

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, July 24th, 2016
FSS4004, 10:30 a.m. - 1:35 p.m.
Meeting #3 2016-2017 Publishing Year

Minutes amended after approval without change from June's Meeting.

Present: Mackenzie Gray, Jon Rausseo, Thivya Naganathan, Niharika Namulla, Raghad Sheikh-Khalil, Julia Miraflores, Lucas Ghosn (ex-officio), Carolyn Mutis

Partially Present: Dayne Moyer (ex-officio), Savannah Awde (ex-officio)

Absent (with reason): Kate Murray, William Hume

Absent (without reason):

1. Opening of Meeting

M. Gray called the meeting to order at 10:41 a.m.

2. Approval of Agenda

M. Gray motioned to approve the agenda. C. Mutis seconded the motion. All voted in favour and the motion passed.

3. Approval of June Minutes

J. Rausseo motioned to approve the minutes. C. Mutis seconded the motion. All voted in favour and the motion passed.

4. Standing Action List

Following group discussion, J. Rausseo made the necessary changes.

5. President's Report

M. Gray recapped D. Moyer's vacation time, and stated that L. Ghosn was hired. In addition, M. Gray explained that L. Ghosn will begin work on August 2 and that D. Moyer will remain with the Fulcrum until October. During this time, D. Moyer will help to train the new GM and Ad Rep.

M. Gray then spoke about the Ad Rep hiring process. He said that the hiring committee will call a candidate on Monday, that the job ad is back online, and that the committee is still attempting to attract candidates.

6. General Manager's Report

D. Moyer announced that updated budgets have been put together. He said that the Fulcrum can expect a surplus of \$16,000 this year, excluding potential diamond edition costs—a project we have not budgeted for.

D. Moyer also stated that he is working on Dee-dee's commission. Due to a spreadsheet error, he accidentally overpaid Dee-dee by \$2,000. The Board discussed, and concluded that they should not ask Dee-dee for money back, but instead withhold further payments. If this were to happen, the Fulcrum would only lose around \$500.00 to overpayment to Dee-dee.

D. Moyer noted that the Board needs to start moving soon on hiring an Ad Rep.

D. Moyer cited August 15 as a deadline for dropbox placement.

D. Moyer announced that the collections list is looking the best it has in the last 7-10 years.

On the topic of HR, D. Moyer explained that he and S. Awde are interviewing a candidate for Features Editor today. In addition, the two plan to take the time necessary to find a best-fit candidate for the Multimedia Coordinator position.

S. Awde spoke about the idea of possible investment in a video department. She said that she plans to get more details from staff to regarding this possibility.

D. Moyer stated that the Managing Editor will be begin to be compensated later than expected due to his internship. D. Moyer also said that he has no concerns about this.

M. Gray asked a question regarding employee contracts. D. Moyer responded, stating that contracts will all be done by orientation.

J. Rausseo asked a question about the amount of outstanding commission owed to Dee-dee. D. Moyer explained the situation.

M. Gray asked S. Awde about the hiring process for Features Editor. S. Awde stated that the process is going well. She has received 7 applicants, and the hiring process is underway.

M. Gray invited further conversation regarding Dee-dee's overpayment.

J. Rausseo explained that it is difficult to request compensation back from an employee after it is paid.

D. Moyer stated that he talked to Dee-dee about the overpayment situation over the phone, and that Dee-dee responded by stating that she will ask the Fulcrum to go back 5 years in records to see if we made any mistakes in the past, and might therefore owe her money. M. Gray stated that asking for compensation back is not a good way to treat a former employee, and that since we have asked Dee-dee to help train the new Ad Rep, not doing so would keep us in good faith.

D. Moyer brought the Board's attention to the Staff Contingency Fund found on this year's budget. Added last year, he said that this fund is to cover expenses such as maternity benefits. He added that it is a "quite a bit of money," and was introduced for an employee that is not employed with the Fulcrum anymore.

