts section inserts commentary and humor into its captions, it should not distract from the photo's meaning or clash with the tone of the article it accompanies. Such captions should not appear in sections of the paper other than Arts.

I.3. Avoid misleading reenactments or staged news events. If reenactment is necessary to tell a story, label it.

I.3.A. Whenever possible, the Daily avoids posing the subjects of photos and captures people in real situations. When a portrait is taken instead, readers should be able to identify it, without confusion, as a posed photo.

I.4. Tell the story of the diversity and magnitude of the human experience boldly, even when it is unpopular to do so.

I.5. Avoid stereotyping by race, gender, age, religion, ethnicity, geography, sexual orientation, disability, physical appearance or social status.

I.5.A. When describing an individual based on any of these categories, the Daily must balance the need for clarity with a respect for the person's self-identification. The use of categories requires a cautious consideration of how people categorize themselves as well as a regard for consistency, clarity and relevance. The Daily does not identify someone by race, sex, gender or sexual orientation without a just cause to do so.

I.5.B. The Daily takes special caution when printing physical descriptions of crime suspects. Such descriptions should be published only if they are specific and relevant. Vague descriptions often perpetuate stereotypes while serving no public good.

I.6. Support the open exchange of views, even views they find repugnant.

I.7. Give voice to the voiceless; official and unofficial sources of information can be equally valid.

I.8. Be vigilant and courageous about holding those with power accountable.

I.9. Distinguish between advocacy and news reporting. Analysis and commentary should be labeled and not misrepresent fact or context.

I.9.A. Articles expressing the Daily's opinion should be distinguished from those expressing the opinions of individuals or groups.

I.9.B. Articles expressing the view of the Daily must be approved by its Editorial Board and the Editorial Page Editor(s). All Daily staffers may attend Editorial Board meetings, but only Editorial Page staffers, the Editorial Page editor(s), Editor-in-Chief and Managing Editor may vote. A staffer may not vote on an issue if the Editorial Page Editor(s) determines he or she has a conflict of intere ewst regarding the issue. Members of the News section may attend meetings to provide fact-based insight, but may not vote or express their own views on the subject to the Editorial Board.

I.10. Distinguish news from advertising and shun hybrids that blur the lines between the two.

I.11. Recognize a special obligation to ensure that the public's business is conducted in the open and that government records are open to inspection.

Content ownership

I.12. Never plagiarize.

I.12.A. The Daily labels direct quotations, whether the source is a person, a written statement, a document or another news report. When quoting another news report, even in paraphrase, identify the source. Whenever feasible, avoid using information from other news sources altogether, in favor of the original work of Daily writers. When reporting information that the Daily has previously reported, refrain from using the exact words of previous Daily articles if it can be rephrased. Label information from wire services.

I.12.B. Label photos obtained from wire services or other outside sources. Do not use photos from these sources unless the owner has given permission or the photos are explicitly designed to be used by the media. Photos on the Internet are not necessarily in the public domain.

Sources — relationships with sources and anonymous sources

I.13. Test the accuracy of information from all sources and exercise care to avoid inadvertent error. Deliberate distortion is never permissible.

I.13.A. Daily staff members should keep all of their notes so the information in their articles can be checked. They must turn them over to editors if asked to do so. If a writer cannot hand over her/his notes or other proof of accuracy, editors are justified in assuming that an article may contain inaccuracies and acting accordingly. Because notes can be altered, editors may ask for a writer's notes without revealing the specific questions they have.

I.13.B. Daily staffers should avoid sharing their notes, their drafts, or their articles and photos that have not yet been published, with sources or others outside the Daily. A reporter may read quotes back to a source to ensure accuracy, but he/she should not alter the quotes on request. Because reading quotes back invites such second thoughts by sources, it should be avoided whenever possible.

I.14. Diligently seek out subjects of news stories to give them the opportunity to respond to allegations of wrongdoing.

