

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, October 23th, 2016
FSS4004, 10:30 a.m. - 2:21 p.m.
Meeting #5 2016-2017 Publishing Year

Present: Lucas Ghosn (ex-officio), Carolyn Mutis, William Hume, Kate Murray, Savannah Awde (ex-officio), Shanèl Dear (ex-officio), Maggie Gollish, Mackenzie Gray, Raghad Sheikh-Khalil, Dorian Ghosn

Partially Present: Mackenzie Gray, Raghad Sheikh-Khalil

Absent (with reason): Julia Miraflores

Absent (without reason): Thivya Naganathan, Niharika Namulla

1. Opening of Meeting

M. Gray called the meeting to order at 10:40 a.m.

2. Approval of Agenda

C. Mutis motioned to approve the agenda with the following amendments:

- Move the ratification of ombudsperson to item 3;
- Add a recess after the Editor-in-Chief report for item 9; and
- Add a CUP and NASH discussion for item 16.

K. Murray seconded the motion. All voted in favour and the motion passed.

3. Approval of September Minutes

R. Sheikh-Khalil motioned to approve the September minutes. W. Hume seconded the motion. All voted in favour and the motion passed.

4. Ratification of Ombudsperson

D. Ghosn presented his application and CV to the Board. D. Ghosn explained that he is a graduate of Algonquin College's Business Administration and Human Resources program. He also noted that he is very experienced and comfortable with customer service. M. Gray and J. Rausseo described the roles and requirements of the ombudsperson to D. Ghosn.

J. Rausseo motioned to elect D. Ghosn as the ombudsperson for the 2016-2017 publishing year. W. Hume seconded the motion. All voted in favour and the motion passed.

5. Review of Standing Actions

K. Murray presented the standing actions list and R. Sheikh-Khalil made the necessary changes.

6. President's Report

M. Gray stated that he did not have a report to present. M. Gray explained that the items that he tends to include in his reports are always mentioned in either the general manager's report or the editor in chief's report and in the interest of saving time, he thinks it would be best not to write a report.

C. Mutis asked if there is any value in having the reports in the records. J. Rausseo suggested having a president's report at the end of the other officer's reports. M. Gray agreed that he will still write a report, but will not read it. J. Rausseo mentioned that K. Wilcock set objectives for his president reports and outlined how he was doing with them. The Board agreed to adopt this format for M. Gray's president reports.

7. General Manager's Report

L. Ghosn began by going over the Fulcrum's bank balances and noted that the Fulcrum's largest GIC will be maturing in one month. L. Ghosn explained that D. Moyer's credit card has been cancelled and that L. Ghosn is waiting on the TD representative to issue a new credit card under his name. M. Gray suggested adding a separate item at the end of the agenda to talk about the maturing GIC.

L. Ghosn informed the Board that the Fulcrum's year to date is catching up in revenues compared to last year. He also indicated that the payroll expenses are significantly lower at this point and this is primarily because the Fulcrum's previous advertising representative had a very costly salary. L. Ghosn explained that this continues to help offset the lack of ad sales.

L. Ghosn noted that the staff contingency fund is still under the "wages" budget and he strongly advises that the finance committee discuss the possibility of re-allocating this amount out of wages and into either the legal budget or the NASH budget.

L. Ghosn announced that October's food issue featured the Fulcrum's first back page ad of the publishing year. L. Ghosn also mentioned that ad sales have been picking up and the business department hopes to be close to par for November and December sales compared to last year.

L. Ghosn let the Board know that distribution has been moving efficiently with the Fulcrum's new courier service. L. Ghosn went on to say that both FNS and Cafe Nostalgica have requested to have the Fulcrum distribute there weekly. He added that in order to save the Fulcrum some costs, L. Ghosn has been dropping off several issues of the Fulcrum every week to FNS to maintain a good relationship. This led to a back-page ad from FNS in the Fulcrum's food issue. L. Ghosn offered to do the same with Cafe Nostalgica.

L. Ghosn stated that collections have been going well, but he's still waiting to hear back from a few clients for outstanding amounts.

L. Ghosn informed the Board that an emergency hiring plan for the Sports Editor and the Associate Sports Editor. He said that their contracts have been drafted and will be ready to be signed after reading week. L. Ghosn also explained that their job descriptions will be drafted and verified by the Editor in Chief and outgoing Sports Editor by Monday, October 31st.

L. Ghosn then brought forth several open discussion topics, including: SFUO legal situation, CUP membership renewal, NASH budget allocation, and NASH fundraiser ideas.

L. Ghosn concluded by stating his goals for November, which are to continue to clear the outstanding collections list and to submit all audit files to auditors.

