

**Fulcrum Publishing
Society Board of Directors
MINUTES**

Sunday, April 26th, 2015
FSS 4004, 10:30 a.m.
Meeting #10 2014-2015 Publishing Year

Attendance

Directors: Keeton Wilcock (President), Benjamin Miller (Chief of Staff), Freya Boyle Bauer, Jon Rausseo, Brent Holloway, Chris Radojewski (VP), Mackenzie Gray, Simon Gollish

Ex-officio: Sabrina Nemis (EIC), Deidre Butters (Ad Manager), Andrew Hawley (GM)

Absent: Varsha Seeram

1. Opening of Meeting

K. Wilcock stated that because S. Gollish had to arrive late he would chair. K. Wilcock called the meeting to order at 10:50 AM.

2. Approval of Agenda

C. Radojewski motioned to approve the agenda. B. Holloway seconded. All approved. The motion carried.

3. Approval of March Minutes

J. Rausseo motioned to approve the minutes. C. Radojewski seconded. All approved. The motion carried.

4. Standing Action List

B. Miller gave a summary of the Standing Action List. A number of changes were made.

5. NASH Final Report

A. Hawley stated that the final report had now been shared with the Board and that it only added some final details to what had already been discussed in previous meetings. C. Radojewski motioned to approve the report. B. Miller stated that a note should be added to indicate the importance of making additional efforts to find uses for the disability budget line. J. Rausseo seconded the motion with the note. All approved. The motion carried.

6. M. Gray Board Candidacy

B. Miller motioned to go in-camera. B. Holloway seconded. All approved. The motion carried.

C. Radojewski motioned to go out of camera. J. Rausseo seconded. All approved. The motion carried.

M. Gray joined the meeting.

K. Wilcock notified M. Gray that he had been accepted as a member of the Board.

7. Advertising Manager Report

D. Butters reported that the Fulcrum was ~\$8,000 above the annual target with sales at ~\$121,000. The work that remains to be done during this publishing year is the administration of already agreed upon contracts. She mentioned briefly that she was in possession of contracts for all accounts that had not yet been paid, but that this group consisted of the usual members and some small amounts.

D. Butters noted that the turnover of the online staff would be vital as it is generally quite poor and unless she is physically there advertising needs tend to be neglected. This is something that should be corrected in the future.

D. Butters notified members that she had made a mistake uploading an online ad worth \$200. The sum would be compensated out of her salary. She attributed this error to the fact that her online work is not integrated into her overall workflow. She indicated that in future online advertising would be input in a more standardized way along with the weekly workflow. She told members that she had resisted doing this in the past so as to be as flexible as possible for clients, but that it has cause repeated problems.

J. Rausseo asked what workflow software was used and if new software was needed that the Board could authorize the purchase of that. D. Butters responded that she used Google Calendar.

D. Butters finished by letting members know that significant progress had been made on the Ad Bible. The work that remains to be done consists in adding those details that are specific to The Fulcrum's methods and needs.

J. Rausseo asked what The Fulcrum's limit was for debt/lateness before no longer providing advertising services to WBK Boxing. A. Hawley responded by saying that The Fulcrum does not have a formal cut-off point, but that he suggests all payments for 2013-14 being settled before any more ads being accepted. C. Radojewski echoed J.

Rausseo's concern and suggested that the Policy Committee discuss creating a formal cut-off point.

B. Miller asked at what point would The Fulcrum begin charging interest. D. Butters responded that this was done at one point but fell out of practice due to the complexity of administering it.

K. Wilcock asked whether The Fulcrum could implement a payment plan. A. Hawley stated that one was already in place, but it was continually being stretched and readjusted. A. Hawley and D. Butters reiterated that they would target 2013-14 debts before allowing any further advertising.

8. President Report

K. Wilcock began by notifying members that the Annual General Meeting was a success although quorum was achieved late. He continued that many good reports were made, all By-Law proposals were accepted, and nearly a full Board was elected.

K. Wilcock notified members that the affairs of the business department were in order and that all issues of the Fulcrum had been published.

Regarding Board committee work, K. Wilcock notified members that a new printer/scanner had been purchased for Volume 75. He noted that the Fulcrum was expecting a large surplus and that part of this surplus was being used to cover the costs associated with Volume 75, although as a matter of best practice cost-recovery should still be sought. He invited all members to attend the Volume 75 alumni event to take place during uOttawa's Alumni Week.