I.14.A. If a response is not available, the Daily should tell readers why. For example, "She declined to comment," or "She did not return phone calls and e-mails yesterday."

I.15. Identify sources whenever feasible. The public is entitled to as much information as possible on sources' reliability.

I.15.A. In the rare cases that the Daily does not identify sources, it should give as much information on them as possible, including a reason for withholding their names. For example, describe a source as "a high-ranking athletic department official who agreed to speak only on the condition of anonymity because he did not want to be seen as disagreeing with the University's official position."

I.16. Always question sources' motives before promising anonymity. Clarify conditions attached to any promise made in exchange for information. Keep promises.

I.16.A. Daily writers should explain to anonymous sources how the information they give will be used. Jargon such as "off the record," "not for attribution," and "on background" should not be used because its meaning is not widely known or universally agreed upon. Reporters must reveal the names of anonymous sources to the section's managing editor and the Editor in Chief before publication.

Identifying yourself — Undercover reporting and tape recording

I.17. Avoid undercover or other surreptitious methods of gathering information except when traditional open methods will not yield information vital to the public. Use of such methods should be explained as part of the story.

I.17.A. Daily reporters must properly identify themselves as such prior to interviewing a source in nearly all cases. Planned deception for the purposes of obtaining otherwise unattainable information must have prior approval by the Editor in Chief.

I.17.B. Both Michigan law and ethical journalism forbid tape recording a conversation without the consent of the source. When using a tape recorder during a phone interview, Daily reporters should ask for the source's consent at the beginning of the interview.

Section II: Minimize Harm

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

II.1. Show compassion for those who may be affected adversely by news coverage. Use special sensitivity when dealing with children and inexperienced sources or subjects.

II.2. Be sensitive when seeking or using interviews or photographs of those affected by tragedy or grief.

II.3. Recognize that gathering and reporting information may cause harm or discomfort. Pursuit of the news is not a license for arrogance.

II.4. Recognize that private people have a greater right to control information about themselves than do public officials and others who seek power, influence or attention. Only an overriding public need can justify intrusion into anyone's privacy.

II.5. Show good taste. Avoid pandering to lurid curiosity.

II.6. Be cautious about identifying juvenile suspects or victims of sex crimes.

II.7. Be judicious about naming criminal suspects before the formal filing of charges.

II.8. Balance a criminal suspect's fair trial rights with the public's right to be informed.

Section III:
Act Independently

Conflicts of interest

III.1. Avoid conflicts of interest, real or perceived.

III.1.A. Daily staff members should avoid interviewing or photographing their friends, relatives or instructors. Nor should they write articles that contain information obtained from friends, relatives or instructors.

III.1.B. Any staffer participating in an event should not deliberately set himself/herself in the focal point of action (i.e. where the photographer is most likely to shoot the picture). Both staffers and photographers should cooperate in keeping Daily staffers out of pictures. If a photographer has to ask a staffer to get out of the way, staffers should do so immediately. If there is any alternative, pictures with Daily staffers in them will not run in the paper.

III.2. Remain free of associations and activities that may compromise integrity or damage credibility.

III.2.A. The Daily's beat reporters should not reveal their bias about their beats — whether participating in demonstrations, running for campus office, wearing T-shirts or buttons, joining organizations which pertain to their beat, or speaking to other reporters for attribution (except as a knowledgeable source on matters they have reported on). Similarly, general assignment reporters and photographers may not reveal their biases about stories they are covering. Editors may not reveal their bias about any story or issue they may assign or rewrite. News reporters and editors may not reveal personal opinions in the Daily that damage the news section's reputation of objectivity. No staffer may write for the news and opinion sections in the same semester, except by resigning from

one staff and joining the other. Daily staff members who are not covering a specific beat, issue or event may reveal their biases, but not as a representative of the Daily. Any Daily staffers who have identified themselves as representatives of other organizations at public events should not simultaneously or subsequently identify themselves as Daily staffers in that context.