M. Gray asked S. Awde what reasons there are to stay in CUP. S. Awde replied that access to the media lawyer is mainly the only one. J. Rausseo wondered how often the Fulcrum consults him. S. Awde stated that the Fulcrum typically consults the media lawyer two to three times per year. J. Rausseo suggested that the Fulcrum could put the media lawyer on a retainer for two to three hours instead.

Next, the Board went over the last letter to the SFUO.

8. Advertising Representative's Report

S. Dear went over the total sales and the sales that the Fulcrum has made since last October's report. S. Dear noted that although the Fulcrum is still behind on sales from last year, the Fulcrum is still close to last year's October total.

S. Dear stated that 23 contracts have been signed so far.

S. Dear mentioned that the Fulcrum used the Panda Game tickets that they received from Sports Services in an online Social Media contest. She went on to say that the Fulcrum will be giving Sports Services the Fulcrum's ad to display on their tvs soon. S. Dear said that the Fulcrum's latest contra deal was with Father and Sons.

S. Dear argued that the Fulcrum's website needs to be redesigned so that the ads look better. She stated that the banner at the top of the website looks really unappealing. Discussion ensued on different ad banner options. The Board agreed that a mobile optimization discussion is needed as the Fulcrum's website needs to be mobile friendly. M. Gray stated that an ad needs to be placed in the middle of the story because all of the major publications already does that. J. Rausseo suggested that the Board first finds out how much the Fulcrum can make from it before making any decisions.

M. Gray asked about having cookie-enabled ads. S. Dear stated that she thinks the Fulcrum could earn a lot of money from the use of cookie-enabled ads. S. Dear offered to do more research into it for the next Board meeting.

S. Dear informed the Board that she has been having trouble contacting old clients, but that she is currently focusing on contacting more clients, such as Cineplex.

S. Dear noted that there have been no production issues since last meeting. M. Gray suggested contacting by-election candidates for ads.

9. Editor in Chief's Report

S. Awde began by announcing that the sports editor resigned this month due to personal conflicts with the job. She said that he has been very helpful in assisting L. Ghosn and S. Awde to find a replacement. S. Awde explained that she and L. Ghosn believe the best way forward is to hire two new staff - one sports editor with reduced pay, and a staff reporter paid with the reduction in the sports editor's pay. The Board has ratified two individuals for these positions. S. Awde stated that she and L. Ghosn plan to conduct an exit interview with S. Murdock.

S. Awde mentioned that J. McRae-Sadik conducted a photography workshop recently, which turned out to be very successful.

S. Awde explained that she's started conducting performance reviews and about half of them have been completed. She said that she will continue with them during the first week of November.

S. Awde said that A. Morgado suggested more giveaways ideas in her report and S. Awde will be meeting with S. Dear within the next few months to discuss potential giveaways relating to each section.

S. Awde announced to the Board that Breaking News has received a lot of traction on social media.

S. Awde mentioned that she and L. Ghosn are planning to have a photobooth set up in Demarais as a fundraiser for NASH.

M. Gray asked S. Awde why S. Murdock decided to leave the Fulcrum. S. Awde explained that it had a lot to do with it being S. Murdock's last year of University. S. Awde went on to say that she proposed giving him a flexible work schedule, which S. Murdock for a little bit, but he found it hard to balance work and school at the same time. W. Hume questioned if there is anything else that could have been done. S. Awde thinks that having an associate sports editor is a good idea. M. Gray asked if anyone else has these feelings. S. Awde replied no. R. Sheikh-Khalil wondered if the freelance program helped at all. M. Gray questioned how much the Fulcrum spent on the Freelance Fund. S. Awde answered that two critiques have been completed so far,

but that the Fulcrum hasn't paid anyone yet. L. Ghosn argued that the process to get the freelancer status is too cumbersome.

M. Gollish motioned to go in camera. W. Hume seconded the motion. All approved and the motion passed. M. Gollish motioned to go out of camera. W. Hume seconded the motion. All voted in favour and the motion passed.

10. Finance Committee

M. Gray gave the Board an update on the social media coordinator's situation. He also discussed the various health plan options for L. Ghosn. S. Dear mentioned that she is already covered through both the University and her mother already, so she wouldn't require any health coverage from the Fulcrum.

11. Human Resources Committee

M. Gollish motioned to go in camera. W. Hume seconded the motion. All voted in favour and the motion passed. M. Gollish motioned to go out of camera. W. Hume seconded the motion. All voted in favour and the motion passed.