9. General Manager Report

A. Hawley began with a financial update. He noted that the SFUO levy (~\$90,000) was unusually late but set to be received this coming week. He added that he did not have time to make the weekly deposit of cheques. He went on to update members on the year-end investing. The Fulcrum's 1-year GIC had matured and received the maximum interest rate of 2.25%. A. Hawley added \$20,000 to the fund and renewed it at a slightly lower maximum interest rate of 2%. He then reported that due to \$13,000 in additional revenue, a \$15,000 difference between actual and projected expenses, as well as CUP revenues, there would be a projected ~\$45,000 surplus for the Fulcrum. This may be the second highest surplus ever recorded in Fulcrum history.

K. Wilcock asked if revenues from local advertising had been collected. A. Hawley responded that he was in the process of collecting them.

A. Hawley went on to explain that he would approach Free Media again in May to re-negotiate the contract.

He continued that while this was the busiest time of the year for human resources, most keys and transition reports had been collected and final payments distributed. With regard to hiring for 2015-16, A. Hawley gave a summary of the ongoing interview process; so far, 14 applicants have been considered for eight (8) positions.

A. Hawley proceeded to summarize the final pick-up rates for the year, pointing out that, although they were in decline, the decline was much lower than past years.

A. Hawley closed with some logistical notes, remarking that all past audits and minutes had now been uploaded with the exception of November 2013, which was missing. He stated that the By-Laws document would be updated in May and that he was still committed to updating the Business Bible.

J. Rausseo asked the Board to consider striking an investment committee. K. Wilcock responded that it should be a standing item for the Finance Committee. B. Miller added that an ethical investment policy should be considered.

M. Gray asked when the funds owed by Free Media and due to CUP respectively would be paid. A. Hawley answered that he had already offered to pay CUP, but they had not been responsive.

S. Gollish joined the meeting.

10. Editor-in-Chief Report

S. Nemis reported that all went well with the final issues. Regarding the Fiction Issue, she commented that it went well, but could benefit from more planning. She noted that the publication of fiction was a need on campus that The Fulcrum could fill annually, although she did not recommend it on a weekly basis.

S. Nemis then reported that The Fulcrum had finished the year with 31 staff status volunteers, many of whom would be returning next year. She remarked that this was a solid number and a positive indication for next year's support staff, and the Editorial Board in the medium term.

With regard to online readership, she noted that while numbers looked negative, this was due to the spike received from the Cody Boast story last year. Without that spike, some analytics were up and others down.

S. Nemis closed by reminding Board members of a group she had circulated that was looking to partner with a student newspaper to help student newspapers in general improve their web presence. K. Wilcock expressed the Board's in principle support for the idea and encouraged S. Nemis and/or the future Editor-in-Chief to pursue the partnership.

11. Chief of Staff Report

B. Miller revealed that this agenda item was a clever ruse to insert the skill-building session earlier in the meeting. He proceeded to present on the keys to effective listening.

12. Volume 75 Taskforce

C. Radojewski began by explaining that the research was progressing nicely, but that the biggest stepping stone would be securing a production manager. He stated that they were projecting the final product to be 100 pages and divided by themes including, but not exclusive to: university development, Fulcrum branding and logos, and historical ads. Although they could not yet determine a quote, he predicted being able to obtain one soon as more details became clear. At that point, the Committee would seek funds.

J. Rausseo projected a rough budget of \$1,500 for the Alumni event to be spent on food and compensation for possible speakers. This projection was based on an expected attendance of 40 people. Remaining tasks include: decorations, food menu, and completing an agenda. J. Rausseo noted that fundraising for the Diamond edition would also be possible at the event.

D. Butters suggested adding a sponsorship page to the Diamond edition for donors. A. Hawley suggested approaching the SFUO for a donation. S. Nemis suggested starting a KickStarter page. B. Miller suggested approaching the University of Ottawa Press and the Bookstore for a potential long-term revenue source.

J. Rausseo explained that he would draft e-mails to be sent to the potential speakers. K. Wilcock volunteered to send them. M. Gray suggested Ian Capstick. D. Butters suggested Tyler Meredith.