III.2.B. No Daily staffer may be a representative, a candidate to become a representative, a representative-elect or executive officer of the Central Student Government or any other college student government. Additionally, if a staffer's participation in any organization is considered a conflict of interest by the Editor in Chief or the staffer's managing editor, that staffer will have one week to resign from the Daily or the conflicting organization. Such a decision by the managing editor or the Editor in Chief may be overturned by two-thirds of Management Desk. Barring such a decision by the Editor in Chief or the staffer's managing editor, Management Desk may also issue the ultimatum to the staffer if two-thirds of the body votes to do so.

III.2.C. Any Daily staffer may submit editorial material to outside news agencies or publications if it is not information that may compromise the Daily's opportunity to obtain an exclusive. However, the Editor in Chief must give explicit permission before any staffer may contribute to or join the staff of a publication based on campus or in Ann Arbor.

III.3. Disclose unavoidable conflicts.
III.3.A. If a Daily staffer must be quoted in a Daily article, he/she should be identified as such.

Gifts and advertising

III.4. Refuse gifts, favors, fees, free travel and special treatment, and shun secondary employment, political involvement, public office and service in community organizations if they compromise journalistic integrity.

III.4.A. Daily staff members should refuse or return any gift intended to influence coverage.

Gifts that staffers do not refuse or return should be handed over to the Daily. The Editor in Chief may dispose of it as he or she sees fit, such as by donating it to a charity or distributing it among the staff. Staffers may keep books, albums, videos or video games that they review, unless they are requested to return them. These are considered press releases.

III.4.B. Staffers may accept tickets or passes to events or performances that will be covered in the Daily. They may not accept free travel to such events without the approval of the Editor in Chief. Daily staffers should be cautious in accepting free food. A free luncheon served at a public meeting or press conference may be acceptable, but the Daily

should pay the bill when reporters and sources go out for a meal. In more ambiguous situations, consult the Editor in Chief

III.5. Be wary of sources offering information for favors or money; avoid bidding for news.

III.6. Deny favored treatment to advertisers and special interests and resist their pressure to influence news coverage.

III.6.A. **Neither the Daily's business staff nor the Board for Student Publications and its employees have any editorial control over the Daily. All communication between the business and editorial staffs goes through the Editor in Chief, who is the Daily's liaison with the business staff and the Board for Student Publications. Daily Staff members may meet with members of the Business Staff for special projects with the Editor in Chief's approval.**

Section IV: Be Accountable

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

IV.1. Clarify and explain news coverage and invite dialogue with the public over journalistic conduct.

IV.1.A. **The only person authorized to speak for the paper is the Editor in Chief unless he/she designates someone else to do so.**

IV.1.B. Daily staffers should not make internal politics a subject of publication. They should not disclose internal editorial or administrative decisions made by the Daily or members of its staff unless obligated to by law. While staffers may discuss the Daily in private, they may not express their opinions — positive or negative — about the Daily in a public forum such as a newspaper, website, speaking engagement or mass e-mail without the express approval of the Editor in Chief or a two-thirds majority of Management Desk. Staffers may discuss and explain procedure, style and other processes of the Daily.

IV.1.C. If a reporter from another publication wants to find out what the Daily has already reported or get background information, reporters and editors may speak to them in their role as a Daily staff member. That does not include when the subject the reporter is calling about concerns the Daily. In that case, the only person authorized to speak for the Daily is the Editor in Chief unless he/she designates someone else.

IV.2. Encourage the public to voice grievances against the news media.

IV.2.A. The Daily publishes letters to the editor regularly and makes its policy regarding letters to the editor easily available to readers.

IV.3. Admit mistakes and correct them promptly.

IV.3.A. The Daily publishes corrections and its corrections policy in the same space each day, unless the Editor in Chief determines that a correction should run elsewhere. The Editor in Chief approves all corrections, clarifications and letters to readers.

