INDEPENDENT MEDIA

UCSB Associated Students are committed to campus supported independent media which they support both through student lock-ins - guaranteed student fee funding – and through the AS annual budget process.

What is Independent Media? Defined most broadly independent media are unconstrained by corporate, financial, or governmental imperatives. Ideally, and in the AS context, they are media that provide a platform for many people, that are premised on Article 19 of the United Nations Declaration of Human Rights. To wit:

> "Everyone has the right to freedom of opinion and expression; the right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media regardless of frontiers.'

In practice this means actively seeking to include those normally marginalized by the dominant media; seeking programming that is often unpopular and/or under exposed; seeking to inform and educate its producers and its users; approaching all of its subjects critically, and scrutinizing conventional wisdom and authorities. AS' commitment is expressed on campus by an independent radio station, KCSB, a weekly printed and online student newspaper, The Bottom Line, and a media center and archive.

Independent Media Meetings

Weekly staff meetings:
- The Assistant Director guides the decision-making process, and ensures alignment and compliance with KCSB mission, rules and policy.
- Consensus-model decision-making

General staff meetings 1-2 times per quarter:
All staff share information, retrain on legal issues, introduce new staff and student staff and approve bylaw changes.

Independent Media Goals

One of the objectives in the 2011 AS Five Year Strategic Plan is to:
"Continuously reinforce independent, non-commercial voice in AS media endeavors, such as KCSB, Program Board, Publications and other services."

To that end, future plans for AS Independent Media include:
- Enlarging the KCSB news department and its programming,
- Working to enhance KCSB's and TBL's community profile,
- Increasing KCSB listenership in public locations, particularly campus locations
- Undertaking a number of public events (town hall meetings, concerts, etc.)
- Insuring KCSB's license is valid and protected by its staff, AS, the University and the community.
- Fully developing the archive and the Media Center.
- Securing TBL financially
- Maintaining broadcasting equipment and the physical plant which were upgraded during the 2011-2012 academic year.
- Purchasing a new propane tank for the emergency generator for Broadcast Peak.
- Completing negotiations for the purchase of a permanent emergency generator for Storke Tower (see discussion below).
- Portable broadcast equipment in the event Storke tower becomes uninhabitable

Who Helps Run Independent Media through AS UCSB

	Management Position: Assistant Director for Independent Media **Managing Independent Media Group: Career staff, each advising different student positions**

KCSB and KJUC	**KCSB Career Positions** • KCSB Development Coordinator • KCSB News Director and Journalism Advisor • KCSB Chief Engineer/Computer technician
	Executive Committee • Ex Comm is composed of thirteen student managers, each representing different KCSB functional areas (see below) with the KCSB advisor (the Asst. Dir. for Indep. Media) as an ex-officio member. Charged with the overall well-being of the station, they determine expenditures, set policies, recommend bylaw revisions, determine special projects, run recruitment and decide on the public profile for the station.
	KCSB Student Positions (Internships) All student staff have one academic year appointments. They may reapply in subsequent years, but are discouraged from repeating the same position to both broaden their experience and open up opportunities to other students. Two key student positions are: • KCSB General Manager: Elected annually in Spring quarter by all current KCSB volunteers at Spring General Staff meeting. *Must be an undergraduate student at UCSB*. • KCSB Program Director: Appointed by the General Manager with the advice of ad hoc committee composed of representatives of KCSB career staff and student staff. *Must be an undergraduate student at UCSB*. All remaining student staff members appointed with the advice of ad hoc committee composed of representatives of KCSB career staff and student staff plus the new Program Director. *Needn't be undergraduate students although priority is given to them. Non-students receive no remuneration.* • External Music Director • Sports Director • Internal Music Director • Assistant Engineer • Promotions Coordinator • KJUC Manager • Production Coordinator • KJUC Program Director • Publications Coordinator • Training and Traffic Coordinator • Associate News Director
	Programming Mediation and Review Committee (PMRC) The PMRC is composed of the Program Director, the Associate News Director, the Internal Music Director, the KJUC Program Director and three to five current KCSB programmers with the Asst. Dir. for Indep. Media as a non-voting member. At the beginning of each quarter, they receive new proposals from all existing programmers and newly tested people wanting to move up from KJUC. From those, they craft a new schedule each quarter. Members of the PMRC review all proposals received from KJUC as well as any programs that have been on KCSB for only one quarter and any programs about which there have been complaints regarding such things as commercialism or technical problems. PMRC also are assigned programs to review by the Program Director and meet during the quarter to discuss programs that have been reviewed. Those reviews are given to the individual programmers.
	KCSB Volunteers All on-air personnel, referred to as 'programmers', are volunteers from the campus and the broader community. About 60 percent are undergraduate students; the balance called community programmers, include graduate students, faculty, staff and people unaffiliated with the University who live within the KCSB broadcast area.
The Bottom Line	**TBL Career Positions** • Journalism Advisor (half time, shared with KCSB News)
	TBL Student Positions TBL has an editorial board of fifteen who serve for one academic year and meet once per week to plan the reporting for the news cycle. Two positions, the Managing Editor and the Content Editor, are elected by the previous year's staff. After their election they and the Journalism Advisor receive applications, interview and appoint the rest of the board. Reporters, photographers and graphic artists are recruited from the student body at large and paid on a per article basis for work completed.
Media Center and Archive	• Media Center/Archive Advisor
	Neither of these is fully realized at this time. The Media Center was originally envisioned by KCSB as a center for student research and activities focused on media related issues. The archive was intended to be a KCSB project, but could be broadened to include TBL and more.

KCSB: During the 1961-62 academic year, several students were given some broadcasting equipment, a gift that spurred them to create a radio station within UCSB. They began a very low power broadcasting station, called Radio Navajo, in one of the residence halls and soon were given space in a university building and assigned the Federal Communications Commission (FCC) call letters KCSB FM. As the station grew and as the deregulation of media during the Ronald Reagan presidency was undertaken, low power radio stations were prohibited. Thus, in the early 1980's, KCSB applied for and was granted a Class B, Non-Commercial Educational (NCE) license with a transmitter located atop Broadcast Peak in the Santa Ynez mountains at a height of 4000+ feet with an effective radiated power (ERP) of 620 watts. It currently broadcasts within those parameters and also streams on the Internet at www.kcsb.org. KCSB's educational mission does not end with its content, it also trains up to 200 new programmers every year through "practice station" KJUC.

KCSB is funded through lock-ins and also through an annual membership and fund drive. KCSB receives its student funds through AS. In addition to a reporting relationship, AS provides accounting services to KCSB, and KCSB career staff are part of the AS cluster. In 2011-12, KCSB celebrated its 50th anniversary. As part of that celebration, they established a large alumni database and held a reunion celebration in April 2012.

> ## KCSB Bylaws & Training Manual
>
> KCSB has bylaws that govern much of its operation. They begin with a Statement of Purpose and include:
> - How programmers and programming occur
> - Punitive policies and appeals processes
> - General job descriptions
>
> The training manual includes more detail, such as:
> - Specific job duties
> - All FCC legal requirements about programming
> - How to complete logs
> - Rules about things such as political statements & personal attacks

The Bottom Line (TBL): In 2007, students interested in creating a second campus newspaper founded TBL. TBL is an online and printed (weekly) newspaper entirely staffed by students with the exception of the journalism advisor (UCSB has no journalism program at the undergraduate or graduate level; the advisor is a professional journalist hired by AS). TBL focuses on alternative journalism models (e.g., not driven by corporate or advertising imperatives) and social justice issues. TBL was not the first such newspaper attempted on campus, but it is the first to survive and thrive. TBL does not have a lock-in but relies on funding through the AS annual budgeting process. TBL is working to develop advertising revenues to provide more reliable funding for the paper and website.

> ## Memberships & Associations
>
> KCSB is active in national and international community media for practical and philosophical reasons. Contact with others with similar missions/responsibilities provides invaluable knowledge and expertise. Philosophically, they remind us of why we do what we do, beyond individual interests. Below are some critical organizations from closest to home to farther afield:
>
> **UCRN** (the University of California Radio Network): Composed of representatives of all UC campuses with radio stations as well as some from other campuses. The UC Regents hold all of the broadcast licenses and provide some legal services. Beyond that, career staff share information about everything from equipment purchases to how to handle a dysfunctional volunteer. Students visit one another's campuses and radio stations and share knowledge at twice yearly conferences.
>
> **GRC** (Grassroots Radio Coalition) is an informal coalition that gathers annually at an affordable conference geared towards volunteers as well as managers. Members network informally and occasionally submit opinions to the FCC or other bodies.
>
> **NFCB** (National Federation of Community Broadcasters): Formed in the late 1970's the NFCB is one of the primary lobbying organizations for community radio and has broadcast attorneys on retainer who assist with legal issues, and keep members abreast of issues relating to community radio stations through a helpful website and legal handbook, published documents, webinars and workshops. They also provide group buys on equipment in some instances.
>
> **AMARC** (the French acronym for World Association of Community Radio Broadcasters) is an international NGO that advocates for communication rights from the grassroots to the UN. It has assisted local groups in establishing radio stations and the legal environments that allow them to exist, and training to help sustain them all over the world. Most countries do not recognize community media; many of them do not recognize freedom of expression much less communication rights, and most people on the planet have no access to media beyond some access to radio. Thus AMARC's work and KCSB's participation can be invaluable. KCSB has participated in international broadcasts focusing on important global social issues such as anti-discrimination, violence against women, water rights, etc. In the aftermath of disasters and in anticipation of crises, AMARC members have provided solidarity actions from rebuilding radio stations destroyed by tsunamis and earthquakes to public denunciations of prosecution of journalists and other human rights violations. Also important, the international community often pays attention to issues overlooked in the US. Finally, AMARC and its international general assemblies serve to revitalize community media practitioners who sometimes forget why they do what they do.

KJUC: Training New Broadcasters

KJUC is a training lab for KCSB. Though KCSB uses the call letters K J U C to refer to it, KJUC is not a legal entity and does not have a broadcast license. The call letters were chosen by volunteers, not the FCC. KJUC programmers have not completed training required to be on air, such as FCC reporting regulations and emergency alert requirements.

History: When KCSB first created KJUC, there were small transmitters located in UCSB's residence halls. KJUC's signal was not sent intentionally, but "attached itself" to the electrical wiring and could be picked up by students if they were close enough to an electrical outlet. The transmitters at the residence halls disappeared as campus developed its Internet capability. Cox carried both KCSB and KJUC for a brief time before cable radio. But even as technology advances removed KJUC from the air, KCSB had decided to remove it due to untrained KJUC broadcasters too often breaking FCC rules. Since KJUC is not an FCC licensed entity, in the FCCs view and in UC admins' view KJUC = KCSB, negatively impacting KCSB.

Training: People with or without prior programming experience must complete the training period at KJUC using the training manual and practice studio time, then pass a competency exam prior to submitting program proposals for KCSB. Students and interested community members are invited to attend trainings and submit KJUC proposals. Selected programmers are given weekly time slots of 1 ½ or 2 hours for an entire quarter during which they learn the tech equipment and FCC regulations, craft a program, "broadcast" to an internal recording medium, train on additional equipment, and eventually take a competency test and become eligible to program on KCSB.

✓   Training Broadcasters Checklist

First week of each quarter, KJUC Manager:
_____1) Advertises for people interested in learning radio broadcast
    _____a) Posts notices throughout campus and the surrounding communities. Tables on campus. Sends an email to incoming freshmen and transfers who have expressed an interest in participating at KCSB.
    _____b) Broadcasts announcements on KCSB
_____2) Prepares information packet which includes a proposal form and information on station policies and basic terminology.
Monday or Tuesday of the 2nd week of classes for each quarter, Ex Comm lead by KJUC Manager and Program Director + career staff:
_____3) Attend the informational meeting
_____4) Explain how to prepare a proposal
_____5) Invite attendees to attend two hour training session
During the 2nd week of classes for each quarter, Executive Committee Members:
_____6) Conduct training sessions (usually three daily total training 15-20 people each-more added as needed)
_____7) Review proposals
_____8) Select participants based on proposal content, diversity and availability
By Friday before the 3rd week of classes for each quarter, KJUC Manager and Program Director:
_____9) Create a schedule for KJUC
By Sunday before the 3rd week of classes for each quarter, KJUC Manager and KJUC Program Director:
_____10) Post schedule which includes:
    _____a) Weekly timeslots of 1.5 to 2 hours weekly limited to 8 a.m. to 8 p.m. weekdays.
Throughout the quarter, KJUC Manager and KJUC PD with assistance from other Ex Comm members:
_____11) Train/review KJUC programmers, train on additional equipment, hold listening sessions and critique programs individually. This includes ENCO/DAD Pro training, Audacity training and control room training
_____12) Prepare them for the competency test which allows them to apply for slots on KCSB
When a prospective programmer has completed at least one quarter on KJUC, a career staff person or Ex Comm member:
_____1) Administers a competency test to people who have completed at least one quarter on KJUC
_____2) Career staff or members of the Executive Committee grade the exams

Finding New Programmers through Outreach

At orientation throughout the year, Ex Comm and career staff:
- Collect interested student names and contact information
- Invite listeners to participate as well

At the beginning of each quarter, Ex Comm and career staff:
- Email people who previously expressed interest
- Distribute flyers
- Table
- Target marginalized groups
- Make announcements on-air (the announcements are added to the log so programmers play it at various times throughout the broadcast day and night)

KCSB Programming

Programming decisions for KCSB are made quarterly with proposals required for each program, each quarter. Reviewers ensure proposed programs meet KCSB mission (diversity, under/over-representation, commerciality, good mix for KCSB). The Programming Mediation and Review Committee (PMRC) meets with and advises the Program Director who makes final decisions, and the Asst. Dir. for Indep. Media and General Manager approve the new schedule which is then posted by the Program Director.

Placements: KCSB does not offer preferential air space based on money raised or popularity. Programming seeks to meet the stations goals and acknowledge programmers who've done a good job. KCSB also does not import programs unless it has a shortage of local programmers. There have been times when some members were tempted to import a "good" show. Only news and public affairs programs may be imported.