13. Readership Committee

S. Nemis began by explaining that she had discussed the possibility of administering the readership survey in the fall with next year's Editor-in-Chief.

J. Rausseo suggested approaching M.B.A. students to conduct an in-depth study of The Fulcrum. M. Gray suggested approaching communications professors. S. Nemis cautioned that questions would have to be kept consistent with past years to be usable.

B. Miller proposed making The Fulcrum the object of a case competition for one of the Telfer clubs. The Board expressed its in principle support.

14. Policy Committee

B. Miller presented the Ontario's Not-for-Profit Corporations Act review of The Fulcrum By-Laws. Discussion ensued over how best to continue the review. It was agreed that initial discussions should be conducted with the senior members of the Board and Business department before proceeding. S. Gollish motioned to strike a special sub-committee of the Policy Committee to oversee the review process. M. Gray seconded the motion. All approved. The motion carried. K. Wilcock, A. Hawley, C. Radojewski, M. Gray, D. Butters, J. Rausseo, and B. Miller all volunteered to participate.

15. Finance Committee

C. Radojewski notified members to expect one more Finance Committee meeting before the May meeting. A. Hawley stated that he would have a budget proposal soon and that this consultation process would include Editorial Board members.

16. Other Business

S. Gollish noted that the General Manager hiring process was going well. He told members to expect an e-mail vote to ratify the General Manager some time in May so as to give them adequate preparation time with A. Hawley.

S. Gollish notified members that the Human Resources Committee would like to make the pay raise given to the Production Manager carry over to next year (without the bonus). K. Wilcock responded that this would be considered in the budget process.

D. Butters asked if she should be on the Hiring Committee for the General Manager. She stated that in past years she was, but that this year it was a potential conflict of interest for her as she knew one of the candidates. J. Rausseo clarified that, in past years, D. Butters was an observer and could ask candidates follow-up questions that did not affect the grading rubric, but not vote. S. Gollish committed to notifying her of future meetings. B. Miller stated that there should be a policy in place to ensure D. Butters is notified ahead of time.

D. Butters asked about receiving a performance review. S. Gollish indicated that they would be happy to conduct one.

D. Butters asked when she could re-negotiate her contract. S. Gollish indicated that this could happen after the performance review at the same meeting.

J. Rausseo reminded the Board that it would have to review the President's Honorarium.

S. Gollish motioned to dissolve the NASH Committee. C. Radojewski seconded the motion. All approved. The motion carried.

K. Wilcock adjourned the meeting at 1:08 PM.

Appendix

NASH 77 Transition Report

By Andrew Hawley and Mackenzie Gray

February 12, 2015

Preamble: In our view, NASH 77 was overall a great success. We received some very positive feedback from both speakers and delegates. The conference ended up being quite profitable, as you'll read later. We didn't have to deal with any uncontrollable elements such as bad weather, toilets flooding, or Norovirus. And Chris Jones was Chris Jones, so that was good.

Attached you'll find the conference budget, which now has essentially the final numbers (we haven't had time to double check yet, but any future revisions would not lead to significant change). Our report will give a line-by-line breakdown of each, and that way we can comment specifically on those elements of NASH. And then at the end we will present our final thoughts and recommendations going forward.

NASH 77 Budget Review

Revenue

Delegate Fees: In the end we fell short of our projected delegate fees by about \$23,000, which is significant. We had anticipated that due to the location of Ottawa and its close proximity to many papers, we would have 320 delegates. The projection of \$146,000 was based on 320 delegates all paying the CUP early bird full-week rate (\$457).

The final delegate number was 284. However, roughly 255 were there for the fullconference.

The other 29 came for 1-3 days. While we did gain revenue from some late registrants, we also had to cut deals with several papers after the initial registration deadline so we lost some revenue there. We were simply too ambitious in the number of people we thought would come, and that's the simple reason why we were short in this line.

Despite not meeting our financial expectations here, we also noticed that this was not necessarily due to a lack of papers, but more so a lack of people. NASH 77 ranked second only to NASH 75 in Toronto in terms of number of papers in attendance for the last five years. We ended up with 44 different papers paying to send at least one delegate to the conference. There was 26 CUP papers and 18 non-CUP. Several student newspapers came to their first NASH (McGill Tribune, Queen's Journal, Sheridan Sun) or their first NASH in a while (Dalhousie Gazette).