12. Policy Committee

R. Sheikh-Khalil stated that the Policy Committee didn't meet, so she did not have an update.

13. Readership Committee

J. Rausseo said that the Readership Committee didn't meet, so he did not have an update for the Board. M. Gray suggested that he and J. Rausseo should have a meeting about readership before the Strategic Planning Session.

14. Referendum Committee

M. Gollish explained what the referendum committee changed to the question since the last Board meeting. Discussion ensued over the use of "one time" and where to put it. M. Gray proposed to wait to vote on this question once the Board hears back from the SFUO.

15. SFUO Contract Issue

J. Rausseo voted to go in camera with the ex-officio members. K. Murray seconded the motion. All voted in favour and the motion passed. J. Rausseo voted to go out of camera. C. Mutis seconded the motion. All voted in favour and the motion passed.

16. Diamond Edition

L. Ghosn asked the Board if the Fulcrum should continue with the project knowing that the Fulcrum isn't going to be making any money. M. Gray thinks that the Fulcrum should continue with it, noting that he has been looking getting sponsors. The Board agreed. J. Rausseo wondered if there is anywhere to see the Diamond Edition online. M. Gray said that there is.

17. CUP and NASH Discussion

M. Gray announced that CUP wants the Fulcrum's money for membership fees. He explained that NASH fees have gone up a lot this year. He went on to say that the goal is for the Fulcrum to bring a minimum of eight people, but hopefully twelve to the NASH conference. L. Ghosn stated that the budget for 2017 is \$3100. M. Gray said that leaving CUP would make the fees for NASH less expensive. R. Sheikh-Khalil asked what the cost of the trip would be. M. Gray explained that it would depend on how many people go. C. Mutis wondered if the Fulcrum leaves CUP, would there be a finance committee meeting to decide where the money would go. M. Gray said that there would be. W. Hume motioned to leave CUP. M. Gollish seconded the motion. All approved and the motion passed.

18. GIC's

L. Ghosn asked the Board if he should look into high interest options. He went over how much each of the Fulcrum's GICs are worth. L. Ghosn noted that one GIC will be done maturing at the end of the month, while the other one will be finished at the end of April. L. Ghosn mentioned that the GICs represent one third of the Fulcrum's savings.

J. Rausseo questioned what's the lowest that the Fulcrum's account ever gets down to. He further said that he would like to see what the Fulcrum's different options are. L. Ghosn said that he would look into it.

M. Gray asked if this will impact the Fulcrum's not-for-profit status. J. Rausseo stated that it wouldn't and he went on to say that if the Fulcrum has some money sitting there, we might as well make it work for us.

M. Gray mentioned that the Board should wait and see what happens with the referendum question. He explained that he would be more comfortable rolling the money over as the Board will have an important financial update coming up soon.

19. Other Business

M. Gray motioned to adjourn the meeting at 2:21pm. All voted in favour and the motion passed.

Appendices

Online Votes

On October 13th, K. Murray motioned to ratify Nico Laliberté as the sports editor and to accept this emergency hiring plan. C. Mutis seconded the motion and the motion passed.

On November 21st, K. Murray motioned to share the list of the ONCA recommendations and the current By-Laws with Susan Goetz. J. Rausseo seconded the motion and the motion passed.

GM Report #004

1. Financials

Bank Balance: Our current total bank balance is \$234,556.53 with a balance of \$4177.77 in our savings and \$21,113.19 and \$66,393.27 in our respective GICs. Dayne's business credit card has officially been cancelled and I am still waiting on Sean (TD Rep) to issue the new credit card under my name. Our largest GIC is set to mature on Nov 23, 2016.

2. YTD

The YTD is slowly catching up in revenues compared to last year. Shanel had a good month in October and is going to continue to grow her skills as the ad rep and I am confident she will do great in November as well. Payroll expenses are significantly lower at this point in the year, mainly because our previous ad rep had a very costly salary. This continues to help offset the lack of ad sales. Accounting/legal is on pace to surpass the budgeted amount due to legal situation with SFUO. Latest billing from Mann Lawyers is attached. Refer to attached YTD in Oct GM folder for any questions.

3. Budget

Staff contingency fund is still sitting under "wages" budget and I strongly urge the finance committee to meet and re-allocate this amount out of wages and into either our legal budget or our NASH conference budget.

4. Ad Department

October was good, and the Food Issue featured our first back page ad of the publishing year! Well done Shanel. Ad sales are picking up and we hope to be moving close to par for November and December sales compared to last year.