IV.4. Expose unethical practices of journalists and the news media.

IV.5. Abide by the same high standards to which they hold others.
Before potential staffers become staff members, they must read the Daily's bylaws and ethics code. Each section's managing editor is required to have on file a dated signature from every staffer saying that they have read and agree to the bylaws.

Amendments: **These bylaws can be provisionally amended with an 85-percent vote of the Management Desk, and this provisional amendment must be confirmed by a simple majority vote at the next all-staff assembly. If the provisional amendment is not confirmed in the next all-staff assembly, the bylaws will revert to their previous version. These bylaws can also be amended by a 60-percent vote of the Management Desk and a simple majority vote in the next all-staff assembly. Amendments made via this method will not take effect until after the vote of the all-staff assembly.**

The bylaws will take effect immediately. All documents required by these bylaws will be submitted to the Editor in Chief within one month of ratification.
Managing editors will be responsible for educating their staffs on these bylaws.

Approved 11/2/90
The Michigan Daily Bylaws
Approved November 13, 1992 as amended, The Michigan Daily Bylaws
Approved March 14, 1993 as amended, The Michigan Daily Bylaws
Approved April 12, 1995 as amended, The Michigan Daily Bylaws
Approved April 12, 1996 as amended, The Michigan Daily Bylaws
Approved November 15, 1996 as amended, The Michigan Daily Bylaws
Approved April 7, 2000 as amended, The Michigan Daily Bylaws
Approved November 15, 2002 as amended, The Michigan Daily Bylaws
Approved March 16, 2003 as amended, The Michigan Daily Bylaws
Approved November 12, 2004 as amended, The Michigan Daily Bylaws
Approved March 20, 2005 as amended, The Michigan Daily Bylaws
Approved November 11, 2005 as amended, The Michigan Daily Bylaws
Approved October 27, 2006 as amended, The Michigan Daily Bylaws
Approved March 30, 2007 as amended, The Michigan Daily Bylaws
Approved October 19, 2007 as amended, The Michigan Daily Bylaws
Approved March 21, 2008 as amended, The Michigan Daily Bylaws

Approved March 20, 2009 as amended, The Michigan Daily Bylaws
Approved March 26, 2010 as amended, The Michigan Daily Bylaws
Approved October 21, 2011 as amended, The Michigan Daily Bylaws
Approved March 20, 2015 as amended, The Michigan Daily Bylaws
Approved November 12, 2016 as amended, The Michigan Daily Bylaws
Approved March 23, 2018 as amended, The Michigan Daily Bylaws

Appendix: Digital Strategic Plan One-Page Documents (Updated Feb. 2018)

Cutting a day or days of print

Cutting one or more days of print entails not having a physical paper on certain days of the week.

Examples:
This has been implemented at many newspapers, particularly college, including Michigan State's "State News" and Ohio State's "The Lantern." It has ranged from cutting one day, to cutting down all days. Most college papers who have utilized this have stayed with one or two papers per week. Some have run into issues with commemorating large occasions in print when they don't fall on the right day: At the Grand Rapids Press, they did not have a cover for when the Cubs won the World Series. The game went late the first night, and there was no point in doing a special cover the next day because the next time they published was almost a week later.

Implementation at the Daily:

• Business estimates a minimum of $810 for a day of print as of the 2016 contract. So if we cut one day a week, we would save somewhere around $13,000 per semester, depending on where the day falls in the week. (Ex. If we cut Tuesday, we don't have Tuesday class the first week of winter semester, so no money saved.)

• Removes space pressure to write stories of specific length. Can write everything for exactly what it's worth with no major worries. Removes pressure to "find" a certain number of stories/articles

• Speeds transition to digital-first thinking, which is the dominant M.O. in newsrooms, helps with culture shift

Aspects to consider:

• Newsroom atmosphere changes/culture in the newsroom. The need to make a paper drives urgency in looking for quality stories. We may do fewer stories if we cut print, not because it's desirable, but as a natural consequence. This is what we have observed from the State News.