M. Gray said that the Staff Contingency Fund was also created for employees who need to leave for family reasons, etc. Maternity leave was part of the motive, but not all of it. M. Gray then stated that it would be good to keep the Staff Contingency Fund on the budget, and if the Fulcrum has not used it by Christmas, the Board could review it then to see if it should be amended or removed.

D. Moyer concluded that he will reallocate the Staff Contingency Fund to 'wages' under 'salary' in the budget. He explained that this reallocation will make it easier for the Fulcrum to administer the fund. D. Moyer also said that he will update the business bible to reflect this change.

7. Editor-in-Chief's Report

S. Awde began by stating that a large portion of the month has been used to further the hiring process for the Features Editor position.

S. Awde then explained that K. Wiens, Production Manager, has joined the Fulcrum team. This month, S. Awde has been working with K. Wiens and the Social Media Coordinator.

S. Awde announced that support staff applications have been received for all positions, and that hiring for the Multimedia Coordinator has been extended.

S. Awde said that the Managing Editor has conducted interviews with Fulcrum staff.

S. Awde stated that informal training is continuing at the Fulcrum, and that she will be sending training packages to employees soon. She plans to consult the former EIC on their contents.

S. Awde called to attention this month's online and social media reports.

S. Awde said that the Social Media Coordinator is asking the Board for an Instagram analytics application. S. Awde also stated that the Social Media Coordinator would like to change the deadline for analytics reports to Monday instead of Sunday.

The Board concluded that this would not be a problem.

S. Awde announced that the social media style guide is basically finished, and that A. Morgado did a great job. S. Awde said that she and K. Darbyson have completed revisions on the guide, and that D. Moyer is looking into copyright information to make sure the Fulcrum is covered.

S. Awde explained that she is done proofreading the Diamond Edition, and that it looks great.

S. Awde said that she has started promotional planning. She stated that she has reached out to current and past members of the Ed Board to decide what to do in this regard over the next 2 weeks.

J. Rausseo asked if the Fulcrum could procure an analytics tool for the Social Media Coordinator that covers all social media platforms, including Instagram.

S. Awde said that she will look into it.

M. Gray stated that he knows of a program that analyzes all social media platforms used by the Fulcrum, but that he cannot remember the name.

J. Rausseo suggested that the Board reach out to other newspapers to see what tools they use.

D. Moyer added that the Fulcrum could use discretionary spending funds to procure a new tool if A. Morgado provides a report on what to purchase.

M. Gray pointed out that S. Awde has been writing most of the Fulcrum's articles this summer.

S. Awde responded, stating that writers are a lot less responsive in summer. She said that she has been strongly encouraging writers, but that they are busy with work, class etc. Furthermore, she said that editors are less motivated to write as they are not currently being paid.

8. Finance Committee

M. Gray explained that the Finance Committee did not meet this month, and therefore has no updates to share.

9. HR Committee

M. Gray stated that the HR Committee didn't have a formal meeting this month, but that L. Ghosn was successfully hired and that the hiring process for the Ad Rep position is underway.

10. Policy Committee

R. Sheikh-Khalil explained that the Policy Committee will meet soon. She announced that she will create a google doodle to find a convenient time.

11. Readership Committee

J. Rausseo announced that he will try to hold Readership Committee meetings on campus from now on.

J. Rausseo stated that he and M. Gray had a great brainstorm meeting during which they took a look at the JDC report. J. Rausseo explained that he and M. Gray chose some main points from the report to pursue (ex. painting newsstands red to match Fulcrum branding)

D. Moyer expressed hesitance about painting newsstands red, as it would take days of hard work and the right supplies and conditions.

J. Rausseo stated that to paint the newsstands, the Fulcrum could use the lawn behind the Free Store.

M. Gray suggested that the Fulcrum not paint all newsstands—maybe only the most popular ones.

J. Rausseo said that the Fulcrum could probably procure a tent to do the painting in, or ask the Visual Arts Department to sue a lab.