That said, KCSB is not a station just for students, but is a student station for the community. Being a resource to the community gives the station support in the community and in administration which helps preserve and protect the station in the long run.

The Program Director and the PMRC are also responsible for ensuring that all parties adhere to existing program monitoring timelines as outlined in KCSB's bylaws. It is particularly important that the Program Director ensure that programmers receive reviews before mid-quarter so programmers needing improvement can make changes.

√ Programming Checklist

By the 9th week of a quarter for the following quarter and throughout the proposal period, the Program Director:

_____1)   Notifies all programmers with existing shows and all with KJUC training and certification that KCSB is accepting proposals for programming for next quarter

_____2)   Makes proposal forms available via email and hard copy at KCSB

_____3)   Ensures proposal forms indicate the last day of the programming quarter (different from last day of academic quarter).

_____4)   Fields questions from prospective hosts re: proposal process as do all Ex Comm members and career staff.

By the first Monday of the new quarter, existing and prospective hosts:

_____5)   Submit proposals (new proposals must include an audio component)

By the first Monday of the new quarter, Program Director:

_____6)   Schedules two meetings of the PMRC: one to review existing program renewals and one to review new program proposals

Between the proposal submittal date and the date of the first PMRC meeting, the Program Director:

_____7)   Opens proposals and organizes them into folders, one for each day of the week, plus one for returning programmers (scheduled in the past but not on existing schedule) and one for new proposals.

At their scheduling meetings, the PMRC:

_____8)   Reviews all existing shows with renewal applications. Ensures consistency with station policy, e.g., non-commercial, topical, up to date…, and no significant programmer violations

_____9)   Reviews existing shows without renewal applications in case there has been an error re: reapplying

_____10) Reviews new program proposals to ensure content meets mission

_____11) Uses template to make recommendations to the Program Director

_____12) Members sign recommended schedule

By noon of the Friday before the new schedule begins (6 a.m.2nd Monday of the quarter), the Program Director:

_____13) Reviews recommended schedule with the GM and the Asst. Dir. for Indep. Media who look at broad picture: lineup; diversity, culture, fairness (program always in a bad timeslot?); meets KCSB's goals

_____14) Makes final programming decisions.

_____15) Has Asst. Dir. for Indep. Media and Station Manager sign-off

_____16) Prepares new program schedule for PMRC, GM, and Asst. Dir. for Indep. Media to sign

By 5p.m. the same Friday, the Program Director:

_____17) Posts the signed new program schedule at the station

_____18) Emails final schedule to current KCSB staff list

_____19) Notifies the News Dir. of new schedule

_____20) Gives News Director contact info for programmers on air just prior to pre-recorded programs to ensure that the News Director trains those programmers on how to run the pre-recorded programs

> **Programming qtr vs. Academic qtr**
>
> The proposal form should clearly indicate the last day of the *programming* quarter as it does not correspond the last day of the academic quarter.

Any time after 5p.m. the same Friday, prospective programmers:

_____21) Visit station to see new schedule

By the end of the following week, the Publications Coordinator:

_____22) Creates, prints, distributes and posts to the station website, the new quarter's Program Guide

By applicable times the first week (before their show), the News Director:

_____23) Informs applicable programmers of their responsibilities for starting pre-recorded programs and trains re: how to start

Before mid-quarter, the PMRC, as assigned by the Program Director:

_____24) Reviews programs & meets to discuss reviews

_____25) Gives the reviews to the individual programmers

After first reviews, programmers needing improvement:

_____26) Correct programs in order to be considered for the next session

Throughout the year, the PMRC, as assigned by the Program Director:

_____27) Continue reviewing programs & meeting to discuss reviews.

_____28) Gives the reviews to the individual programmers.

KCSB Programming Content, Guidelines and Future Planning

KCSB's programming has changed through the years quite dramatically but gradually. It is determined by the by-laws, but also by the interests of the people who come to the station to create content and the philosophy of the student managers. The Assistant Director can have (and has had) an impact on that philosophical approach, but that occurs very slowly and should only be by persuasion, not fiat. (Fiat has been adopted at a number of college stations but it subverts any notion of independent media.)

At this time, the KCSB mission embodies the approach that is taken by PMRC in developing the schedule. Specifically, Article II of the KCSB By-Laws:

> KCSB is a non-commercial FM station broadcasting for the public interest. As such, it enters no commercial contracts which allow access to the airwaves and it strives to provide programming substantially different from that carried by commercial broadcast media. It is also designed to be educational for both programmers and listeners. UCSB students and community members are provided an opportunity to learn the fundamentals of radio broadcasting, both technically and in terms of broadcast content, and to explore more advanced aspects of broadcasting and the audio medium.

> KCSB strives to ensure that these opportunities are offered to a diverse community, especially people who are traditionally underrepresented in broadcasting. For its listeners, KCSB strives to provide programming that is stimulating, informative and generally unavailable from other local media. KCSB's news and public affairs programming shall place emphasis on providing a forum for underrepresented and/or controversial perspectives on important local, national and international issues. Its cultural arts and music programming cover a wide spectrum of expression from traditional to experimental which reflect the diverse community which KCSB serves. KCSB and its programmers shall strive for programming excellence, both in content and technique. As a member of the University of California Radio Network, AMARC, Grassroots Radio Coalition, and NFCB, KCSB supports other member stations of the network and works to share expertise and programming with those stations.

The KCSB schedule can be characterized as 'free form' (or 'crazy quilt!') as there is very little block programming either vertically or horizontally. The exceptions are the news block and to some extent the public affairs blocks.

"Independent, aggressive and critical media are essential to an informed democracy."
FAIR-Fairness and Accuracy in Reporting

KCSB News Programming

KCSB news has three deadline cycles: daily, breaking and weekly enterprise stories with occasional enterprise stories that span the one or two quarters. Daily on weekdays, KCSB has a half hour afternoon/evening broadcast of news. Ten -15 minutes is local news produced by KCSB, the remainder is from SSRN.[1] The News Director works with the Associate News Director, the Special Projects Desk Producer (UC system news) and others, such as the elections reporter[2] on content, journalistic ethics, style, resources, recruiting and training of volunteers in production, journalistic practices e.g., where to find stories, what constitutes "newsworthiness," sources and documentation as well as in ethical media practices including fairness, accuracy and respect for privacy. Maintaining training and participation throughout the academic quarter is a top priority. KCSB's reporters are primarily undergraduate students, but also include volunteer community reporters.

KCSB follows a set of Editorial Guidelines and trains all students (staff and volunteers) and community volunteers on these guidelines as well as procedures for news production at the beginning of each quarter. In addition, the News Director holds workshops throughout the year on various elements of reporting: fact checking, interviewing, etc.

NOTE: News and Sports should hold separate recruitment meetings early in each quarter. Reach out to professors or TAs who may be willing to give academic credit for participation in the news department. In the past this has included labor and environmental reporters. When students are receiving credit, expect at least 10 hours a week throughout the quarter—much more rigorous than what is expected of volunteers. Budget funds for print ads and posters for quarterly recruitment.

√ News Programming Checklist

At the beginning of each academic quarter, the News Director and Associate News Director (student position):
_____1)   Prepare outreach materials with the rest of KCSB
_____2)   Prepare for informational meeting for interested people
During the second week of each academic quarter, the News Director and Associate News Director:
_____3)   Hold informational meetings for interested people
_____4)   Begin training interested people in:
　　_____a) The fundamentals of journalism
　　_____b) Interviewing
　　_____c) Journalistic ethics.
During the third week, the News Director and Associate News Director with the Asst. Dir. for Indep. Media:
_____5)   Continues training interested people on:
　　_____a) Use of equipment
　　_____b) Preparation of audio stories
By the fourth week, the News Director and Associate News Director with the Asst. Dir. for Indep. Media:
_____6)   Tests prospective news producers and anchors (in order to be a board operator (anchor producer) students must pass a broadcast test.)

Producing the daily news segment(s)
Daily, the News Director (or designated student):
_____7)   Prioritizes coverage, assigns and edits stories:
　　_____a) Interview
　　_____b) Produce field reports
　　_____c) Write news copy
　　_____d) Reviews all other reporters' copy
　　_____e) Listens to audio of interviews to assure they are broadcast quality
　　_____f) Anchors or engineers live newscasts
_____8)   Oversees & determines the lineup for each newscast
Daily, experienced volunteers:
_____9)   Review the News Director's copy
Weekly, the Public Affairs Programmer:
_____10)   *Pro*duces a public affairs program
As applicable, the KCSB Special Projects Desk Producer:
_____11)   Produces and broadcast live, public comment period of the UC Regents as well as a pre-show
When breaking news occurs, the News Director, in consultation with the Asst. Dir. for Indep. Media and the Program Director:
_____12)   Determines whether/ when to interrupt regular broadcast
Occasionally, KCSB staff and/or volunteers:
_____13)   Produce special enterprise work such as live political convention coverage which requires:
　　_____a) A detailed proposal of work with a budget to be authorized by the Executive Committee, the Asst. Dir. for Indep. Media and the AS Executive Director.
_____14)   Produce special investigative reports which require:
　　_____a) Pre-reporting with a small team
　　_____b) Careful oversight to ensure appropriate investigative practices (careful research, follow-up interviews, etc.) were followed

> ### KCSB: Broadcasting 24/7
> One of the many rules to which KCSB must adhere is to maintain programming 24 hours a day, 7 days a week. **Failure to do so** constitutes a major violation of FCC regulations.

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[1] SSRN is the Social Science News Network which is "devoted to the rapid worldwide dissemination of social science research and is composed of a number of specialized research networks in each of the social sciences."—from the SSRN website: www.ssrn.com
[2] KCSB has an elections reporter during election years and uses the position differently depending on the news in other years.

KCSB Emergency Programming

KCSB is a part of the UCSB and Santa Barbara County emergency response network. Meetings of both planning groups are attended by KCSB staff. The Asst. Dir. for Indep. Media, the News Director and Journalism Advisor are representatives to those bodies. The Asst. Dir. for Indep. Media is currently on 24 hour emergency call back for the University. That is, in the event of an emergency, s/he should report to work either at the station or the UCSB Emergency Operations Center (EOC).

KCSB is also a member of Radio Ready, a county program with agreements among a number of local stations and other media outlets, to share information and contacts during an emergency. SB County Emergency Operations has provided KCSB with a satellite phone (located in Wire Closet). **NOTE:** The Asst Dir for Indep Media must confirm current satellite phone procedures with County EOC service providers may change.

The UCSB EOC is located in the Environmental Health and Safety Building. They provide KCSB with an 800mHz phone (located in the News office) for use for campus communications in an emergency. KCSB has a dedicated emergency analog phone line with a private number (893 2012) to receive calls from campus in an emergency.

The Asst. Dir. for Indep. Media, Program Director and News Director should all have current contact names and emergency numbers for both the County and UCSB EOCs with them at all times.

KCSB is also a member of the Emergency Alert System. All broadcasters are trained at KJUC on how the program works: SAGE INDEC (Incoder-Decoder) will take over KCSBs signal in an emergency if the system is activated from the stations above KCSB in the local Emergency Response Plan.. KCSB must broadcast tests as required by the FCC. .

NOTES: KCSB has had discussions about purchasing remote broadcasting equipment in the event that either the Storke Communications Building or the Broadcast Peak facility is damaged and unusable. No action has yet been taken. In 2012 UCSB installed a new emergency generator for Storke Tower and the surrounding community with help from a $10k KCSB contribution. UCSB lead electrician, currently (1/12) Jim Morrison 451 9306 x4561, has been instrumental in ensuring emergency generator is available.

✓ Emergency Programming Checklist

Throughout the year, the Asst. Dir. for Indep. Media:
_____1) Trains staff and programmers regarding emergency procedures at general staff meetings and via email.

When an emergency arises, members of the UCSB or Santa Barbara County Emergency Operations Center (officially), or possibly a KCSB listener (unofficially):
_____2) Notifies the station of an emergency

Immediately after an official notification, or upon verifying an unofficial notification, the programmer receiving the call:
_____3) Notifies the Asst. Dir. for Indep. Media or the engineer. Contact information for both is posted in the Control Room of the station.
_____4) Determines whether the emergency is endangering them.
_____a) If they are in danger they notify the Asst. Dir. for Indep. Media and move to a safer location
_____b) If they are not in danger, they remain in place until the Asst. Dir. for Indep. Media, engineer or designee arrives.
_____5) Begins broadcasting all verified information received from the EOCs
_____6) Broadcasts information received from listeners as unverified if it seems credible
_____7) Attempts to confirm unverified information via official sources

In an extended emergency, KCSB
_____8) Sends reporters to press conferences (though not into dangerous field conditions)

If the station loses power, the person on duty:
_____9) Notifies the UCSB Physical Facilities who would bring an emergency generator to the site as necessary. In the event of a power outage at Broadcast Peak, there is an emergency generator which should automatically activate.

As the emergency continues, the person on duty:
_____10) Works with other radio stations and the Santa Barbara Independent, sharing resources and information.
_____11) Stays in contact with representatives at the EOC, including fire and police response teams.

If listeners in the area are in imminent danger or evacuation order, KCSB:
_____12) Tracks and reports news; updates continuously

When breaking news occurs, the News Director and/or Asst. Dir. for Indep. Media:
_____13) Determines whether and when regular broadcast should be interrupted

If there is no imminent danger or evacuation order, KCSB:
_____14) Frequently interrupts programming, but avoids "hysterical reporting"

Throughout the emergency:
_____15) Programmers: Log programming as played (with changes and interruptions)
_____16) Administrators: Track any additional expenses (in case the University submits insurance reimbursement for the emergency)

Broadcasting Legal Requirements & Enforcement

In addition to UC and AS governance and the regulations of the US Forest Service, where some of the broadcasting equipment is located, KCSB is subject to various media regulations such as the Digital Millennium Copyright Act (DCMA), and of course, the broadcast regulations of the Federal Communication Commission (FCC). The regulations that particularly apply to Non-Commercial Educational (NCE) radio licensees can be found primarily in two documents:

1) The **Public Radio Legal Handbook**, published by the National Federation of Community Broadcasters (NFCB), is a compendium of all FCC regulations applying to NCE stations. It is available in hard copy and is also available electronically to NFCB participating members like KCSB at an annual cost. All programmers are trained and tested on FCC regulations concerning:

- Commercialism including underwriting
- Promotions including payola and plugola
- Equal access requirements for political candidates
- Personal attacks
- Indecency, obscenity and profanity
- Program and transmitting logs
- Power regulations
- Emergency alert systems
- Meter readings, including turning the station on and off
- Location and contents of FCC required 'Public Files'
- What to do if the FCC shows up at the station

All of these requirements are covered in the KCSB/KJUC Training Manual. The manual's FCC content requirements are current. KCSB also has a training video. Despite *looking* dated (it was made in the 1990's), it is still quite current. There are also periodic update memos issued by the broadcast lawyers for the NFCB (Garvey, Schubert, Barer) and the University (Dow Lohnes).