• Our name is The Michigan Daily.

• Should ensure money goes toward balancing costs for edit side (i.e, staving off cuts to edit budget), given that edit is giving up a day of print.

Print Desk

A print desk is a small group of staffers dedicated to producing the print page separately and after the entirety of our coverage is created. Implementing a print desk would involve flipping our production schedule. Editors and writers would work during the day focused on covering all the news, writing and publishing all content online. Once they went home a small group of staffers, the print desk, would be responsible for laying out the print paper.

Examples:
- 9am - Story meeting

  10am - Noon - First shift
  1pm - 3pm - Second shift
  3pm - 5pm - Third shift
  5pm - Publishing meeting
  6pm - Print desk meets

*Staffers and editors sign up in shifts depending on what days fit their class schedule.

- Multiple outlets, including the WSJ and the NY Times, have adopted a variation of a print desk. Analytics on its impact are still forthcoming. Most college newspapers have not.
- The Daily could choose to either implement a print desk separate from every other section, or to integrate staffers from various sections into one as one of their responsibilities.

Implementation at the Daily:
- A print desk would mean that the Daily would no longer have to base coverage on space in print needs, and editors would no longer have to spend time on laying out pages
  - Not being held to print space and print deadline would allow us to be more flexible with our coverage, and to spend more time editing; it would also free up editor time to focus on stories.
  - With more people in the newsroom under a print schedule, more access for day time copy editors and more interaction between staff early in the day would likely occur, enhancing the editing process.
  - Creating a print desk means a group of people to focus only or primarily on print. This wouldn't be the managing editors of the section, so logistically would have to determine who those people are and how they are going to work with the managing editors of the sections. May not be significant interest in joining the "print desk" because print related skills are not helpful in finding a job.
- Changing our production schedule would likely expand who can work for us, and the training they receive.
  - Staffers are fresh because it is morning and day and they have not gone to bed at 2am, and because they are working in shifts and not for extended 6 + hour nights
  - Gain students who have to work or other commitments at night, gain a different type of student who maybe can't commit every night (SES considerations)
  - Staffers and editors can shift roles to focus on digital publication and multimedia techniques that accompany that, instead of InDesign training.

Alterations to layout and design of the print paper
- Currently, only pages from the News section and feature page covers (Sports Monday, B-side, the Statement, etc.) are laid out by the design section. All

other sections lay out their own pages, which can often be a frustrating process to staffers not as familiar with inDesign. Additionally, the cohesiveness of the Daily's style suffers somewhat when there is a great deal of variation between the look of various sections.

● With our current production schedule, it is very difficult to have a specific designer layout every page of the paper because stories must be completely through the editing process. This makes it is very difficult to efficiently utilize the design staff because it is impossible anticipate what time stories will be ready and a page can be created.

● If the Daily switches to a more day-oriented schedule, it is likely that the amount of time spent creating the print paper would decrease dramatically, while potentially allowing for an increase in quality.
  ○ Two or three designers could theoretically work each night to layout the entire print paper with content published earlier in the day. This would ensure that our style is consistent throughout the publication, while also decreasing the amount of time necessary to create pages.
  ○ Publishing stories earlier would also make it easier for designers to create high-quality graphics and illustrations to accompany content. With our current schedule, most design work cannot begin until production does, which limits the creativity and effort that can be dedicated to any infographics or designs.

Aspects to consider:
● Ad sales/financial considerations: Better quality, presentation online + more frequently updated site during the day → More ad sales online, more money. Also important to consider ad sales in print have been consistently dropping each year, and that's where we get the majority of our budget. To compensate for these decreases in print ad sales, this could be considered an alternative to other strategies to make more money that may be less agreeable (surveys online, advertorials...)