M. Gray suggested that maybe the painting project could take place over multiple years.

D. Moyer agreed with this idea.

J. Rausseo stated that the Fulcrum should focus on stand placement in residences. He said that he will talk with residences about getting stands out.

D. Moyer said that he will do another follow-up with bike-couriers, and that he is still looking to get a quote, as he believes using them would be more effective moving forward.

J. Rausseo stated that he will contact Transport Services about getting newspapers to the U of O's medical campus.

J. Rausseo explained that the Readership Committee had a quick talk about advertising and marketing. He said that the Committee plans to focus on contra, and that they will speak with faculties as they have a lot of stories that they want to push.

J. Rausseo said that the Fulcrum could probably do advertising through the faculties too, as they have a lot of advertising power.

D. Moyer provided another point on contra—the Fulcrum’s 3 tiers. He suggested that the Committee have a formal discussion on what contra ratio would be best for the Fulcrum.

J. Rausseo stated that he wishes to have a full Readership meeting again at which newsstands could be discussed in more detail.

J. Rausseo determined that the next Readership meeting will be held on August 3, and that a newsstand plan will be in place on that day.

J. Rausseo stated that in the meantime, he will determine map, number of racks, method etc.

12. Diamond Edition

M. Gray said that he and S. Awde reviewed that Diamond Edition and that it looks awesome.

M. Gray announced that the next step in the process is to get sponsors and organize a launch party.

D. Moyer explained that potential sponsors want the Fulcrum to come to them with a project budget, and that the Fulcrum still has not done this.

D. Moyer cautioned that a Diamond Edition budget could make or break this year’s financials.

M. Gray said that he thinks that when the Fulcrum first started this project, it was being considered outside the context of an annual budget.

D. Moyer re-stressed the importance of creating a project budget.

M. Gray stated that the Finance Committee will meet this month to create a project budget.

M. Gray explained that he never viewed the Diamond Edition as something the Fulcrum would make money from. He said he believes that at best, the Fulcrum will break even, but the product is really cool, we definitely have a market in which to sell it, and it is a good thing to have around. He said that he views a profit as a bonus.

R. Sheikh-Khalil suggested that we could sell the Diamond Edition in the bookstore, at alumni events, etc.

13. Referendum to Increase Levy

M. Gray said that one of the things he took away from the JDC feedback was “increase online ads by 90%.” He said that online ads make the Fulcrum nowhere near the profit as print ads.

D. Moyer explained that online ads can be augmented in order to make more of a profit (ex. scrolling leaderboards triple the cost of ads).

D. Moyer said that the Fulcrum could engage with a Webmaster to provide more info.

M. Gray stated that the quickest way to make more money would be a levy increase—which the Fulcrum has not had since 1995.

M. Gray said that the Board should start planning now for a levy increase—now is the time.

D. Moyer said that in his January and February reports, he advised that the Fulcrum should add retroactive inflation rates to its levy. He stated that the SFUO is aware that the Fulcrum would like to create a referendum.

D. Moyer suggested that a task force be created to word the ballot correctly, look at failed and successful ballots in the SFUO's past.

J. Rausseo asked if it would be in the Fulcrum's interest to seek a levy increase separate from other student media, or to do so as a group.

R. Sheikh-Khalil stated that it might be an issue if we don't include La Rotunde on our referendum ballot.

J. Miraflores asked when we would create the ballot.

M. Gray and S. Awde responded by stating that this would occur in either October or February.

M. Gray explained that if we participated in the October referendum, the Fulcrum's levy would increase in January.

D. Moyer suggested that the Fulcrum go about this project independently.

R. Sheikh-Khalil suggested that the Fulcrum should try to include La Rotunde in the referendum for levy increase.

J. Rausseo said we could include them even if we do all of the groundwork.

M. Gray stated that the Fulcrum might get more votes 'yes' if La Rotunde was included on the ballot.

D. Moyer made suggestions regarding the wording of the ballot.

D. Moyer suggested increasing the levy to what inflation was for the last 20 years and adding an annual rate from this point on—not a lump sum, but an increased fee right away and an increasing inflation rate.