2) Streaming Copyright Basics from Garvey, Schubert, Barer contains all of the basics regarding the DMCA. These regulations do not originate with and are not enforced by the FCC; rather, congress passed this act prior to 2000 in an attempt to constrain broadcasters who had begun to stream their air signals on the Internet as KCSB does. Sound Exchange was created as the management and enforcement area of this Act and all streaming broadcasters are required to report in one form or another and to pay a fee for services.

KCSB is currently covered by an NFCB/CPB agreement. Annual Sound Exchange fees, normally $500, have been covered by the CPB (in the near future, KCSB will be charged a reduced fee of $275). In turn KCSB is required to provide data on all of the music played during a two week period each calendar quarter. All programmers are required to enter their music playlists in online service Spinitron and the data is reported by the Development Coordinator to Sound Exchange (DCMA regulation for artists' reimbursement).

The owner of an FCC license has legal responsibility to exert control over the license. UC is the owner of KCSBs license, and the Asst. Dir. for Indep. Media is the regent's legal representative. Additional Requirements with which the Asst. Dir. for Indep. Media and General Manager must be familiar include all legal requirements included in the Public Radio Legal Handbook:

Enforcement:
- Knowledge of Disciplinary Actions and Fines
- On-Air IDs
- FCC Guidelines re: Signal Monitoring
- Changing legal issues for broadcast industry

Public Files Required by the FCC:
- Ensuring the FCC publication The Public and Broadcasting is available on demand and maintaining the following required documentation:
  - License application
  - Broadcasting logs
  - Permissions to broadcast (e.g., guest lectures not part of public domain)
  - Complaints
  - Political candidates requests for airtime and the time and length of their appearances.

NOTE: The Asst. Dir. for Indep. Media retrains staff on legal requirements throughout the year at General Staff meetings.

✓   Broadcasting Legal Requirements & Enforcement Checklist

Annually, every broadcaster:
_____1) Completes the KCSB training program which includes the legal requirements and passes a broadcast test before they can go on air

Throughout the year, the Asst. Dir. for Indep. Media:
_____2) Reinforces, retrains and updates staff on legal requirements at General Staff meetings

Daily, every broadcaster:
_____3) Completes program and transmitter logs (power output, who was in studio, any transmission failures, etc.)

Weekly, the Chief Engineer:
_____4) Checks transmitter logs to ensure that KCSB is operating within legal parameters including EAS tests
_____5) Notes errors
_____6) Signs off on the logs
_____7) Sends logs to the Training and Traffic Coordinator who generates an error list and places the logs in the Public Files.

The Training and Traffic Coordinator:
_____8) Posts the logs and identifies errors at least quarterly

Programmers:
_____9) Correct errors at least quarterly

When repeated errors or license threatening errors occur, the Chief Engineer or the Training and Traffic Coordinator:
_____10)   Reports to the Asst. Dir. for Indep. Media or the General Manager

The Asst. Dir. for Indep. Media or the General Manager:
_____11)   Administers disciplinary actions which may include:
        _____a) For an infraction that does not jeopardize the station license or endanger personnel: issues a warning or minor violation (e.g., failing to attend general staff meeting, failing to correct log errors, being late for program, using a substitute more than three times per quarter)
        _____b) For serious infractions that could endanger the license (e.g., failing to do show), issues a major violation: e.g., suspends the program host for two weeks for the 1st violation

If a second major violation occurs in a one year period, the Asst. Dir. for Indep. Media or the General Manager:
_____12)   Suspends the program host for a minimum of two quarters

Suspended programmers:
_____13)   May appeal suspensions to ExComm

On January 10th, April 10th, July 10th, and October10th, the News Director:
_____14)   Collects the public issues files for that quarter, gives to the Asst. Dir. for Indep. Media for signature and places them into the Public Files

> ## License Renewal
> The UC Office of the President (UCOP) handles license renewal for KCSB. Renewal will occur in 2013. Work begins in Spring with the Information and Technology Services, Pr. Admin Analyst filing all applications as the Regents hold the licenses. Each station must provide information and UCRN steering committee work together to ensure that deadlines are met.

KCSB is also required to provide data on all of the music played during a two week period each calendar quarter to Sound Exchange (DCMA regulation to compensate musicians)

Before or during their programs, all broadcasters:
_____15)   Enter their music playlists in Spinitron online service. If a programmer is unable to do so, ADA regulations would allow for special exceptions to enter data after the program. Those programmers should consult with the Asst. Dir. for Indep. Media to arrange an alternative

By the end of January, April, July and October, the Development Coordinator:
_____16)   Reports the data regarding any two week period in the quarter to Sound Exchange

> *"The media is absolutely essential to the functioning of a democracy. It's not our job to cozy up to power. We're supposed to be the check and balance on government."*
>
> *"Independent media can go to where the silence is and break the sound barrier, doing what the corporate networks refuse to do."*
>
> -Amy Goodman, *Democracy Now*

KCSB Revenue, Budget and Expenditures

Revenue: KCSB is primarily funded by 'lock-in' in which the undergraduate students of UCSB vote on alternating years to tax themselves (currently $2.28 per student per quarter) to cover operating costs of the station. That currently totals about $140,000 per annum. Additionally, through the same mechanisms, students fund Communications Personnel (KCSB and other media professional staff) at about $250,000 per annum. Other revenue sources include:

- Annual fund drive (~$26,000/yr)
- AT&T cell site income ($45,000/yr) with a reserve of approx. $200,000
  These funds are entirely for the use of KCSB except for 10% to AS Admin and 10% to Comm Personnel for administrative costs.
- Verizon Cell site income ($25,000/yr-shared among Storke occupants for building maint. & repairs (less 20% as above)
- Deixler Fund: KCSB Sports dept. endowment, primarily used for travel (~$4000.00 depending on economy)

As a Non-Commercial Educational (NCE) licensee, KCSB is prohibited by the FCC from advertising or receiving remuneration for political announcements. It may receive underwriting revenues but currently does not do so as it does not need the funds and the tracking necessary is very time intensive. KCSB currently sets aside approximately $20,000 annually for two relatively new initiatives: the KCSB Media Center and the KCSB Archive Project.

The lock-in amount does not change unless KCSB requests and students vote to increase the amount.

Expenditures: KCSB decides on its own expenditures and generates requests for completion by AS Accounting which handles account transfers and check writing and keeps records consistent with other AS processes.

- Every purchase requires a requisition with two signatures.
- Each professional staff member has an open PO with prescribed limits.
- Asst. Dir. for Indep. Media requests and reviews monthly expenditure and accounting reports.
- Approx. three events per year; not many instances when students and staff need checks or requisitions.

NOTE: All of this pertains to only KCSB operating budget. Trustee accounts are handled differently, primarily by career staff.

√ Revenue, Budget & Expenditures Checklist for Operating Accounts

Every other Spring, UCSB students:
_____1) Vote on funds allocations for student fees (lock ins)

In January, the Station Manager and Asst. Dir. for Indep. Media:
_____2) Draft a budget based on lock-in amount for next fiscal year.

In February, the Executive Committee:
_____3) Approves the budget and passes it to the Finance Board for approval. FB may question allocation distribution but not amount of KCSB budget.

In April/May, the Finance Board:
_____4) Approves the budget. Neither Finance Board the President nor the Senate may cut a lock-in amount; however, they may question budget breakdown

In May, the Senate and the President:
_____5) Sign the budget

Once the Finance Board has approved the budget, the Executive Committee throughout the fiscal year:
_____6) Approves all major expenditures
_____7) Serves as fiduciary budget agent by:
    _____a) Discussing expenditures in weekly Ex Comm meetings
    _____b) Voting on expenditures, usually after arriving at consensus
    _____c) Filing appropriate AS paperwork (requisitions)
    _____d) Purchasing directly from vendors.

Every month or at least quarterly, the Asst. Dir. for Indep. Media:
_____8) Requests and reviews monthly expenditure and accounting report from AS Financial Services (requests made since reports are not generated automatically.)

Twice a year, the Asst. Dir. for Indep. Media:
_____9) Prepares a "budget snapshot," and presents it to the Executive Committee

Sample Budget Snapshot
Date, KCSB Budget Report, Asst. Dir. for Indep. Media

Fund		Budgeted	Actual
6200	Staff Salaries	$55,000.00	$0.00
6500	Workstudy	$5,000.00	$0.00
6600	General Assistance	$0.00	$0.00
7000	**Operating**		
	Telephone	$8000.00	$0.00
	Duplicating/ Printing	$4500.00	$0.00
	Advertising	$9145.00	$0.00
	Rentals/ Leases	$12000.00	$0.00
	Supplies	$15000.00	$0.00
7000	**Operating Subtotal**	**$53,645.00**	**$0.00**
7100	Honoraria	$0.00	$0.00
7200	Contracts	$0.00	$0.00
7800	Travel/Conference	$7,000.00	$0.00
7900	Special Projects	$20,000.00	$0.00
8600	Fees	$4,195.00	$0.00
	Total	**$139,840.00**	**$0.00**

Generally, KCSB is financially healthy but not without risks, particularly for our cell site income which the University has recently restricted. There are also technological changes that need to be considered including the shift to HD broadcasting and efforts to digitize library.

KCSB's Cell Towers: History and Revenue

KCSB receives cell site revenues from two different companies with two different dispersals

1. The oldest site is now owned by AT&T.[1] UCSB's Business Services distributes income from the site annually at the beginning of the year after receiving a required request(s) from AS Administration. When funds are received, they are distributed as follows:
    - 10% to AS Administration for handling the account
    - 10% to Communications Personnel for working with the company and UCSB Business Services
    - 80% to KCSB for deposit to account #935

   Ex Comm approved expenditures of more than $5,000. This is similar to requirements for KCSB's investments.

2. AS/KCSB developed a second cell site agreement with what is now Verizon.[2] Funds from this site are received as above, but distributed as follows:
    - 10% to AS Administration for handling the account
    - 10% to Communications Personnel for working with the company and UCSB Business Services
    - 57% to the Daily Nexus which occupies 57% of the building not used as common space (e.g. restrooms, library). Funds go into its Storke Services account
    - 43% to KCSB which occupies 43% of the building for its sole use.

   If the distribution of space in the Storke Communications Building changes, AS/KCSB must ensure that the distribution of funds changes as well. A space audit was completed in summer 2011.

<center>* * * * *</center>

[1] The AT&T contract was developed by KCSB and AS in 1990-92. It was the first site developed at UCSB and became a model for subsequent contracts. AS/KCSB directly negotiated and managed the contract throughout the first and second contract periods, but UCSB eventually took over their management. KCSB gave up space on the ground level of Storke Communications Building and therefore received all of the income from it until 2008 (see below). The income was received monthly until about 2010 at which time UCSB Business Services began requiring a request for dispersal from AS and dispersed the funds annually.

[2] The second cell site was developed about 5 years after the first. That contract was developed as an income source to take care of the Storke Communications Building which is considered to be an 'orphan' building by the University, that is, a building with no funding for long-term maintenance.

When AS/KCSB first developed these contracts, they included annual increases that came to the KCSB and the Storke Services accounts. However, in 2008, the University Business Services indicated that they were going to take over the contracts and all of the income. AS/KCSB staff and other recipients of other cell site income challenged that decision and were eventually guaranteed income at the 2007 rate with no subsequent increases. All increases began going to the University. However, an MOU was created and last verified by Vice Chancellor Gene Lucus on April 14, 2009. It guarantees that AS shall continue to receive $71,522 annually on a permanent basis. Those funds are divided between 1 and 2 above in the amounts of $45,000+ and $26,000+/- respectively.

Media Development and Fundraising

KCSB has a Development Director who heads up development, fundraising and promotion efforts under the direction of the Asst. Dir. for Indep. Media. Efforts include:

Fundraising and Development

Annual On-Air Fund Drive. Currently held for 10 days in February, the drive is an opportunity to raise needed funds, to receive feedback from listeners, gather listener information (donor data is stored electronically), give out KCSB-themed or programming themed gifts and issue on-air acknowledgements. Fund drive proceeds are allocated to the membership account (a separate account which funds premiums, concerts and augmenting music genres underrepresented in the KCSB music library.

The annual fund drive is a major undertaking which in 2011 raised $25,000. It takes approximately 100-150 people to successfully run the pledge drive. Each year the Development Coordinator trains 50-75 new volunteers in small group trainings of 5 to 10 people (approx. 20 trainings). About half of the volunteers are returning from previous years. Volunteers include students and members of the public. The drive process, briefly:

- Staff, students and community volunteers take donations over the phone and post receipts same day. Donations must be trackable backwards and have theft protection. KCSB adds the last 4 digits of credit card or check number in individual donor's electronic record, and donors receive thank you & tax receipt
- Mailed checks are sent to a separate PO Box and has cash-handling procedures in place
- Donor information is maintained on electronic database
- In-kind donors are acknowledged and data maintained as well
- KCSB's reputation and connections in the community mean that it receives an abundance of premium donations to give as incentives during the fund drive. The station does not pay to create special premiums. Some under-serviced genres may purchase wholesale at times.

Other Donations. KCSB seeks funds throughout the year from donors and follows the same procedures as for the fund drive for tracking, cash-handling and premiums when donations are received.

Product Sales. KCSB has a small number of product sales. The auditors want every item receipted. It is possible that it would be more cost-effective to give away those items (e.g., training manuals, blank CDs).