● Switching to a print desk would fundamentally reorient the Daily's culture.
  ○ For many editors, their time in the newsroom is defined by spending late nights together working on the print paper, and these nights spur friendship and collaboration. A print desk would mean people aren't in the newsroom at the same time, or for extended periods, meaning new ways to foster friendship and collaboration would likely have to intentionally be created.

● It's typical for some stories to come in later at night, whether they're events or breaking news. Not having reporters and editors in the newsroom may

slow down the editing and publication of those stories. For sections that do in-person reads with staff, it will also fragment that process.
- Editors (who are not design editors) will receive no experience with InDesign and will not learn layout skills. New editors and team structures will have to be created, including determining who has final oversight over the print paper.
- We may lose students who have too busy of schedules during the day

Further research:
The New York Times of the future is beginning to take shape: "The print hub, a dedicated group of designers and editors, will then construct the print paper out of the great wealth of journalism."
http://www.poynter.org/2016/the-new-york-times-of-the-future-is-beginning-to-take-shape/413097/

Example production schedule from University Daily Kansan:
"Granted, fewer print papers = less panic for filing a paper just for the sake of content."
https://medium.com/@katiekutsko/four-goals-for-the-university-daily-kansan-and-how-we-ll-accomplish-them-ff145439ad5d#.me5iisxzk
https://medium.com/@katiekutsko/what-we-re-up-to-so-far-at-the-university-daily-kansan-b472645e0d9c'#.dy0ywwish

Daily Kansan lays out their goals for transitioning to twice daily print paper while dedicating the majority of their resources to online content. The majority of their production now takes place during the day, which may not be as useful of a strategy at the Daily:
https://medium.com/@katiekutsko/four-goals-for-the-university-daily-kansan-and-how-we-ll-accomplish-them-ff145439ad5d#.rfjacghmh

The Lean Newsroom:
Website with a great deal of discussion about the "daily reality of digital first content."

Digital Multimedia Enhancement

Creating new, non text-based ways to display ideas, reporting and information, both paired with other content and as stand-alone features. This can include pairing cutting edge content with cutting edge multimedia, sections of the site set aside to access all stories told through multimedia, and teams specifically for both mobile or web multimedia engagement.

Examples:
- Multimedia features
    - Introductory looping videos
    - Parallax scrolling

- ○ No analog to print paper
  - ○ Comic journalism/reporting - [Josh Kramer for the Atlantic](#)
- ● Data visualization
  - ○ Rollover effects
  - ○ User input and interactivity
  - ○ Visualizations and animations (presenting numbers in meaningful and unusual ways)
- ● Image with every article
  - ○ Small icon graphics that appear with every article on the main page
  - ○ Every article has some kind of photo, graphic, illustration, or other visual element
  - ○ Graphics can be interspersed throughout the article online
- ● Interactives
  - ○ Interactive street view map - [NYT Daily 360](#)
    - ○ Uses Samsung technology
    - ○ Pairs cutting edge content with cutting edge multimedia
  - ● Data visualization can be interactive
  - ● Explanatory graphics can be interactive

Implementation at the Daily
- ● This transition will require a REORIENTING, hiring people with skills that newspapers have never needed to utilize in the past
  - ■ We need to be thinking outside many editors' circles of English, History, PoliSci, and Comm majors. Skills we'll need: coding basics for all editors, graphic presentation of information, design basics for all editors photo-editing and graphics-editing basics for all editors
- ● It will also require understanding what our readers are looking for from us
  - ○ What kinds of multimedia do they like seeing from the Daily?
  - ○ Utilizing analytics to see what, of our work, readers like best
- ● We may also want to consider dedicating individuals only to this, or building up capabilities of sections. This might look like:
  - ○ Collaboration between Design and Web, which is currently done very sparingly.
  - ○ Implementing multimedia within specific sections, or having a multimedia manager within each section. Currently, there is a Daily-wide manager.
    - ■ Act as a liaison between their sections and sections that produce the multimedia content