Big papers like the Ubysey and Gateway did have representatives, but they each sent 2 only. This after the Ubysey had sent 10 delegates to NASH 76 and the Gateway had 31 people involved in their conference last year. We would have reached 300 delegates had these two papers sent their usual (or even slightly lower than usual) contingents. That was unforeseen. Also, the Cord, who in the past could have sent 25 delegates to an Ontario NASH, was limited to 15. On the plus side, we had some very strong numbers out of British Columbia and the Silhouette in Hamilton sent 19 people, most at NASH 77.

I believe we would have fallen even shorter of 284 delegates if not for the reduced non-member fees we introduced this year. Our goal this year was to make this conference

truly national in scope, and therefore more accessible to student papers. We found that the calculation in Don't Panic on how much to charge non-member papers was way too inflated and essentially punitive. I think easily half of the 145 non-CUP delegates we saw this year (if not more) would not have attended under the old pricing system. We maintained a difference in fees between CUP and non-CUP papers, but reduced it to \$50. This proved successful for us.

Sponsorship: One of the big successes from NASH 77 was the level of sponsorship and quality of sponsors. This was an area we had targeted as crucial back in the spring of 2014. We wanted to get started on this as soon as possible, especially for approaching national companies. In June, we created a revamped sponsorship package that included more visuals and information than previous NASH sponsorship packages. Our goal was to really emphasize the space advantages of the Shaw Centre. We then sent it to as many companies as possible.

For the first time, Nikon, Adobe, and Canon sponsored the conference. Nikon was the first sponsor, getting on board in August. I had spent much time going back and forth between Adobe and Canon before securing their commitments in November and December respectively. The CWA, University of Ottawa VP Academic, SFUO, and FREE

Media were other big sponsors. I had approached the national companies in June and the more local ones in August. The CWA had been a traditional NASH sponsor but Mack completely re-worked their arrangement and can speak a bit more to that.

Loyalist College approached us literally at the end of December and ended up being a solid sponsor. TD Bank (who we had contacted through the paper's banker) and CANFAR (the Canadian Foundation for AIDS Research) also came on board in December. Further sponsorship dollars came from upselling the U of O from lunchtime to dinnertime keynote after alumnus Lisa LaFlamme had been booked.

Our original sponsorship goal of \$20,000 was considered by us to be quite lofty, so in the end we were thrilled to have \$28,900 in revenue. The total contribution from new sponsors (Nikon, Adobe, Canon, CANFAR, TD) was \$7,150. The U of O and SFUO aren't considered "new" since host papers typically reach out to their university and student government for funding support.

Relationships have now been built between those national companies and the conference. While I imagine their support will likely be continuous in similar capacities, I will caution that many of them had a lot of scrutiny about the event and really wanted to guarantee from us that their money would be well spent. So while it's positive that we have contacts now, I would also add that it doesn't necessarily guarantee they will sponsor the conference to the extent that they did (or at all) going forward. Be prudent when budgeting this line, and make sure you go all out early on.

Other (JHM Submission Fees): We fell just short of our goal for this line. We charged \$20 for individual submissions and a flat rate of \$100 for unlimited submissions from non-member papers. Again, this was to make the awards as a whole more accessible and truly national in scope. We had 12 papers that paid the \$100 fee to send in 5+ submissions. We would probably raise that fee going forward. Only a handful of people

however paid the \$20 individual fee. They were mostly from papers that didn't attend the conference.

Expenses

Hotel rooms and conference venue: We were very close to our projected expenditure number. A long string of negotiating with several hotels (having the separate conference space helped to inject more competition) led to our final Les Suites deal. The cost was \$100 per two-bedroom suite. The conference space at the Shaw Centre ended up costing us \$10,235. We thought both hotel and conference space were excellent in the end and the separation of the two yielded no real problems.

Food: Our food budget was lowered extensively from previous years due to eliminating breakfast and not having dinner on the first night. We could have more effectively communicated to delegates that there would be no breakfast. Otherwise, we found scaling down the food options to be a success. We had to negotiate the Shaw Centre down from \$57.00 plates to \$43.00 by the end, but we made it work.