5. Distribution

Things are moving efficiently with the new courier service and we have a healthy relationship. FNS and Café Nostalgica have requested to have Fulcrum distributed there weekly. To save some costs, I have taken the liberty of dropping off a handful of issues at FNS every week to maintain a good relationship and this led to a back-page ad from them in the food issue. If

readership sees benefit, I can do the same for Café Nostalgica. Note that restaurants do not need many copies because customers tend to place the paper back on the stand once they leave.

6. Collections

Collections are steady, our more outstanding accounts have been collected in September as well. However, I am still waiting to hear back from a few clients for outstanding amounts.

7. HR

Emergency hiring plan for the sports department has been implemented, contracts for Sports Editor and Associate Sports Editor will be drafted and presented to each candidate when they return from reading week. Job descriptions are to be drafted and verified by the EIC and outgoing Sports Editor by Monday, October 31st.

8. Open Discussion Topics

SFUO Legal situation, CUP membership renewal, NASH budget allocation, and NASH fundraiser ideas.

Goals for November:

- Continue to clear outstanding collections list
- Submit all audit files to auditors

Ad Report October 23 rd 2016

Sales: Our total sales right now are \$14,163.16. We have made \$7,324 since my last report. We are still behind on sales from last year, but we are pretty close to last years October total. I was gone for a week so the October 13th issue was not as full as it could have been. We have not been getting very much sales from free at all, especially compared to last year.

Contracts: I have signed 7 more contracts, bringing our total so far to 23 contracts.

Contra: We have used the panda game tickets we got from sports services in an online social media contest, we will also be giving sports service our ad to display on their tv's soon. Our latest contra deal is with Fathers & Sons.

Online: I think the website layout needs to be redesigned so that the ads look better. The banner at the top looks really unappealing. I am going to talk to K and R about it next week to see what we can do. I think I would have more success selling online ads if we can redesign the layout of the site.

Old Clients: I have contacted about 10 old clients, I am waiting on a reply from 5 of them and the other 5 have told me they are not interested in advertising with us this year. I have also had a few old clients tell me they don't have the money to run as big of an ad campaign as they did last year.

New Clients: I have contacted about 25 new clients this month, a mix of larger businesses such as movie theaters and smaller businesses. Lucas has been a great help at sending me new leads! It is greatly appreciated. I am going to follow up with them this week.

Production: We have not had any production issues since my last report.

Goals for this month:

- contact 25 more new clients
- Follow up with prospects
- Try to do more visits before the winter starts!

EIC report—October 2016

Staff

This month we had one staff member, our sports editor, resign due to personal time conflicts with the job. They have been extremely cooperative in helping to find a replacement. Lucas and I have discussed with him, and we believe the best way to replace our editor would be to hire two new staff—one sports editor with reduced pay, and a staff reporter paid with the reduction in the sports editor's pay. This way content assignments will be divided equally, and the extra money given to the sports editor will be justified as they will edit the entirety of the content and liaise with volunteers. The rationale behind this solution is that none of us feel that there is one candidate that can put forth the time commitment necessary, or a candidate that is prepared to take on the workload at full capacity. We do believe we have two candidates that next year could very well be capable of taking on the role, and if they shared the work we believe the sports section will remain strong. The board has ratified Nico, I'm not sure if Zack for associate sports? Lucas and I will conduct an exit interview as well, which will give us some insight into some improvements we can make in the workplace, some of which require action from the board and so can be discussed at the strategic planning session.

Jackie, our visual editor, stepped up this month to do a photography workshop, which was extremely successful. I'm hoping to have the other editors take on leadership roles similarly and have them share their knowledge with volunteers. We've started performance reviews and about half have been completed. I will continue to hold them in the first week of November.

Volunteer relations

As predicted we had a slight drop in volunteers toward the end of the month, with about 15 at the last meeting rather than the 20+ we've been seeing. This is still a good turnout given midterms, and Jackie had a good turnout of about seven people for her workshop. I'll be

holding a speaker event on Nov. 10 so hopefully we can draw a similar or better turnout for this event.

Online

Allegra has suggested more giveaway ideas in one of her reports, and as such I would like to meet with Shanel in the coming month to organize potential giveaways relating to each section. Early October saw a mixed performance across platforms with a minor decrease in Instagram following, but good performance across Facebook and Twitter. We have noted a strong correlation between social media performance and breaking news, so we will ensure that our news section remains strong. The most recent period saw an increase in reach across all platforms, which is excellent to see. Allegra has also noted certain patterns in the way posts are written and how many clicks they receive, so she will be working with editors to continue this high reach.

NASH fundraising

Lucas and I are organizing a photobooth in Desmarais for the weeks in November so that we can raise money by taking professional photos for LinkedIn. This is booked and ready to go, we will be advertising heavily over social media and in print to ensure a good turnout.