J. Rausseo stated the importance of a strong ‘yes campaign’ (ex. decrease ads, pay employees fairly).

M. Gray advocated for spending the maximum budget allowed on a ‘yes campaign.’

R. Sheikh-Khalil motioned to pursue a levy increase for the October referendum. J. Miraflores seconded the motion. All voted in favour and the motion passed.

M. Gray motioned to have a 5-minute recess. All voted in favour and the motion passed.

M. Gray suggested that the Board add an item to the agenda: a 10-minute discussion about pending SFUO contract issues.

R. Sheikh-Khalil motioned to add the item to the agenda. J. Rausseo seconded the motion. All voted in favour and the motion passed.

14. Reevaluate CUP Membership

D. Moyer said that CUP hasn’t done what the Fulcrum asked it to do: create a business network, send status reports after its meetings, been transparent with updates, given business reports, reached out to papers who left to see what to do to get them back and send a report on that information.

D. Moyer added that CUP has not yet invoiced anyone.

M. Gray asked what CUP does for the Fulcrum.

S. Awde said that she asked staff this question, and they said benefits from CUP are “good in a pinch if a story falls through,” but that they didn’t use them themselves.

S. Awde stated that the biggest perk of CUP membership in her eyes is the legal benefits. She said membership also provides ‘new wire,’ but that she can’t remember if the Fulcrum has used it—if so, very rarely. She added that the discount on NASH is nice too, but we’d still go if we didn’t have it.

M. Gray expressed reservations about staying with CUP for the year, as they have not met our demands and he worries that they do not have the capacity to. He said that he doesn’t think it would make sense for the Fulcrum to pay membership fees if we’re almost certain they won’t do what they said they would.

D. Moyer reminded the Board that the last Board made the decision to stay with CUP for good reason. He said it’s up to this Board to decide if new information has come up that would change that decision.

J. Rausseo added that CUP expects the Fulcrum to pay them \$3,000 for the year but they have not yet invoiced us. He said he believes we should stay with CUP as we have agreed to do so, and that the Fulcrum can leave later if CUP does not meet our requests.

J. Rausseo suggested that the Board write a formal letter to CUP to ask what they have done regarding our demands. If they have not met them, we can decide to ignore the invoice and leave CUP. He said that we should not break an obligation unless they have actually done nothing.

D. Moyer suggested that we send the letter to the membership, as we had a great AGM but now we are noticing that none of our requests are being accomplished. He said our membership will not be renewed if none have been accomplished.

M. Gray said that the letter should say that the Fulcrum will not pay until our requests are met, as we had an agreement to stay if our requests were met.

R. Sheikh-Khalil agreed with the idea to write a 'warning letter,' as CUP is not fulfilling its commitment to the Fulcrum—why should we fulfill our commitment to them?

D. Moyer outlined the monetary benefits of remaining with CUP and using the legal advice that membership offers.

M. Gray said that the Fulcrum does have another trusted lawyer to consult.

M. Gray proposes a motion that the Board draft an open letter to CUP membership outlining the requests that D. Moyer and S. Nemis brought up at the last AGM, the fact that CUP has not fulfilled them, and that until they are fulfilled or there is progress, the Fulcrum will not be paying its invoice.

D. Moyer offered to draft the letter. He said that it should also include notice to CUP that they should have invoiced the Fulcrum.

J. Rausseo said that he would support a motion to send the letter and reevaluate after receiving a response.

D. Moyer stated that he will send the letter to the Board after he drafts it.

R. Sheikh-Khalil seconded M. Gray's motion. All voted in favour and the motion passed.

15. Pending SFUO Contract Issue

D. Moyer provided a recap of the situation at hand.

M. Gray stated that the Board should have a legal plan laid out. He said that we should have a letter drafted to give to the SFUO, a lawyer ready, and a number of hours chosen for D. Moyer to work with the lawyer to create an action plan.