> **NOTE:** The fund drive process is being reevaluated in 2013. Some of the issues that require examination:
> - The amount of effort for the drive compared to the revenue raised
> - Other methods of raising funds and other methods of engaging with and getting feedback from listeners
> - Premium values can exceed the funds raised. Examine alternatives such as coupon books for the businesses that have been supportive over the years.

Promoting KCSB

Promotion is an important component of development. KCSB sponsors, co-sponsors (with other non-profits and The Independent,) and presents events, speakers and musicians. KCSB also produces public service announcements, and tables at events. All special projects, whether entertainment, news or education related should meet the following criteria:

- Should be a service to the community
- Should enhance KCSB's visibility positively
- Should educate KCSB volunteers and others about the importance of community media
- May raise money, but they needn't. However, costs should be weighed against the benefits defined above.
- Events should be primarily managed by the Executive Committee and the scope of them fully understood prior to undertaking them.

Public Air Time: It is a goal of the program to increase KCSB listenership in public locations, particularly those locations that carry radio on campus, such as on-campus restaurants. The Development Coordinator is working with these establishments to stream KCSB music programming; understandably, some do not want to broadcast KCSB while talk programming is airing.

√ KCSB Cash Handling Checklist

Year-Round or during annual on-air fund drive, staff, volunteers or donor (if online):

_____1) Enter donor/prospective donor info into database

_____a)   Date, Name, Address, Show interests

If donor pays, staff, volunteers or donor (if online):

_____2) Enter payment info (card, PayPal, Network For Good, cash, checks)

If donor pledges, KCSB Development Coordinator:

_____3) Mails invoice within 24 hrs with return envelope to special P.O. box

When cash or checks come in, KCSB Development Coordinator:

_____4) Records receipt of the check or cash in the membership database

_____5) Endorses checks (stamps the back)

_____6) Mail receipts for cash & checks within two hours

_____7) Puts cash/checks into locked drawer until time to take to AS Admin

For Credit Card Transactions, Staff or volunteer:

_____8) Enters number into POS terminal (fund drive has a POS terminal)

_____9) Does not write down credit card number

_____10)   Prepares an envelope for each donor:

_____a) Stuff the envelope with invoice/receipts

_____b) Addresses the envelope to the donor

_____c) Places Merchant Copy of invoice (provided by POS terminal) outside invoice/receipt envelope

_____11)   Collects those Merchant Copies after the last transaction of the batch and reconcile all of the accumulated individual transactions with that day's batch report.

_____12)   Gives or mails customer copy of invoice (from POS terminal)

If donor orders a premium, staff or volunteers:

_____13)   Give them premium (if they pay in person and premium is on hand) and receipt. Note value of the premium on the receipt

_____14)   If online or phone donation, mail premium w/receipt, noting premium value. Include a sticker/magnet and schedule

If donor does not order a premium, staff or volunteers:

_____15)   Mail the receipt/invoice. Include a sticker/magnet and schedule

Every weekday morning of fund drive, KCSB Development Coordinator:

_____16)   Prepares a Daily Tape Batch Report of credit card sales

_____17)   Assembles merchant copies & cross checks

_____18)   Reconciles "trouble" items placed in the "trouble box" by volunteers

As subsequent donations arrive, Development Director:

_____19)   Photocopies all checks twice and files under lock and key

_____20)   Receives reports from PayPal & Network for Good

_____21)   Checks against database, and updates pledges as paid

_____22)   Follows procedure for every weekday morning of fund drive (above)

Misc. music sales (throughout the year), KCSB Development Coordinator:

_____23)   Issues ledger receipts

_____24)   For planned music sales, see Event Ticket Seller Process

When total amount collected exceeds $500

_____25)   Take to AP/AR in Administration

When batch report, checks, cash come to Administration, AP/AR coordinator:

_____26)   Verifies deposit & prepares deposit paperwork

_____27)   Takes to cashiers office

Also see AS EVENTS Process.

Documentation, Recordkeeping, Archiving

The efforts to establish an organized archive of KCSB programming began in 2009-10. The intent is to catalogue all existing material and eventually digitize it, but also to collect additional material from programmers past and present to add to that base. The effort is to include as much unique material as possible, e.g. public affairs, news, sports, interviews, etc. And to acquire samples of each music programmer's program each quarter. Prior to 2012, over a thousand audio files in various media had been catalogued, but not in an organized manner. Some digitizing was done, but only on an as wanted basis. In 2012, KCSB received a $10,000 grant to assist with this project. The following equipment should be purchased and the steps at right should be undertaken to ensure the success of this project:

Equipment: The following list was submitted to donors:

- Reel-to-reel player
- Cassette player
- CD player
- DAT player
- Mini Disc player
- Audio mixing console (6 to 8 channels)
- Two computers
- External hard drives for storage
- CD recording device (burner)
- Filemaker Pro database software
- Storage rack for archival equipment
- Scanner for digitizing documents and photographs

Additionally, depending on the location, furniture would need to be purchased including secure storage for physical materials.

√ Documentation, Recordkeeping & Archiving Checklist

First, assigned staff:
_____1) Will retrieve the materials in the WGBH/CPB archiving project. (All catalogued material was entered into a data base for which KCSB was supposed to have received a grant that failed to materialize when CPB had funding cuts. Contact: Courtney Michael at WGBH (courtney_michael@wgbh.org 617-300-2673) to find out how to down load materials

Second, assigned staff and Asst. Dir. for Indep. Media:
_____2) Establish a naming protocol for the project. Currently each file has a number. It would be helpful to have something that identifies the file type, year, etc. The existing entries do not identify the programmer who donated the file. *That must be corrected and the producers properly identified.*

Third, assigned staff:
_____3) Sets up a KCSB data base, probably using File Maker
_____4) Enters existing materials into the data base. (This work might be done by volunteers, but close oversight is essential.)
_____5) Includes past years' program guides in archive
_____6) Adds existing KCSB materials housed in the UCSB Library Special Collections to the data base.

Fourth, assigned staff with persons with historic knowledge of KCSB:
_____7) Begins evaluating and digitizing catalogued materials. Many of the oldest materials are badly labeled, so some of them may not even be worth saving. However, having someone with an historical sensibility making those decisions is essential.

Fifth, assigned staff and Asst. Dir. for Indep. Media:
_____8) Creates a process for capturing current and future programming.
_____9) Creates a process for continuing calls to alumnae requesting materials that they possess that have not been archived
_____10) Determines what to do with original materials that have been digitized,
_____11) Return to their owners,
_____12) Submit to Special Collections at the UCSB library for permanent storage.

In addition, the News Director:
_____13) Researches, identifies and preserves pertinent historical recorded events of political and cultural history of the past 50 years. Determines the significance of archival materials for inclusion in a master data base, utilizing established journalistic knowledge and research skills

Sixth, assigned staff and Asst. Dir. for Indep. Media:
_____14) Create and periodically carry out publicity efforts to notify people of the existence of the materials in the archive.

Equipment Maintenance and Upgrades

Equipment repairs and maintenance are primarily the responsibility of the KCSB engineer.

Each studio has a trouble report notebook that is checked by the engineer and/or the assistant engineer a couple of times a week. Additionally verbal reports are handed off to them by any and all participants at the station. In the event of a failure to broadcast, loss of signal, etc., the engineer and/or the Asst. Dir. for Indep. Media are notified by telephone immediately

The engineer is also responsible for staying abreast of technological advances and advising the career staff on useful trends. It's important to assess likely life of innovative equipment like recording equipment to avoid getting caught in a Beta/VHS moment or purchasing short-lived technology like DAT recorders. However, it is important to keep up with industry technology for volunteers' professional development. It is equally important to impress on all volunteers the necessity of maintaining equipment for many years as it is being purchased with student funds and should serve multiple student generation.

Equipment upgrades are primarily the responsibility of the Asst. Dir. for Indep. Media, however, all major purchases are done in consultation with career and student staff. Major purchases must be approved by Executive Committee. The KCSB engineer plays a major role in recommending purchases of broadcast equipment, but a number of excellent technicians, all members of the National Federation of Community Broadcasters, offer advice when asked. These include:

Gray Haertig gfh@haertig.com
Norman Stockwell normstoc@wort-fm.org
Don Mussell dmsml@well.com

Current Equipment and Date of Purchase

BROADCAST PEAK		
Equipment	Description	Purchased Installed
Cinderblock building 8'x10'		1970 +/-
Nautel VS1 transmitter		April 2012
Orban Optimode		2007
Moseley Starlink STL (2)		2005
Moseley LanLink		2005
Kohler Generator		2011
Tower		2003
Shively Antenna		2003
Scala Antenna		1998 +/-
Fuel tank (generator)		1995
Burk ARC 16 (remote control)		2008
Moseley MRC 1600 (backup)		1980s
KCSB STUDIOS/OFFICES		
Audioarts Consoles (4)		2005
Sage Endec EAS system		2011
Burk ARC 16 (remote control)		2008
Moseley MRC 1600 (backup)		1980s
Belars (3)		unknown
RCA microphones (four valuable audiophile mics- look older, but worth $2,000 to $3,000 each)		Old, but regularly refurbished
ENCO (DADPro) + new PCs in all studios		Summer 2011 + tech support paid through July 2013
Moseley Starlink (STL)		2005
Moseley LanLink		2005
Gemini CD Players		2011
Various MACs and PC's:		Varies- need inventory

New Equipment Goals:
- Purchasing a new propane tank for the emergency generator for Broadcast Peak.
- Completing negotiations for the purchase of a permanent emergency generator for Storke Tower (see discussion).
- Portable broadcast equipment in the event Storke tower becomes uninhabitable.

The Bottom Line

TBL is an online and printed (weekly) newspaper entirely staffed by UCSB undergraduate students with the help of a journalism advisor.

At the beginning of each quarter, students are invited to attend information sessions and training workshops. The workshops, developed and conducted by the journalism advisor, cover:

- Journalistic practices: where to find stories, sources and documentation
- Basic investigative reporting
- Fundamentals of print, video, and multimedia production
- Use and care of equipment
- Content, style and presentation
- Ethical media practices including fairness, non-bias, accuracy and respect for privacy.

Students who join the TBL team produce the weekly printed paper and the online paper while continuing their training and honing journalistic skills. Reporters, photographers, graphic artists and multi-media specialists may work in any of six TBL sections:

- Arts and Entertainment
- Features
- Health and Lifestyles
- News
- Opinion
- Technology (section, no editor)

√ The Bottom Line Checklist

Recruitment and Training:

Before the beginning of the academic year, the Managing Editor:

_____1) Sends out the Summer TBL issue to all incoming freshmen with an invitation to become involved

Before the beginning of the academic year, the Executive Content and Executive Managing editors with the journalism advisor:

_____2) Prepare for informational meeting for interested students

At the beginning of the academic year, the Executive Content and Executive Managing editors, the head of promotions and the journalism advisor with other members of the editorial crew:

_____3) Invite interested students to become involved with through advertising in TBL, on KCSB and with signs and tabling

During the second week of each academic quarter, members of editorial crew with the journalism advisor:

_____4) Participate in the informational meeting for interested students

_____5) Begin training interested students in:
- _____a) Journalistic practices (story, sources, documentation)
- _____b) Investigative reporting
- _____c) Writing
- _____d) Photo-journalism
- _____e) Multi-media
- _____f) Use and care of equipment
- _____g) Ethical media practices

Throughout the year, the editorial crew and the journalism advisor:

_____6) Offers advanced journalism workshops for TBL reporters and other interested UCSB students on:

Producing the TBL:

At the beginning of Fall, Winter & Spring quarters, TBL editors and the journalism advisor:

_____7) Determine the number of issues and publication dates, including special issues, such as the elections issue

_____8) Create a news planning calendar that includes:
- _____a) Upcoming events
- _____b) Enterprise stories under way or under consideration
- _____c) Current events that require response

And the Executive Managing Editor:

_____9) Sets the publication dates and submission schedule with the publisher

At the beginning of the week prior to publication, TBL editors w/the journalism advisor:

_____10) Review the previous week's print and online content, size and layout.

_____11) Set priorities for coverage areas for the coming week

_____12) Determine the content for the following week. Publication size depends on the week's content

At weekly meetings, reporters, photographers, illustrators & videographers:

_____13) Vie for available story assignments (three per section editor)

_____14) Pitch other ideas to TBL general body and/or individual section editors

_____15) Agree on deadlines for first draft

The Bottom Line, cont.

TBL staff and volunteers are guided by a Mission Statement as well as the journalistic and ethical media practices provided by the:

- Associated Press Guidelines
- Society of Professional Journalists
- Pew Center for Excellence in Journalism

The print copy and the online version: thebottomline.as.ucsb.edu/ are produced by the same group of students, though they reach different audiences.

TBL's goal is to be an ad-free endeavor.

√ The Bottom Line Checklist, cont.

By deadlines set by their individual section editors, reporters, photographers, illustrators and videographers:
_____16) Submit copy for overall review
_____17) Receive comments
_____18) Make changes
_____19) Submit rewrites/edits
As section editors complete their review: they:
_____20) Funnel content to the Senior Copy Editor for review of grammar and AP style
As the copy editor completes his/her review: he/she:
_____21) Funnel content to the executive editor for review of content, style and grammar
While the Executive Editor completes review, he/she:
_____22) Works with the layout editor to determine where content will go
By 2 p.m. Tuesday of each week: the Executive or Senior Layout editor:
_____23) Sends a pdf of the final paper edition to the publisher
By 7 a.m. Wednesday of each week: the publisher:
_____24) Delivers the papers to campus
At 7 a.m. Wednesday of each week: the Distribution Coordinator and crew:
_____25) Deliver the papers throughout campus and in Isla Vista

Producing the Online Version of The Bottom Line:
The online version of TBL follows the same news cycle as the print version, though the Executive Content Editor and Web Editor work together to update the online version more frequently of there is an emergency or other breaking news.

KCSB & Bottom Line Wesbites

KCSB has their own server maintained by the KCSB engineer. The site contains live streaming, upcoming broadcasts and events and podcasts from recent shows with all copyrighted material deleted (e.g. public affairs shows, other unique content).

Listeners can listen to recent shows online, but KCSB cannot podcast unless the show hosts remove music played during their shows or get permission.