Aspects to consider:
- Currently, largely only Daily photographers and videographers are allowed to create visual content for the Daily's web site. Moving forward on this initiative will likely require either hiring much larger staffs, or changing those requirements. Other staffers may also need to be open to going to trainings.
- Being aware of when it is important to have a photographer

Further research:
Interesting photographs with a more artistic edge - [Donald Trump in NYT](#)
Slideshows, moving graphics that appear in article summary (without clicking on article)

[This is all a bunch of really cool stuff NYT is doing](#)
[NYT the Lens blog](#) - photo blog with photoreporting and also artistic photography
- Shows photography of NYT staffers but also photographers from other publications
  - A curation of the best work from all over
Multimedia features coincide with the flow of the story - [Snow Fall: The Avalanche at Tunnel Creek NYT (again)](#)
[Coming up with a project, then hiring people not on staff to help tell the story](#)

This document has been adapted from:
[Future NYT](#)

Lighter Content/Presentation
Writing more stories that aren't "serious news", but would be entertaining to a lot of our audience (especially younger readers). Additionally, the idea that for straight-forward or normal content, headlines and presentation should be direct and commercial — intended to draw readers in.

Examples:
- See The Washington Post, which has been able to headline stories in conversational and blunt ways

- ○ See, "Yes, your ballot selfie still might be illegal. Sorry." That's important info that people should know, but it's presented as "light" content.
- Also see Buzzfeed, which even headlines straight news articles with intriguing headlines that convey urgency and action
  - ○ "The UN's New LGBT Rights Watchdog May Be About To Lose His Job" as opposed to "UN discusses future of LGBT Rights position"

Implementation at the Daily:
- There is currently a stigma at the Daily against headlines with the word "How" or even "I", and most headlines are written in a less engaging way as a result.
  - ○ We like to think that people will work hard to read our stuff, but that's simply not the case
- Even if an article is serious, the headline should explain in clearest possible terms its relevance
    - ■ Don't try to be literary or vague
    - ■ Don't be embarrassed to be blunt
- In terms of actual lighter content, we can accomplish this by following the conversations of students and report on what's relevant to them, even if it doesn't have a clear connection to the University
    - ■ For example, a lot of students are Chicago Cubs fans, and an article about them winning the World Series could have been worthwhile
    - ■ For Arts, it may mean making sure pop stars and award shows and blockbusters always get coverage
- We should pay attention to analytics, not necessarily to dictate what you write about, but at least to see what works

Aspects to consider:
- There are understandable ethical concerns about the kind of tone the Daily wants to create with its headlines, and the lighter content it reports on. Especially at the start of implementation, it may be beneficial to have section or MDesk-wide discussions about the kind of tone editors wish to strike, and ensure that managing editors see headlines and content pre-publication.

Tailoring Content/Newsletters/Social

The Michigan Daily serves an eclectic combination of readers. While we're a newspaper for students, they're a plurality — not a majority — of our readers. We have four types of readers:
1. Students

2. Alumni
3. Michigan sports fans
4. Ann Arbor residents

Given our wide audience base, we should make content with a specific audience in mind. We also want to filter content in a way which readers get the content they want to read.

Examples:
- Many publications have different writing styles for different types of content. For instance, an arts review on Kendrick Lamar can be punchier, lighter and more multimedia filled than something like City Council coverage.
- Most publications offer many types of newsletters/news roundups, tailored toward different audience segments.

Implementation at The Daily:
- Expand our current newsletter options, and allow those receiving newsletters to opt into audience groups, as opposed to section-specific ones, which would then receive different content.
- Mobile options are also available to serve this variety of audiences
- Allow website kickers to clarify which content corresponds to which group
- Send out surveys to different audience members clarifying what each group wants to see more of

Aspects to Consider:
- Making sure that re-framing and adding new content doesn't remove any content that we need
- Not compromising our ethics

Signature: Alexis Megdanoff
Date of Signature: 01/09/17

Digital Initiative Amendment 2.4.18

Preface

We currently live in a world where print readership, online ad revenue, and social media referrals are all declining. In order to maintain the type of newspaper that we are all familiar with, we need to expand our capabilities.