J. Rausseo asked if the Board has any indication, other than what was said by one SFUO staff member, that the SFUO does not want to honour their contract with the Fulcrum.

D. Moyer stated that the SFUO's long-term marketing employee resigned in the summer and they haven't filled the position. He added that usually, the Fulcrum has received an email by now asking about ads, but no one is in the position to do this.

J. Rausseo suggested sending hints. He said he does not want to go through the legal work if the SFUO will honour the contract anyhow.

D. Moyer said that he would not want to do this without the help of a lawyer. He does not know what wording to use to ensure he won't harm the situation.

D. Moyer stated that we should still have a meeting with a lawyer to make sure we respond properly—in a way that will not surrender the contract.

D. Moyer added that we know that the SFUO has spent time with lawyers trying to break this contract, and that their staff is avoiding meeting with us.

D. Moyer suggested that the Fulcrum email the SFUO to ask who will be running our ad meeting with them, as we need to have this sorted out by August 15, and take legal action if they do not agree.

J. Rausseo and M. Gray agreed.

M. Gray added that it would still be a good idea to have a meeting with lawyer first to make sure that this is a good plan.

J. Rausseo said that he is comfortable with the Fulcrum using two hours with a lawyer to do so. He suggested setting a preliminary upset limit of around \$1,000.

D. Moyer stated that we should not add anything now, but we could do an online vote going forward. He said that he plans to call the lawyer before contacting the SFUO.

16. Skill Building Session

J. Rausseo – “In camera and private sessions”

17. Other Business

J. Rausseo motioned to adjourn the meeting at 1:35 p.m. All voted in favour. The motion passed.

Online Votes

On June 28th, following the discussion at the June Board meeting, K. Murray motioned to hire L. Ghosn as GM for the upcoming year and to empower M. Gray, C. Mutis, and K. Murray as the new GM Hiring Committee to negotiate and sign a contract with him. M. Gray seconded the motion. The motion passed.

Appendices

General Manager Report #002 July 24, 2016

FINANCIALS BANK BALANCE: Our Current Bank Balance is \$\$182,147.57 with a balance of \$4,177.77 in our savings and 21,113.19 and \$66,283.22 in our respective GICs.

Updated Budget: With some shuffling being made in salaries and an adjustment to our printing plan, I've put together an updated budget for the year. We stand to make a slightly higher surplus of \$16,278.17 but I want to caution the board that no spending on diamond edition has been outlined in this budget and as such, if it does not yield a profit, it would threaten that surplus (we've already committed \$5000).

Closing Deidre's Commission: Having worked rather hard at collecting and writing off old debt, there was only a balance of \$11,868.82 including WBK for which we owe Dee her 5% closing commission. Between 5% on this amount and 15% on a recently collected balance, we owe Dee \$1,129.85. However, in putting together a detailed commission report to issue alongside the closing pay, I found an error in our commission tracking sheet. On one commission calculation on a single payment a division sign rather than multiplication sign caused what should have been a \$64.80 payment to be a \$2,880 payment. As a result, we owe Dee a negative balance of \$1,674.85. I do not think efforts to

recover this would be advisable but, as there remains a balance of \$11,800 remaining to collect with no extra commission attached, that sum will be recovered should those amount be effectively collected.

AD DEPT

An influx of ad inquires has started rolling in with 2 ad contracts signed for next year. The sooner we can get our ad rep in the better, they will walking into a very busy time and hopefully will be able to start with a bit of a trial by fire.

No word yet from the SFUO, I've tried to stop in for a face to face but no one is available. The deadline set out in our contract is August 15th to schedule an ad buy. We are not far off from needing to sit down in a working group and plan next steps.

DISTRIBUTION

I understand that readership had one initial meeting but will be hosting another one shortly. I want to urge the board to commit to a deadline of August 15 regarding having all boxes in their new places.