The Bottom Line's website uses the AS server and the site is maintained by AS tech staff.

Readers get featured stories, stories in different categories: news, arts, health, technology, reviews and opinion; links to other media outlets and most discussed and most popular feeds.

Who Produces The Bottom Line?

TBL has an editorial board of fifteen who serve for one academic year and meet once per week to plan the reporting for the news cycle. Two positions, the Managing Editor and the Content Editor, are elected by the previous year's staff. After their election they and the Journalism Advisor receive applications, interview and appoint the rest of the board. Reporters, photographers and graphic artists/illustrators are recruited from the student body at large.

Student Positions

Executive/Senior Editorial Board Positions	Role	
Executive Content Editor	Equivalent to the Editor in Chief. Reads all content. Final word on what gets published.	
Executive Managing Editor	Takes care of the business of publishing the print and online versions: works with the Santa Maria Times who publishes the paper;, pays student staff; tracks what each reporter, photographer and/or artist contributes and pays these as applicable.	

Additional Editorial Board Positions	Role	Additional Positions
Section Editors (5)	Edit content for their subject area: news, arts and entertainment, features, health and lifestyles, and opinion	Approximately 50 reporters, photographers and illustrators per week
Senior Copy Editor & Copy Editor	Reviews all copy for accuracy, clarity, grammar, spelling	
Senior Layout Editor & Layout Editors (2-3)	Layout of the print version	
Web Editor	Layout of the online version	
Photo Editor	Reviews all photos for interest, diversity of images, originality, authenticity and captioning. Photos may either enhance a story or tell a story. No editing for content or editorializing through photos.	
Multi-Media Editor	Writes scripts; instructs others on use of video equipment; reviews content for story enhancement; edits and posts content online. TBL multi-media does not tell a story; it is used as a sidebar to enhance a story.	
Promotions	Promotes the paper through email, tabling, signs, flyers, outreach; recruits students interested in journalism	
Distribution	Coordinates volunteers to distribute the paper on campus and in Isla Vista	
Fundraising/Advertising	Solicits businesses and organizations to purchase advertising; writes grants; organizes fundraisers	

Supporting Professional Staff Positions

Journalism Advisor	**Trains new journalists and advises students regarding journalism and publication as needed**
Assistant Director for Independent Media	**Advice related to AS, UC and journalism as needed. Receives and follows up to see that complaints are dealt with in a timely manner. Consults with Journalism Advisor on overall health of the project.**
Assistant Director for Finance and Budget	**Financial services support**

"[T]he consensual seduction of the mainstream media by the government is one of the most dangerous toxins at work in America today."
- Bill Moyers

Independent Media Staff Job Descriptions (Appendix A)

Independent Media Staff Job Descriptions (see **UC job descriptions** for more detail)	
Job Title	**Role/Responsibilities**
Assistant Director for Independent Media	
Development Coordinator	
News Director	
Journalism Advisor	
Chief Engineer	
Archivist	
Media Center Advisor	

KCSB Executive Committee Job Descriptions (Appendix A)

ExComm Job Descriptions	
Job Title	**Role/Responsibilities**
General Manager	**Hiring Executive Committee (Ex Comm):** • Create Applications, make available in lobby, send email to KCSB/KJUC staff list including deadline for turning in applications • Form Ad Hoc Committee, set dates for interviews • Interview and select Program Director and add that person to Ad Hoc Comm • Prepare interview questions and conduct interviews. (Not more than 4 in a row) • Inform applicants of decisions, notifying those who do not get positions **first** • Get new members in touch with out-going counterparts and to Ex Comm meetings. • Set date for Spring retreat **Ex Comm Management:** • Set Ex Comm meeting times, agendas, facilitation process, distribution of minutes to staff and AS • Set dates and place for Fall retreat • Meet individually with each Ex Comm member at least quarterly **'Housekeeping':** • Track contract hours prior to scheduling meetings • Create phone lists for Ex Comm (with OH), general staff • Get Finance Board training so that you can sign requisitions • Data base management, including phone lists, violations, alumni lists **Volunteer Coordination:** • Communication with general staff • Set times for General Staff meetings at least quarterly, agendas, recognition of volunteers.. Book rooms and media equipment. • Post orange flyers with meeting dates at least 10 days in advance. Also email and call all programmers. Fund drive (see below) • Respond to complaints from programmers • Major and minor violation • Shake downs and music sales (remind MD's, ex comm.) • Picnics or other staff appreciation events • coordination of volunteers for special events **Fund Drive:** • Business solicitation • Training sessions for volunteers • Management of premiums (storage and mailing) • Determining strategy/theme • Phone bank grid, 'thermometer • Assisting with food for volunteers • Kick off/ending events **Miscellaneous 'Jefe' responsibilities:** • KCSB rep to Associated Students and OSL, including leadership retreats • Host (public face) at KCSB events • Prepare budget in January for following year • Review and approve schedule with Advisor before it is posted • Writing letters, press releases

ExComm Job Descriptions

Job Title	Role/Responsibilities
Program Director	**Program Mediation Review Committee (PMRC) meetings/Selection** • Recruit PMRC members • Schedule meetings/prepare applications by requested day and timeslot for PMRC meetings • Review demos • Review problematic shows • Review 1st Quarter Shows • Produce and post final schedule after Advisor/GM approval • Notify programmers within 24 hours of new timeslot • Create and distribute applications including "new show" forms **Facilitate Substitution Issues** • Create a holiday calendar for subs • Compile, maintain & post substitution lists • Notify GM/Advisor of violations **Programming Quality Control** • Reviews Through Quarter/Meetings • Distributing reviews to programmers • General Quality of Programming (Announcements/PSAs/etc.) **Other Duties/Tasks** • Help devise plan for areas that need outreach • Help Promotions Director navigate schedule as we devise and implement promotions and outreach plan (e.g., so that giveaways are program appropriate) • Help Development Coordinator with various Fund Drive duties (after scheduling completed) • Consult with Publications Director during production of KCSB Schedule as needed **On-call 24 hours**
Music Directors	**General Tasks – Internal Public Relations:** • Schedule and faithfully keep office hours. • In consultation with General Manager, help coordinate Contract Hour "shakedowns" that get volunteer programmers to take on various station work assignments for fulfillment of contract hours. **Music Library PR, Adding New Recordings, & Charting:** • Review rules on commercialism, plugola, and payola. • Maintain ongoing contact with labels, chart New Release airplay on College Music Journal (CMJ) website, and elsewhere. • Receive and sort mail on a daily basis (this includes picking it up at the post office in the UCen). Be sure to relay mail not intended for submission to respective individuals/mailboxes within the station. • Create "Genre Review Teams" (directing these teams in their work) and add CDs & vinyl to the KCSB Music Library. • Regularly post a Top 10 List on the web. • Process regular playlists. • Revise the playlist form. • Do various and sundry Electronic Playlist tasks (research, development, and implementation). • Attend CMJ and/or South By Southwest (SXSW) conferences. • Keep up on magazines like the CMJ Report and other publications sent to the station. Help distribute these to station DJs in a fair and equitable manner. • Help bring local and touring bands to the attention of programmers for possible live on-air performances. **Library Maintenance:** • Maintain music library, weed out music when necessary. Process CDs and vinyl for music sales (library purge). Implement and streamline "star system" for adding new releases to the permanent library. • Keep an eye on checkout binder and have volunteers call programmers who maybe have forgotten to return CDs after more than a week. • Recruit volunteers to help put stray music back in the shelves, and to shift and free up shelf space for proper storage. **Programming Quality Control:** *The Internal Music Director serves on the Program Mediation Review Committee (PMRC).* • Consult with Program Director at times that FM playlists for individual programmers appear to be overly commercial. • Assist with KJUC playlist reviews (helping KJUC PD with delegating this work to other programmers for contract hours). • Help host/conduct listening parties. **Fund Drive:** • Help Development Coordinator to solicit music from labels and music distributors over summer and fall to give away as premiums during the Annual Fund Drive in November: delegate some of this work to other station volunteers for contract hours. • Help oversee processing of this music, including identification of genre categories; help weed out unworthy submissions.

ExComm Job Descriptions

Job Title	Role/Responsibilities	
KJUC Manager *Note: Most of the following responsibilities are shared by the KJUC Manager and the KJUC Program Director:*	**Preparation for KJUC informational meeting:** • Create and operationalize outreach plan for students of color, women, differently abled people, organizations, etc. • Set date, book room (Winter only) • Publicize meeting (can be prepared previous quarter): posters, flyers, face book, newspaper ads, KCSB and AS web pages • Train trainers • Revise and reproduce written training manuals • Prepare training schedule, preferably only 4 to a session, 4-5 sessions a day, and assign trainers • Chair Orientation meeting. **What KJUCers need to know:** • How to get trained	• Maintaining the music library and library etiquette • Steps necessary to move up to KCSB • What your office hours and contact information are • Contract hour responsibilities • Training manuals and video viewing meeting • DAD Pro and Audacity training **'Housekeeping':** • Create phone lists in the staff data system and email lists • Call programmers with their door codes • Organize 'Buddy or Mentor' system with KCSB programmers • Develop a 'FAQS' list for the web pages • Help develop a KJUC campus only webcast • Insure that KJUC is clean and in good working order • Meet regularly with KJUC PD • Revise quizzes
KJUC Program Director	• Create and Post Schedule • Review Playlists and/or get other KCSB programmers to do so • Review programs (demos or listening on the web when available) • Participating on PMRC	• Close contact with programmers - Human contact, not just email, etc! • Refer people to news and sports for review of non-music genres • Control room training
Assistant Engineer	• Studio Checklist • Trouble Reports ○ Checking and Documentation • Equipment Training • Item Inventory and Office Upkeep • Studio A Training and Live Band Setup • Remote Broadcast Assistance • Headphone Tracking and Replacement	• Website Maintenance • Programming Assistance ○ Audacity and DadPro Training ○ Special Event Coverage ○ Live Broadcast Assistance ○ Mixing and FCC Testing ○ Signal Path Knowledge New Equipment Research
Training and Traffic	• Log and Log Errors ○ Log Error Tracking ○ Maintaining Blank Logs ○ Follow Up with Log Error Correction • Control Room Training ○ KJUC Check-ins ○ Mic Technique ○ Training for FCC Test ▪ EAS Training ▪ Log Completion Training ○ Bus Knobs and Patchbay Training ○ Training main console and audio input use ○ Telephone Interviews ○ Auxiliary Mixer	• Lecture Recording Training • Production Training ○ DadPro and Audacity Training ○ Telephone Interview Recording ○ Remote DJ and Remote Broadcast Training • Signal Path • Music Library Training • Re-filing Music

ExComm Job Descriptions

Job Title	Role/Responsibilities	

Associate News Director	Training Reporters
	• Training Reporters
	  ○ Alternative Media/ News Sources
	  ○ Basics of Journalism
	    ▪ Developing Questions
	  ○ Recording Devices and Field Techniques
	    ▪ Audacity and DadPro Training
	    ▪ MiniDisc,Digital Recorders, and other field equipment
	    ▪ Aux Mixer and Telephone Interviews
	  ○ Vetting produced pieces before airing
	  ○ Remote Broadcasting Equipment
	• Develop Beats
	  ○
		• Tracking current events and local stories
		• Assisting with the PodCast
		• Produce Newscast 3 x/per week
		• Produce 1 story per week
		• Produce 3 SB Lectures per quarter
		• Schedule Bi-weekly news staff meetings
		• Arrange holiday coverage with News Director
		
		Outreach Recruitment
		• Targeted outreach
		  ○ Class wraps
		  ○ Orientation visits
		• Advertisements
		  ○ Quarter-sheets
		• Banners

Sports Director	• See Associate News Director job description for training list
	• Develop relationship with media
	• Working with Program Director on scheduling
	• Utilizing web-only broadcasts
	• KJUC show
	• KCSB sports public affairs show
	• Other sports to cover
	• Listener outreach
	  ○
		• Targeted outreach (recruiting?)
		• Written stories with actualities
		• Posting to web, podcasting
		• Portfolio development
		• Deixler account administration
		  ○ Annual letter
		  ○ Award winner
		• Check

Production Coordinator	• PSA production/training • PSA scheduling • DADPro Library maintenance • Developing production team • Membership Drive promos	• A&L promos/logging of A&L promos • Training KJUC on DADPro, production, Audacity program • Retraining programmers ○ High-end production

Publications Coordinator	• Produce quarterly schedule
	  ○ Print and online
	• Website maintenance
	• Mail processing (bulk mail for schedule)
	• Schedule redesign?
	  ○
		• Produce ads
		  ○ Who, What, When, Where, Why, and How
		  ○ KJUC orientation
		  ○ General recruiting
		  ○ Fund drive and special events
		  ○ Kiosk
		  ○ T-shirt contest
		  ○ Flyers and quarter-sheets
		  ○ Newsletters

Promotions Coordinator	• Administering giveaways
	  ○ Logging tickets
	  ○ Giveaway forms and promotions binder
	  ○ Calling/Emailing/FAXing guest lists
	• Contact with promoters and venues
	• Developing new contacts and venues
	• Working with Production on PSAs
	• Create event form for each promotion/co-sponsorship
	• Oversee tabling at events
	• Approaching/Developing list/Calling
	• Check S.B. Independent weekly
	• Calendaring (online community calendar)
	• Outreach consciousness/awareness
		• Lectures/films/on and off campus groups Building teams
		• Schedule distribution
		• Web site posting
		• Banners and sandwich boards
		• Membership drive
		  ○ Business outreach
		  ○ Premium administration
		  ○ Class Raps
		• Flyer design aesthetic
		• Host event administration (manage tasks)
		• Get flyers onto campus kiosks and beyond (bulletin boards, telephone polls)
		• Shwag selection and administration

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KCSB By-Laws (Appendix B)

ARTICLE I. NAME AND OWNERSHIP
A. The radio station at the University of California, Santa Barbara, KCSB-FM, is licensed by the Federal Communications Commission to the Regents of the University of California. KCSB is funded primarily through the Associated Students at UCSB, and is operated in accordance with its FCC FM license by the KCSB Executive Committee and its volunteer programmers.