Currently, the Daily's digital growth is constrained by channel saturation on Facebook and Twitter. Facebook's algorithm and Twitter's news feed limit the Daily's online growth to the organic growth rate of its online follower base. By creating new channels — including through a mobile application and push notifications — we will be able to accelerate the growth in our digital engagement. For industry context, in FY 2016 the entirety of the New York Times Corporation and Gannett Corporations' advertising growth was attributable to their mobile segments.

Furthermore, the Daily can optimize its digital strategy by creating a larger and more robust analytics team to provide actionable insights and an ownership mentality to content-producing sections.

We can also do this through improving our content to increase social media presence through in-depth analytic feedback.

1. Mobile App and Push Notifications

As social media-driven views decline, it will become more and more important to bring the content directly to people, primarily through an App.

Goals:
- Get a working pipeline for push notification sending by end of semester
    - Have editors/writers place possible notification text right in workflow
    - PushTMD page hosted online without any problems
    - Protocol and best practices in place for when where different types of notifications should go
    - Meetings to determine day's notifications are efficient
    - Rapid response protocol for breaking news in place and tested
    - Intuitive, extensive and real-time analytics on how our notifications are doing

- ○ Implement initial A/B testing on scheduled notifications, with desired features to measure
- Polish App and move articles to native view by early fall semester
  - ○ Finish android version with identical feature set
  - ○ Introduce intuitive gestures into app interface
  - ○ Begin native articles through bookmark page, testing ads as well
  - ○ Transition from mobile website articles to native content articles
  - ○ Measure ad revenue and compare to mobile site, tweak ads as needed to increase value of a user switching from mobile to app
  - ○ Eventually offer an ad-free version for a monthly/yearly fee (far greater revenue than ad views)
- Use user behavior to serve them tailored content
  - ○ Begin collecting user interaction data as soon as possible
  - ○ Create cohorts of users based on certain articles/sections/kickers/menu clicks/notification subscriptions
  - ○ Create a "personalized feed" that serves them articles tailored to their interests
  - ○ Offer a "personalized push" option that sends the user tailored articles, and gives them the option from the notification to say "like" or "dislike"

2. A robust and insightful Analytics Team

We have an incredible wealth of data about our content and our readers, with over 12 years of Google Analytics data. A more robust analytics team could could provide not just data on how our content is being viewed, but real and actionable advice on how we can improve.

- Increase the strength of our analytics team:
  - ○ Short Term:
    - ■ Hire 2 to 3 data sciences or stats majors to join analytics this semester, with GA experience
    - ■ Collaboration between Social, Web, and Content sections to decide concrete goals for analytics
  - ○ Long Term:
    - ■ Brand analytics team as "analytics" when recruiting people
    - ■ Potentially a separate entity from social
- Utilize push notifications to our advantage
  - ○ Begin analyzing push notifications responses
  - ○ Use A/B testing to try out new push notification types or formats
- Solidified scheduling

3. How other sections fit in

Role of individual sections in collaboration with social

- Workflow column created to have direct input from writer/editors for push notification/"social" post:
  - Direct feed from managing editors to social with what becomes a push notification, how tweets/other posts are written - incorporated directly within workflow
- Push notification- article selection:
  - Highlighting/bolding on story list at the beginning of each night to start
- Expanding physical presence of social to better posting, section relation:
  - Social "beats" certain members
  - Embedding members of social into individual sections to improve accuracy and appropriate representation of each article
  - Scheduled times social can come in and collaborate

Signature: **Alexa St. John**
Date of Signature: **02/04/18**