COLLECTIONS

Collections are continuing a bit. We have the majority of what was reported last meeting still outstanding and following up on a few that promised payment is on my list of tasks for next week.

HR

Savanna and I are hoping to have Features filled in the immediate future and will move onto multimedia, associate news and photographer ASAP. We have not had a huge volume of interest in multimedia which was expected but luckily a vacancy in that position affects our editorial team the least. With this position, hiring the right person is paramount and if it takes more time to

find the right candidate, I believe myself and Savanna would prefer that to putting the wrong candidate in the role.

Due to the nature of Kyle's internship with Metro in Alberta, he has been unable to start his summer term with us. We have decided that we are willing to make accommodations for Kyle as the experience is invaluable and we will stand to save a bit of money in our wages line as a result of not having Kyle until the end of August.

Diamond Edition

I am about to start moving all furniture on the second floor into the right rooms and purging some very old trash from those offices. My goal is to be mostly done the second floor prior to August 1st which will give us a few weeks to coordinate things like securing bookshelves properly before our next safety inspection.

Goals for August Include:

- Train our two new staff members
- Complete new distribution map with readership committee
- Complete hiring of all positions

—DAYNE MOYER, FPS GM aka Head Fella

EIC Report — July 2016

STAFF

I have been working through the hiring process for the features editor position with Dayne and Kyle, our managing editor and previous features editor. Candidates have all been tested and most interviewed, and after we do the final interview today we will hopefully be able to make a decision for the role shortly after.

We have received support staff applications for all positions and will begin interviews once the features editor (our last editorial board member) has been hired. We extended the deadline for the multimedia coordinator, as there was only one applicant, so that we can get a larger pool of candidates and find the best fit.

Our social media coordinator has continued to be a great asset to the team, and has been submitting schedules and analytics reports as required on a regular basis. She led the creation of a social media style guide, and we are finishing off the final revisions.

Our production manager has been given a list of summer tasks created by the social media coordinator and myself, and she has been working through that list this month. We have also been working together to finish the proofing on the Diamond Edition.

Our managing editor has reached out to the section editors individually to introduce himself and discuss the upcoming year.

Staff has continued informal training, with many emailing me to ask for my thoughts on story ideas, writing stories, and working through the edits I'm making. While the training process has made for a slower release of new content this month, I believe giving the opportunity for firsthand training to the incoming ed board is more than worth it.

In August, I will hold meetings with each staff member to gauge what matters most to them in a job, and discuss how I can support them best in their work, so that they feel comfortable entering their job this fall. In addition, in early August, the staff members will receive their training packages. I am working with our webmaster to try and get them on an online platform, but if not they will simply receive the training material in PowerPoint form.

Dayne and I will be meeting in the coming weeks to put together the content of the orientation packages and schedule activities. I have

reached out to potential speakers that would add value to our orientation day and hopefully they will be available to attend.

Online and social media

As I stated earlier, Allegra, our social media coordinator, has continued to do great work this month. She has continued to re-package content and has also experimented with polls on Twitter.

Allegra has also spearheaded the social media style guide this summer, and it is quite an extensive and well-thought-out guide, I'm very excited to use it this year. Both Kyle and I have made our revisions on it, so a final product will be all ready to go for ed board to use this year.

We have continued to touch base weekly to experiment with new ways to maximize our social media reach.

Allegra's social media/online analytics reports are attached in my email to the board.

Diamond Edition

I have finished proofing the Diamond Edition (it looks great!!) and will be in contact with Kim and Jackie to ensure they understand my notes and do not have any questions about the edits.

Promotional planning

I have had discussions with a few ed board members to brainstorm on ways to increase our presence on campus during the first few weeks of the fall semester—arguably, the most crucial time frame for getting our name out there. I have reached out via email to previous and current ed board members to generate the largest pool of promotional ideas and then will evaluate them alongside my own ideas in the coming weeks for cost-effectiveness, branding power, among other factors.