ARTICLE II. PURPOSE
A. KCSB is a non-commercial FM station broadcasting for the public interest.   As such, it enters no commercial contracts which allow access to the airwaves and it strives to provide programming substantially different from that carried by commercial broadcast media.   It is also designed to be educational for both programmers and listeners. UCSB students and community members are provided an opportunity to learn the fundamentals of radio broadcasting, both technically and in terms of broadcast content, and to explore more advanced aspects of broadcasting and the audio medium.

NOTE: The following are missing from these Bylaws: • Trustee Account distribution, allocation information   • Membership Account distribution, allocation information   • Description of the New Director position (was present when the position was held by a student)

KCSB strives to ensure that these opportunities are offered to a diverse community, especially people who are traditionally underrepresented in broadcasting.
For its listeners, KCSB strives to provide programming that is stimulating, informative and generally unavailable from other local media.   KCSB's news and public affairs programming shall place emphasis on providing a forum for underrepresented and/or controversial perspectives on important local, national and international issues.   Its cultural arts and music programming cover a wide spectrum of expression from traditional to experimental which reflect the diverse community which KCSB serves. KCSB and its programmers shall strive for programming excellence, both in content and technique.
As a member of the University of California Radio Network, AMARC, Grassroots Radio Coalition, and NFCB, KCSB supports other member stations of the network and works to share expertise and programming with those stations.

ARTICLE III. PROGRAMMING POLICIES
A. As a non-commercial broadcaster, KCSB is firmly committed to an active role in the discussion of public policies and public issues.   As a public forum, KCSB is dedicated to the dissemination of information pertinent to the local community, and dedicated to providing independent programming.
B. A program schedule formed exclusively for one group, voicing exclusively one doctrine or point of view, or even biased exclusively toward one lifestyle is unacceptable.
C. KCSB will seek out and accept ideas for programming from all areas of the community, but the station will reserve the right to select which programs are aired
D. In selecting which programs will be broadcast, priority will be based on the following criteria:
1. Students will receive priority over non-students. The term student shall denote all students who hold regular or Associate Membership in the Associated Students as defined in the A.S. Constitution, Article II and A.S. By-Laws, Article II.
2. The Program Director may make exceptions in instances where a non-student can provide a higher quality program because of specific knowledge, or to meet the cultural diversity goals of the station.
3. Informational nature, uniqueness, program content, purpose, and justification will be determining factors.
4. Involvement in other areas of the station, beyond fulfillment of volunteer staff agreement commitments, will be considered as an indication of commitment to KCSB and its goals.
E. Quarterly Program Scheduling Process
1. Each quarter, every programmer must submit a new show proposal.   Only those people fulfilling the following criteria whether new or continuing programs will be seriously considered for an FM show:
a. Signed current staff agreement.
b. Legally trained and passed the KCSB training test.

c. Contract hours up-to-date.

d. Log errors corrected.

e. Attended the General Staff Meeting(s) or made alternate arrangements.

f. Production of one new PSA, Promo, Station Promotion or ID per quarter.

g. Submission of a program proposal and a demo tape (for first time programmers)

2. The following process shall be followed:

a. All programmers should reside within KCSBÕs broadcast footprint

b. Two (2) weeks prior to the beginning of each quarter, the Program Director will make program proposals available in the station lobby for that quarter.   Completed proposals will be due by the end of the first week of the quarter, with the exact date to be posted at the station.

c. Following the receipt of the written proposals for all new and continuing programs, the Program Director will convene the Preliminary Quarterly Scheduling meeting. At this meeting, the Programming Mediation and Review Committee (PMRC) will review and evaluate the proposals.

d. Based on the outcome of the Preliminary Quarterly Scheduling meeting, the Program Director will formulate a program schedule that is consistent with KCSB's stated policy to provide quality diversified programming for the public (see Article II).

e. The Programming Mediation and Review Committee will meet again to give an advisory vote on the new schedule.   The Program Director will give due consideration to these recommendations, and shall make the final adjustments to the schedule accordingly.

f. The Program Director will meet with the General Manager and the Radio Advisor following the second PMRC scheduling meeting to discuss the schedule.   The Program Director, the General Manager and the Advisor must all approve the schedule. Objections made by the General Manager or the Radio Advisor shall not be based on the aesthetic content of the schedule, but must consider decisions which would jeopardized KCSB's FCC license or are contrary to KCSB's policies.

(1) If either the General Manager or the Radio Advisor refuses to approve a schedule, a written explanation must be given to the Program Director and the PMRC.

g. Following the meeting with the General Manager and the   Radio Advisor, the Program Director will post the new programming schedule. Written notification will be provided to all programmers denied a program on the final programming schedule.

h. The new schedule shall be implemented on the Monday following the second Scheduling meeting, at 6am.

F. FCC REGULATIONS

1. KCSB programmers must at all times operate within the rules and regulations set down by the Federal Communications Commission and must know the following content areas:

a. Content Regulations including those relating to commercialism, underwriting, promotions, payola/plugola, indecency/obscenity/profanity, access to air time, and personal attacks.

b. Emergency broadcasting regulations

c. Procedures for reading and logging meters, turning the station on and off, maintaining transmitter logs, and legal station identification procedures.

d. How to handle an FCC inspection.

e. Rules governing donations and underwriting acknowledgments.

2. These regulations should not be construed in such a way as to impede operator's freedom to present a wide forum of differing cultural, sociological, and political expressions.

3. The Radio Advisor is responsible for seeing that all staff personnel adhere to FCC guidelines.   Any FCC policy violation is cause for reprimand or dismissal by the Radio Advisor depending upon the seriousness of the offense, and in accordance with Article IV, Policy Violations in these by-laws.

4. In addition to FCC rules and regulations, all station personnel shall be aware of legal responsibilities regarding libel, slander, defamation, and personal attack. KCSB personnel must use discretion when making any statements that could possibly be construed as libelous. Any violation that puts the station's license in jeopardy is cause for reprimand or dismissal by the Radio Advisor in accordance with Article IV, Policy Violations.

G. News Policies

1. KCSB shall at all times strive for accuracy and breadth in news coverage.   The station shall strive continuously for unbiased, fair reporting on all events and topics.

2. The station shall not allow any pre-broadcast censorship by any agency outside the station.

3. News editorials must be approved by the News Director prior to airing.

4. In no case should news reports, through editing or manner of presentation, mix fact with personal opinion.

5. At no time during a program on KCSB will rumors or tips be broadcast unless they are attributed to a specific source.

6. In all other respects, KCSB in coverage of news, will adhere to the "Canons of Journalism" of the National Society of Newspaper Editors.

H. Public Affairs Policies

1. Speakers of differing viewpoints may be given the opportunity to respond to statements made in a program on KCSB.   Where overall balance of programming demands, speakers with differing opinions will specifically be solicited as a matter of policy.

2. Organizations whose principal activity is for profit will not be allowed to make public service announcements or have programs discussing their business broadcast by KCSB-FM.   Exceptions may be made whenever a program dealing with a business organization is considered to have primarily an educational or informational interest.

I. Pre-emption Policies

1. All programs are subject to instantaneous interruptions for important news bulletins, remotes, reports, etc. Instantaneous bulletins or remotes must be authorized by the General Manager or Program Director.   If neither of these people are available, the News Director may pre-empt for an emergency live broadcast.

2. When it is anticipated that a News, Public Affairs, Sports, music program or remote to be broadcast is longer than the scheduled time, the following procedure shall be followed:

a. The programmer should make the request for pre-emption in writing, at least two weeks in advance to the Program Director.   When making a decision to pre-empt, the Program Director shall consider the value (in regard to the station goals) of the program to be pre-empted as well as the preemptive broadcast.

b. If, after review, the Program Director deems the proposed pre-emption to be of greater importance than the regularly scheduled program, s/he will notify the Radio Advisor, General Manager, and the people whose programs or portion thereof will be pre-empted at least five (5) days in advance.

c. If a pre-emption is denied by the Program Director, the decision may be appealed to the PMRC.

d. The person who requests the pre-emption is responsible for running the board during that time unless other arrangements are made ahead of time.

3. Except for emergency situations, shows may not be pre-empted more than twice per quarter without the programmer's permission.

J. Programming Complaint Review Process

1. Any person who wishes to submit a complaint against a KCSB staff member shall do so in writing. The General Manager, the Radio Advisor and/or the Program Director, should respond in writing in a timely fashion.

2. If the incident is serious enough to jeopardize the station's license or is cause for dismissal, the General Manager or Radio Advisor may immediately suspend the programmer.   This suspension will continue until the incident has been resolved.

a. The Radio Advisor and General Manager will confer, and will request a written report from the programmer in question to find out his/her perspective of the incident.   This report should be submitted no later than one week after the request from the General Manager and/or Radio Advisor. If the programmer fails to respond, her/his suspension may be made permanent.

b. In the event that a programmer desires to appeal a decision made by the Executive Committee, the General Manager will assemble and chair an ad-hoc review committee. This committee will be comprised of five people not associated with the incident in question, including one or more persons who are not station members.   Members of the committee should have a working knowledge of the station's by-laws.   The programmer may choose one or more members of the committee.

c. The charge of the ad-hoc review committee is:

(1) Review the complaint letter, programmer's incident report, and KCSB by-laws, including station programming, and punitive policies.

(2) Address the complaint.

(3) Develop a chronology of events.

(4) Recommend sanctions, if necessary.

(5) Recommend to the General Manager & ExComm possible improvements in handling such incidents.

(6) Recommend to the General Manager and ExComm possible improvements to be made in the programming policies.

3. The General Manager will then review the recommendations of the ad-hoc committee with the Radio Advisor. The General Manager shall make a final determination.   The resolution of the programming complaint should be made in writing to all affected parties (complainant, programmer, Program Director, Radio Advisor, etc. as well as interested parties requesting copies e.g., Assistant Vice-Chancellor, A.S. Executive Director, etc.).

4. If all KCSB internal mechanisms have been exhausted and the complainant feels that the process has been unfair, s/he may take the matter to A.S. Judicial Counsel for a hearing.

K. Substitution Policies

1. If a person is unable to do a regularly scheduled program, that person must attempt to find a substitute who has passed the legal training test, and has signed a current staff agreement. Once the substitute is found, the programmer must notify the Program Director in writing.

2. If a programmer cannot find a substitute, then the Program Director must be notified a minimum of six (6) hours in advance, but preferably as expeditiously as possible.   If the Program Director is not available, the General Manager must be notified, or if neither can be directly contacted, then the Radio Advisor must be notified.   If the Program Director asks a person to substitute in an emergency or short notice basis, then that person earns the number of hours served as contract hours, unless otherwise indicated by the Program Director.

3. Failure to notify the Program Director of any substitutes will result in a minor violation.

4. Failure to show up for a regularly scheduled program without acquiring a substitute and without notifying the Program Director six (6) hours prior to the scheduled show, will result in a major violation for the programmer. (ARTICLE IV, Section A. 2.)

5. At all times, the programmer and/or Program Director will strive to find substitutes who will do as similar a program as the one that is scheduled for that time period.

6. Only three (3) substitutes per academic quarter are allowed during the academic year.   During the summer quarter, four (4) substitutes are allowed. Any additional substitutions must be approved by the Executive Committee. After the third substitution, the programmer will be issued a warning. The fourth substitution will result in a minor violation (without prior approval from EXCOMM).

7. KCSB is required to broadcast 24 hours daily; therefore failure to appear for a regularly scheduled show (whether or not the station is on the air) will result in a major violation, (See Article IV, Sec. A. 2).

ARTICLE IV. POLICY VIOLATIONS

A. Violations of Associated Students or University policies, FCC guidelines, or KCSB By-Laws or policies will be cause for reprimand or dismissal from the station by the General Manager and/or the Radio Advisor as follows:

1. Violence at the station, theft or willful destruction of station property are cause for immediate suspension by either the Radio Advisor or General Manager.   Any such action must be fully reported to the Executive Committee.   If the Executive Committee questions the action or if the suspended person wishes to appeal the decision, the following procedure shall be followed.

a. To investigate these violations for dismissal, the General Manager will form an ad-hoc review committee, within five (5) days, comprised of an odd-number of people familiar with the KCSB By-laws who are not associated with the incident in question or the parties involved, to review the violations. This committee shall submit a written review and recommendation regarding the violations to the General Manager with a copy to the Executive Committee chair within ten (10) days.

b. The General Manager may then issue the individual (s) an immediate and permanent dismissal from the station.

c. The dismissed person(s) may appeal this decision to the Executive Committee, but will be excluded from any station activity during the appeal.

2. Violations that threaten the station's license, or which cause (or potentially cause) damage to station equipment, or harm to station personnel will constitute Major Violations. This includes violations of the Substitution Policy (ARTICLE III, Section K).   Major Violations will be issued jointly by the General Manager and Radio Advisor, except in the absence of one or the other for one week or more.

a. A first major violation will result in a written warning and a two week suspension from all station activity.

b. A second major violation will result in dismissal from the station

c. Any appeals of Major Violations shall be submitted to and decided upon by Executive Committee, minus any committee members associated or involved in the incident.

d. Following dismissal from the station and the failure of any/all appeal(s), the individual(s) may apply to the Executive Committee for reinstatement to the station, after a minimum of 2 programming quarters.

3. All violations of station policy that are not delineated above will be considered minor violations.

a. All minor violations will result in a written warning from the General Manager or Radio Advisor concerning the nature of the violation.   If the violation is correctable, the programmer must correct it within 2 weeks of notification or the programmer will be automatically suspended until the violation is rectified.

b. If a 2nd minor violation is received within a year's time, the two minor violations will convert to a major violation and all punitive policies will apply.

4. After one (1) year with no violations, all previous minor violations will be erased from the records and the staff member will start anew.

5. After two (2) years with no violations, (major or minor) all previous major violations will be erased from the records and the staff member's record will be clear.

6. If the General Manager is involved in any formal complaint, the complaint must be made in writing to the Radio Advisor and A.S. Executive Director.   The A.S. Executive Director will formulate the ad-hoc review committee and then follow the process outlined above to respond to the incident or grievance.

ARTICLE V. STAFFING

As a listener- supported community station, KCSB prides itself on the dedication of its programmers. Programmers, along with other volunteers work diligently to ensure the productivity of the station. Although we cannot offer monetary compensation for programming, we appreciate the work of all KCSB staff, and realize that KCSBÕs success is dependent upon it. Please be aware that all programmers are encouraged to attend all open meetings and to be part of any of KCSBÕs appointed committees.

 . STAFFING;

A. Professional Staff

1. Professional Staff are regulated by the Personnel Policies and University Policies and Procedures under the direction of the A.S. Executive Director.   They are expected to perform the duties contained in their job descriptions.   The job description, signed by the employee, his/her supervisor, and department head, constitutes a contract by which job performance is measured. Public copies of these job descriptions can be found at KCSB and the Associated Students Main Office. The actions of the governing boards and the General Manager shall be monitored by the Radio Advisor; however, decisions of the General Manager and policies of the governing boards (or lack thereof) are subject to the Radio Advisor's review only if necessary to maintain compliance with federal and state law, or with the policies of the FCC, UC Regents, Associated Students, and the KCSB Bylaws.

B. The Executive Committee: Elected Staff

1. General Manager: Qualifications, Selection, Term of Office

a. Qualifications

(1) Must be a member of the Associated Students of the University of California, Santa Barbara during the entire time of office.

(2) Must have fulfilled KCSB staff agreement requirements for two quarters prior to term of office, and have a cumulative GPA of at least 2.0 at application period.

(3) Must have been legally trained (on the equipment, logs, and KCSB policies) and have passed the KCSB legal training test prior to term of office.

b. Selection Process

(1) The General Manager staff selection shall be administered by the Radio Advisor and current General Manager.

(2) At the beginning of the sixth (6th) week of Winter quarter, the currently presiding General

Manager shall post announcements throughout KCSB that applications are available for the position of KCSB General Manager.

(3) All applicants shall submit a typed application to the current General Manager by Friday of the ninth (9th) week of Winter quarter. The General Manager Chair shall be responsible for posting completed applications in the KCSB lobby for KCSB staff to review.

(4) The candidates may submit an additional candidate statement to be posted alongside their applications.   The candidates shall also be allotted equal time to address the staff at the KCSB General Staff/ election meeting.

(5) The candidates shall be placed on a ballot at the Spring KCSB general staff meeting by the third week of Spring quarter.

(6) Voting eligibility of a staff member shall be determined by the following criteria and shall be verified by the KCSB Advisor:

(a) Have a signed KCSB volunteer staff agreement on file dated prior to February 1 of the present year, and have fulfilled all obligations of the staff agreement.

(7) The General Manager staff vote shall be by secret paper ballot. The Radio Advisor shall do everything possible to ensure a fair election.

(a) From a printed list of KCSB vote-eligible staff members, each staff member's name shall be checked off when s/he is issued a ballot.   The ballot shall be completed in the voting area and immediately placed in the sealed ballot box.

(8) The General Manager candidate receiving a majority (50% +1) of the general staff vote shall be selected as the next year's General Manager.   In the event of a tie vote, the currently presiding Executive Committee shall vote during the fourth week of Spring quarter to decide the next year's General Manager. Any appeals to the Executive Committee's decision shall be made to A.S. Legislative Council.

c. Term of Office

(1) The General Manager shall serve for one (1) year, starting the day after Spring quarter ends.

(a) Immediately following the final selection of the General Manager, s/he will become General Manager-elect, and will attend all Executive Committee meetings as a non-voting member.

(b) Following her/his selection, the General Manager-elect will form an ad-hoc advisory committee of no less than five station members to participate in the interview process to select the next year's Program Director and Executive Committee, as outlined in Article V, Sections C.   S/he shall also train with the outgoing General Manager in the duties of the position.

d. Evaluation

(1) The General Manager is entitled to an evaluation by the Radio Advisor and the Executive Committee at any point during his/her term, and may be subject to an evaluation as deemed necessary.

2. General Manager: Job Description

a. Shall be a voting member and representative to the UC Radio Network Steering Committee. If s/he cannot attend, the designated proxy shall be the Radio Advisor.

b. Shall be the primary person in charge of organizing the UCRN conferences when held at UCSB.

c. Shall be responsible for informing the Associate Students and other groups regarding the operations of KCSB.

d. As chairperson of Executive Committee, shall forward recommendations and suggestions from Executive Committee to the A.S. Executive Director regarding any aspect of the station deemed necessary to maintain compliance with policies of the FCC, University, Associated Students, and the KCSB Bylaws.

e. After considering the recommendations of the ad-hoc Search Committee(s), shall select and appoint individuals to fill Executive Committee positions, as well as other staff management positions, as expeditiously as possible.   (See the process outlined in ARTICLE V, Section C.)

f. Shall supervise all members of the Executive Committee.

g. Shall remove any staff person from his/her appointed position, if that staff person may be deemed to have not fulfilled the responsibilities of that position, as defined by these by-laws and the KCSB Volunteer staff agreement.   Such dismissals may be appealed to KCSB's Executive Committee where a two-thirds (2/3) vote may overturn the General Manager's decision.   If necessary, the grievant may further appeal to the Associated Students' Judicial Counsel..

h. Should any staff vacancy occur, shall be responsible for seeing that the position is filled as

expeditiously as possible under the appropriate selection process as outlined in these by-laws.   In the interim, before a replacement has been appointed, the General Manager is responsible for seeing that the duties of that position are promptly performed.

i. Shall assemble all ad-hoc committees as required by the By-laws.

j. Shall meet regularly with the Program Director, at least twice per month.

k. Shall meet regularly with the Radio Advisor, at least once per week.   (The General Manager may choose to combine his/her meetings with the Program Director and Radio Advisor.)

l. Shall attend an Associated Students financial workshop within the first month of office.

m. Shall work within the framework of Associated Students financial policies, as outlined in the AS Financial Policy Handbook, in preparation of all financial paperwork, so that KCSB can operate with fiscal responsibility.

n. Shall prepare the annual budget with the Radio Advisor.   The budget shall be submitted to the Executive Committee for approval in a timely fashion for approval by Finance Board and Legislative Council.

o. Shall serve as a liaison between KCSB and the Associated Students Finance Board.

p. Shall maintain a complete and up-to-date accounting system of all KCSB financial transactions in cooperation with the Office Manager.

q. Shall maintain a periodic budget analysis of KCSB expenditures in cooperation with the Office Manager, or as requested by KCSB management.

r. Shall be responsible for monies in the KCSB account at the Office of Student Life.

s. Shall work with the Office Manager and Promotions Coordinator to organize and execute the annual KCSB Membership Drive.

t. Shall assist in acquiring needed equipment.

u. Shall meet individually with each member of the Executive Committee at least twice per quarter.

v. With the Radio Advisor, shall be responsible for implementing punitive policies. (See ARTICLE IV.)

w. Shall attend all Executive Committee meetings.

C. The Executive Committee: Hired Staff

1. The General Manager and Program Director are responsible for appointing all Executive Committee members for a one (1) year appointment, commencing the day after spring quarter ends.

a. Applications for Executive Committee positions shall be made available by the fourth (4th) week of Spring quarter, shall be due at the end of the fifth (5th) week, the Program Director shall be selected by the end of the sixth (6th) week, and the remaining Executive Committee positions shall be selected by the end of the seventh (7th) week of Spring quarter.

2. Selection Process

a. Shall be nominated from the applicants by Search Committee and approved by the General Manager.

(1) Search Committee members shall be selected on an ad-hoc basis by the General Manager and shall consist of a minimum of five members.   They will assist in reviewing applications and interviewing candidates as expeditiously as possible for Executive Committee positions.

(2) After the interviewing process is completed, the General Manager will consider Search Committee's non-binding recommendations and select the new Program Director, who will in turn assist in the selection of all remaining Executive Committee members.   At the request of any staff person or member or the public, the sitting Executive Committee may review the General Manager's Executive Committee appointments, and may remove the hired Executive Committee member by a two-thirds vote.

b. KCSB Management does not discriminate on the basis of gender, sexual orientation, disability, race, color, national origin, or age in any of its policies, procedures, or practices.

3. Terms of Office

(1) They shall serve for one (1) year, starting the day after Spring quarter ends.

(a) Immediately following hiring, they shall attend all Executive Committee meetings as a non-voting member.

4. Job Descriptions for Hired Staff

a. Program Director

(1) Must be a member of the Associated Students of the University of California, Santa Barbara during the entire time of office.

(2) Shall perform the duties of the Program Director under the supervision of the General Manager.

(3) Shall be responsible for creating KCSBÕs quarterly program schedule in conjunction with Program Mediation and Review Committee.

(4) Shall convey general information regarding the Quarterly Programming Scheduling Process (see ARTICLE III, Section E) to all interested parties from the campus and community.

(5) Shall make any changes deemed necessary in the program schedule in consultation and with approval of the General Manager and Radio Advisor during the broadcast quarter.

(6) Shall oversee the review of all programs, both new and continuing, by PMRC to ensure the quality of KCSB programming.

(7) Shall work in cooperation with the General Manager to make sure that all KCSB station policies are followed and that proper disciplinary actions are taken.

(8) Shall regularly consult and advise the Public Affairs, News, Sports, Production, and Music directors in matters related to programming.

(9) Shall be responsible for coordinating and assisting programmers in finding substitutes for holidays and student break periods.

(10) Shall supervise substitutes for regular programmers, and, if a programmer does not appear for a program, shall be on 24-hour call to fill in.

(11) Shall be responsible in coordination with the Training and Traffic Director for monitoring missed shows and authorized substitutions for disciplinary purposes.

(12) Shall have supervisory authority over all remote broadcasts.

(13) Shall ensure that the station's overall sound is of a consistently high quality.

(14) Shall train students in skills necessary to be Program Director.

(15) Shall assist in fundraising activities by coordinating programming for on-the-air fundraising.

(16) Shall meet with the Radio Advisor and General Manage regularly to ensure effective management of the station.

(17) Shall attend all Executive Committee meetings and make sure that the Executive Committee is aware of all pertinent station matters related to operations and programming.

(18) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

b. Music Director: External Position

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall be responsible for major genre adds and charting.

(3) Shall be the liaison between the station, the record companies and music directors of other radio stations.

(4) Shall become familiar with all of the various types of music aired on KCSB.

(5) Shall solicit, receive and catalog promotional copies of new releases for KCSB record library.

(6) Shall report play lists weekly to trade magazines and industry contacts.

(7) Shall assist in the maintenance of the record library.

(8) Shall supervise the purchasing of all music.

(9) Shall assist in obtaining donations of music for fundraising.

(10) Shall train students in the skills necessary to be Music Director.

(11) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(12) Shall meet with the Radio Advisor at least once per quarter and with

(13) the General Manager at least twice per quarter.

(14) Shall meet with the Internal Music Director weekly to discuss the goals of the music department and to equally divide the labor to accomplish those goals.

(15) Shall encourage and inform the PMRC members of the needs of the music library.

(16) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

c. Music Director: Internal Position

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall supervise genre specific music directors.

(3) Shall be responsible for specialty adds and charting

(4) Shall be the liaison between the station, the record companies and music directors of other radio

stations.

(5) Shall report play lists weekly to trade magazines and industry contacts.

(6) Shall become familiar with all of the various types of music aired on KCSB.

(7) Shall solicit, receive and catalog promotional copies of new releases for KCSB record library.

(8) Shall maintain the music library and oversee the checking out of music.

(9) Shall assist in obtaining donations of music.

(10) Shall attend all Executive Committee and PMRC meetings.

(11) Shall insure that the program director receives program reviews in a timely fashion.

(12) Shall train students in the skills necessary to be Music Director.

(13) Shall meet with the external music director weekly to discuss the goals of the music department and to equally divide the labor to accomplish those goals.

(14) Shall attend all Executive Committee meetings and chair and convene all PMRC meetings.   In case of absence shall designate the external music director.

(15) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(16) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter, and once per quarter with each member of the PMRC.

(17) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

d. News Department Responsibilities

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) The News/Public Affairs Director has primary responsibility for overseeing all of KCSB's news and public affairs programming.

(3) Recruiting and maintaining a News department staff working to create a daily community news report composed of a broad base of community and student volunteers.

(4) Training news staff in the elements of good broadcast reporting including gathering sound and information, writing effective stories, and preparing a polished story for broadcast. Overseeing news staff's training towards KCSB-FM broadcast competency and approval.

(5) Supervising the content, production, style, and presentation of all News and Public Affairs (PA) programming.

(6) Relaying relevant station information and policies to News/PA programmers.

(7) Recommending to the Program Director a quarterly schedule of News/PA programs. Work with PMRC and attend scheduling meetings to oversee the final schedule of News/PA programs and to provide reviews of News/PA programs. Consulting with the Program Director regarding News/PA special broadcasts (live coverage, remote reporting, focused days of programming, etc.)

(8) Organizing and facilitating staff meetings, including weekly news meetings and quarterly public affairs meetings.

(9) Maintaining a quarterly issues file in KCSB's Public File.

(10) Maintaining a written inventory of equipment specifically assigned to the News/PA Department and maintaining a check-out procedure for equipment to staff as needed.

(11) Providing information to Radio Advisor and others for the yearly budget preparation and budget and allocate and authorize all funds specifically donated or dedicated to the News/PA Department for long distance phone charges, equipment purchases, etc.

(12) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(13) Coordinating training workshops in technical skills, news writing, research, and investigation techniques.

(14) Developing and assigning story ideas to reporters, collecting preliminary contacts and leads. Further developing stories in close contact with the assigned reporter as they work on their report.

(15) Ensuring proper on-air promotion for News/PA programs and proper on-air acknowledgment of credit for news production and writing, extramural financial support, and disclaimers of editorial content featured in broadcasts

(16) Developing and maintaining a News/PA archive, including air check recordings, writing and research materials.

(17) Developing and maintaining knowledge of KCSB's technologies of analog and digital sound recording, processing, and editing. In addition, making available easy to follow written instructions to

all equipment, programs, and procedures used by News and Public Affairs programmers.

(18) Attending KCSB Executive Committee meetings and General Staff meetings and participating in the decision making process to ensure KCSB' general well-being as a non-commercial, educational radio station serving both the students and the larger community.

(19) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

e. Sports Director

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall supervise and train the Sports Staff.

(3) Shall be responsible for relaying station information to the Sports Staff.

(4) Shall supervise the content, production, and presentation of all sports programming.

(5) Shall develop a live broadcast schedule at the beginning of each quarter under the guidelines set by the Program Director for printing in the quarterly program schedule.

(6) Shall keep in touch with the UCSB Department of Athletic Media Relations and any club sport officials.

(7) Shall obtain necessary information from Sports Information Directors of relevant colleges.

(8) Shall supervise remote broadcasts of Sports events.

(9) Shall maintain a written inventory of equipment specifically assigned to Sports Department, and shall maintain a check-out procedure for equipment to staff members as needed.

(10) Shall be the primary administrator of the Deixler Fund under the advisement of the Radio Advisor.

(11) Shall be responsible for maintaining contact with the family to inform them of how the Deixler Fund was used and to express the station's appreciation of their support on an annual basis.

(12) Shall train students' in the skills necessary to be Sports Director.

(13) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(14) Shall attend all Executive Committee meetings.

(a) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter.

(15) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

f. Production Director

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall work with the Engineer and the News Director to become proficient in the use of necessary production equipment and Recording/Editing programs.

(3) Shall supervise and train Production Staff in the use of production facilities and Editing/Recording programs to facilitate the creation of pre-produced programming.

(4) In cooperation with the Training Director shall train programmers in the use of production facilities.

(5) Shall produce and/or coordinate programmers in the production of public service announcements, introductions, etc. for the station consistent with the station's format.

(6) Shall review all produced Public Service Announcements (PSAs) for technical quality.

(7) Shall assist staff members with individual production problems.

(8) Shall maintain record of staff who have completed quarterly PSA requirement.

(9) Shall train students in the skills required to be Production Director.

(10) Shall attend all Executive Committee meetings.

(11) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(12) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter.

(13) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

g. Training/ Traffic Manager

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall be responsible for training all staff in the use of the Control Room and Studio A.

(3) Shall assist Production Director in training staff in producing PSAs.

(4) Shall be responsible for informing the Radio Advisor and the Program Director of people who have successfully completed training.

(5) Shall be responsible for pre-scheduling of logs.

(6) Shall be responsible for checking the program and operating logs to insure compliance with FCC regulations.

(7) Shall be responsible for notifying programmers who have made log errors.

(8) Shall assist programmers in making corrections in the logs.

(9) Shall provide the Program Director and the General Manager with information pertaining to programmers who do not make log corrections in a timely fashion for appropriate punitive action.

(10) Shall be responsible for ensuring that corrections have been made in the proper manner to insure compliance with FCC regulations. This includes scheduling weekly EAS tests and making sure they are carried out.

(11) Shall train students in the skills required to be Training/Traffic Manager.

(12) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(13) Shall attend all Executive Committee meetings.

(14) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter.

(15) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

h. KJUC General Manager

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall supervise all KJUC programming matters including, but not limited to, schedule preparation, content policies, general maintenance of KJUC control room, providing training materials, delegating contract hours in cooperation with the Executive Committee, and community complaints.

(3) Shall be responsible for relaying information from the Executive Committee to the KJUC staff.

(4) Shall promote KJUC orientation meetings and recruit programmers with a diversity of backgrounds (race, gender, age, and ethnicity) and interests (music, news, public affairs, and sports) in connection with the Assistant News Director and Sports Director.

(5) Shall review KJUC playlists on a weekly basis and provide input and recommendations to KJUC programmers.

(6) Shall advise KJUC staff on how to acquire KCSB air time by reviewing actual KJUC programming, presenting KCSB training videos and quizzes, and providing them with a checklist of necessary requirements, in addition to regular input from playlists.

(7) Shall consult regularly with the KJUC Program Director to discuss and attempt to accomplish the KJUC department's goals.

(8) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(9) Shall attend all Executive Committee meetings.

(10) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter.

(11) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

i. KJUC Program Director

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall perform the duties of this position in consultation with the KJUC Manager.

(3) Shall promote KJUC orientation meetings and recruit programmers with a diversity of backgrounds (race, gender, age, and ethnicity) and interests (music, news, public affairs, and sports) in connection with the Assistant News Director and Sports Director.

(4) Shall arrange and participate with the KJUC General Manager in KJUC orientation and training meetings.

(5) Shall prepare the KJUC schedule in consultation with the KJUC General Manager.

(6) Shall review KJUC playlists on a weekly basis and provide input and recommendations to the KJUC programmers.

(7) Shall advise KJUC staff on how to acquire KCSB air time by reviewing actual KJUC programming,

presenting KCSB training videos and quizzes, and providing them with a checklist of necessary requirements, in addition to regular input from playlists.

(8) Shall provide necessary paperwork, such as show proposals, sign-in sheets, playlists, and station policies for KJUC programmers.

(9) Shall be responsible for relaying information from the Executive Committee to the KJUC staff.

(10) Shall consult regularly with the KJUC General Manager.

(11) Shall attend PMRC meetings.

(12) Shall assist PMRC in determining which programmers should be recommended to the KCSB Program Director for shows on KCSB.

(13) Shall attend all Executive Committee meetings.

(14) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter and once per quarter with the KCSB Program Director.

(15) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

j. Promotions Director

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall be the primary assistant to the Office Manager and General Manager in the organization and execution of the annual KCSB membership drive.

(3) Shall be responsible for all program promotions including, but not limited to, promotional drives, calendar announcements, tabling, concerts and lecture promotions.

(4) Shall maintain relationships with on campus organizations.

(5) Shall coordinate and correspond with concert, club, theater, and organization promoters to procure tickets and other promotional items for on air giveaways.

(6) Shall authorize and pre-schedule all on-air promotions including, but not limited to, ticket giveaways.

(7) Shall oversee the production of Public Service Announcements in cooperation with the Production Director.

(8) Shall cooperate with the Publications Director and Office Manager to compose and distribute press releases by the deadlines set by the Promotions Director.

(9) Shall train students in the skills required to be Promotions Director.

(10) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(11) Shall attend all Executive Committee meetings.

(12) Shall meet with the Radio Advisor at least once per quarter, with the General Manager at least twice per quarter, and once per quarter with the Publications Director.

(13) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

k. Publications Director

(1) Shall perform the duties of his/her position under the supervision of the General Manager or the Program Director in the absence of the General Manager.

(2) Shall be responsible for the design, editing, publishing, and distribution of a quarterly Program Schedule Guide within deadlines set by the General Manager and Program Director.

(3) Shall design or shall designate a proxy to design all station publications including, but not limited to, flyers, posters, schedules and other promotional material.

(4) Shall be responsible for designing and placing ads in various publications on and off campus.

(5) Shall be responsible for composing and distributing press releases in cooperation with the Promotions Director as needed.

(6) Shall be responsible for the solicitation, review, and facilitation of posting items on the web page in cooperation with the Engineer and Assistant Engineer.

(7) Shall train students in the skills required to be Publications Director.

(8) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(9) Shall attend all Executive Committee meetings.

(10) Shall meet with the General Manager at least twice per quarter, and once per quarter individually with the Radio Advisor, and Promotions Director.

(11) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to

advance the functions and goals of the entire station.

l. Assistant Engineer

(1) Shall perform the duties of his/her position under the supervision of the Engineer and General Manager or the Program Director in the absence of the General Manager.

(2) Shall be trained in the proper and acceptable procedure for effective and legal radio station operation and maintenance by the Engineer.

(3) Shall assist the Engineer in inspecting, repairing, documenting, and compiling inventory of the entire system of complex electronic equipment necessary for the proper operation of a radio station.

(4) Shall implement such improvements and repairs as requested by staff and approved by the Engineer, Chief Engineer or Radio Advisor.

(5) Shall provide technical support such as sound and remote broadcasts for KCSB related events

(6) Shall inspect and help maintain the transmitting site and equipment as necessary in cooperation with the Engineer and/or Chief Engineer.

(7) Shall be available for response to emergency technical problems in the absence of the Engineer.

(8) Shall approve the budget with the rest of the Executive Committee for the following fiscal year.

(9) Shall attend all Executive Committee meetings.

(10) Shall meet with the Radio Advisor at least once per quarter and with the General Manager at least twice per quarter.

(11) Shall assist other members of the Executive Committee and KCSB staff in their respective duties to advance the functions and goals of the entire station.

ARTICLE VI. GOVERNING BODIES

A. Executive Committee

1. Charge of the Executive Committee

a. Shall be responsible for planning and executing daily station operation and programming consistent with the objectives and goals set by KCSB by-laws and policies.

b. Shall set the operational goals of KCSB.

c. Shall serve as a board of appeals to review actions taken by the PMRC, and may override a decision made by that board by a majority vote.

d. May recommend and amend changes to the KCSB by-laws by a two-thirds vote.

2. Meetings

a. Shall meet at least once per week, starting the second week of each quarter.

b. In the event that Executive Committee takes an action which violates the A.S. legal code or KCSB By-Laws, A.S. Student Government may override an Executive Committee decision by a two-thirds vote.

3. Meeting Procedures

a. All regular and special meetings shall be conducted in compliance with Robert's Rules of Order.

b. A quorum shall consist of a simple majority (50% plus one) of the voting members.

c. The General Manager shall be a non-voting member; however, s/he shall cast the deciding vote in case of a tie by the voting members.

d. Voting (e.g., majority or two-thirds) requires the requisite number of votes from the quorum present; abstentions count as votes to the majority side.   In the case of a conflict of interest, the voting member shall abstain from voting, and his/her abstention shall not count as an addition to either side.

e. A voting member may request that a proxy represent the member's vote. This request must be made to the chair of the board, and approved by him or her prior to the meeting, preferably twenty-four (24) hours in advance.

4. Setting and Implementation of Policy

a. The policy- and goal-setting powers lie primarily with the governing boards of KCSB; the Radio Advisor and General Manager shall work towards full implementation of said goals and policies.

5. Voting Membership

a. Program Director

b. Promotions Coordinator

c. KJUC General Manager

d. Internal Music Director

e. External Music Director

f. News Director(s)

g. Sports Director

h. Training/Traffic Manager

i. Production Director

j. Assistant Engineer

k. KJUC Program Director

6. Non-Voting Membership

a. General Manager--Chairs the meeting and only votes in case of a tie.

b. Radio Advisor

c. Chief Engineer

d. Office Manager

B. Programming Mediation and Review Committee

1. The Program Director in cooperation with the Internal Music Director, the KJUC Program Director, and the News/Public Affairs Director shall be responsible for the supervision of PMRC.

a. The Program Director and the Internal Music Director will assign responsibilities for reviews in a timely manner and facilitate access to programs to be reviewed by PMRC members.

2. Selection Process and Term of Office

a. The Program Director will select the members of PMRC in cooperation with the Internal Music Director.

b. All PMRC appointments shall be for one year, commencing the first day after Spring Quarter.

c. PMRC members may be selected for additional one (1) year appointments.

d. No more than 10 members shall be on PMRC

3. Charges of the Programming Mediation and Review Committee

a. Shall recommend qualified programmers to the Program Director (See Article III, Section E. 2).

b. Shall provide a written review and evaluation for a minimum of 2-3 KCSB programs to the Program Director and the reviewed programmers each academic quarter on the basis of the programming policies in ARTICLE III of these by-laws.

(1) All programs chosen for review will be reviewed by two members of PMRC individually to ensure fair assessment of the program.

(2) All new programs will be reviewed at least once during the first quarter.

(3) All other programs will be reviewed once per year. The Program Director in cooperation with the Internal Music Director, shall assign reviews prioritizing questionable programs.

4. Meetings

a. Shall meet at least once during the programming quarter to discuss the criteria for evaluation of individual programs and to consider the overall quality of programming.

b. Shall meet with the Program Director at least twice during the quarterly scheduling process to advise and assist in the preparation of the schedule.

ARTICLE VII. STAFF COMPLAINT PROCESS

A. If an Executive Committee member, KCSB staff member, or community member files a complaint against the General Manager or any other Executive Committee member regarding his/her job performance, the complainant is entitled to an investigation/evaluation.

a. The Radio Advisor and General Manager will confer, or in the case that the General Manager is called into question, the Radio Advisor alone will request a written report from the Executive Committee member called into question to find out his/her perspective of the incident. This report should be submitted no later than one week after the request from the General Manager and/or Radio Advisor to the Executive Committee.

b. The Executive Committee and Radio Advisor will:

(1) Review the complaint letter, Executive Committee member's incident report, and KCSB by-laws.

(2) Address the complaint.

(3) Recommend sanctions, if necessary including but not limited to removal or denial of remuneration.

(a) In the case of removal or denial of remuneration there must be a 2/3 majority vote of no confidence by the Executive Committee.

(4) Submit a written summary/response to the complainant

B. If all KCSB internal mechanisms have been exhausted and the complainant feels that the process has been unfair, s/he may take the matter to A.S. Judicial Counsel for a hearing

<u>ARTICLE VIII. REMUNERATION</u>
A. All positions paid by grant, honorarium, or salary by the Associated Students of UCSB will be filled only by UCSB students currently enrolled, and who hold Associate or Regular membership in Associated Students as defined in the A.S. Constitution, Article II and A.S. By-Laws, Article II.   Non-Students may hold such positions, but are not eligible to receive the grant, or salary.   Exceptions to this policy may be requested by written petition by the individual to the A.S. Executive Director.
B. In order for a staff person to receive a salary, s/he must be a registered UCSB undergraduate student, hold Regular or Associate Membership in Associated Students, and fulfill the job description of the position as delineated in the KCSB By-Laws.   Each individual must complete necessary paperwork in the A.S. Administration Office.   Monthly time sheets must be signed by the Radio Advisor and submitted to the A.S. Administration office to receive payment.   In addition, the positions of General Manager and Program Director may only be held by UCSB undergraduate students.
C. KCSB staff positions are Internships, which often require more hours than are remunerated. Remuneration is considered a stipend and is given only if the duties of the position are fulfilled.
D. No staff member will be remunerated for airtime.
E. In case of an economic emergency, the Radio Advisor and Executive Committee may reduce staff remuneration if it is the only way to ensure KCSB's continued operation in accordance with the terms of its license.