JHM award gala: We really wanted to trim down spending on this from previous years, but the only we could have done this was to keep it all the Shaw Centre. The cost for the space at the Museum,

The catering, renting the bus, renting the sound equipment, buying insurance, is all what Contributed to us going over. Unless you plan on keeping the after gala party in the same venue as the awards, realistically you're probably looking at spending \$3,000.

Speakers: Most of our speakers were local and thus of little cost. We flew in many speakers From Toronto on Porter or had them come in on VIA Rail at good rates. We didn't pay fees

For any keynotes, though we did pay cab fare and hotel.

Tech equipment: We had to negotiate hard with Freeman, the in house A/V company At the Shaw Centre to get under budget. Like they did at NASH 76, we would recommend Renting your own equipment if you can. The markup on this stuff is ridiculous.

Conference staff: While the coordinators individually received less pay this year Compared To previous NASHs, the whole staff line was up due to having an Associate Coordinator And a Creative Director. We found these positions to be invaluable. When Jessie moved to Toronto for the position at the Star, we had an associate coordinator ready to step in. And Up until that point the associate coordinator had been very helpful to have. Notable, having The associate coordinator for the conference itself was also huge. The two coordinators

Are Constantly running around, so having that third person to oversee and take of care of things Was crucial. The associate coordinator also ran all the volunteers and that was helpful, plus

She ran the conference blog. We would recommend keeping that position for next year. Also, having the Creative Director was a huge bonus. The communication was excellent as We were always in the office with him. It can't be overstated how important that is.

Invest Money in a good designer who you know will be able to meet with you. By having several

Discussions with Adam, he could truly grasp the theme of the conference and then was able to find away to express that theme excellently for everything we did (the passports, the stamps, the Posters, the mugs, shot glasses, the website, etc.). It was all unified.

Promotion: Although looking at the budget we went over here, a lot of the promotional Material was actually covered through CWA. This was the cost for all the swag materials, The posters, passports, website costs, etc. We bought a website theme specifically for Conferences and we thought it looked great and was an improvement over previous NASH Websites.

Conference miscellaneous: This was the insurance we needed to buy for the Shaw Centre And the Museum of Nature for the after gala.

Accessibility: In the end, we had no costs for this line.

WiFi: As part of the extensive negotiations with Freeman, we were able to get this down To roughly half of what we had projected. You likely wont have to deal with this next year.

General observations: The budget from the outset intended to finish with a profit of \$25,000. According to Don't Panic, budgeting to make \$10,000 would result in breaking even, just due to all the unforeseen circumstances. So it's excellent that we didn't lose any money from what we were planning to make. But to be safe I would try and project to make at least \$20,000. If we hadn't finished with the savings we did in speakers and miscellaneous (which is basically a contingency line), we would've been hurt financially due to the shortfall in delegate revenue.

Recommendations:

- Keep the fee system we implemented this year or at least a similar one. The traditional one as outlined in DP is now outdated.
- Attack sponsorship early and make sure your package is up to par
- Make sure you're flexible as sponsors will often be interested specific services that will not be in your package but that you can deliver
- Communicate with delegates more often than we did with updates/news
- In order to save money, I would keep food at just the three dinners; it helped us that we had the grocery stores and restaurants nearby as well as the suite setup; if NASH 78 is going to be back in a hotel then you will probably be able to get four dinners for a similar price to what we paid for three.
- Investigate having separate conference space from hotel as long as total pricing (space + hotel vs just hotel) is within range
- Hire an associate coordinator and a creative director/graphic designer who won't just be working remotely from you
- I have several other smaller recommendations that will be put forward in our add ons to the previous transition reports. These are the main takeaways.
- Perhaps the most important point is that you need to be sure you have an excellent team and the communication and commitment level from everybody is the same and expectations for everyone are clear. The final team of 5 as we had by October had that. We were often on the same page and almost always able to constructively work through and solve problems. More ideas could be considered by having the input from the associate coordinator, JHM coordinator, and creative director around, but at the same time it was still the two coordinators running the show.

All the financial changes we made this year were very important, but it was arguably the staffing changes introduced that contributed most to the success of the conference, and ensuring that the staff in place was collectively completely committed to the same principles and ideas of the conference.

I'm sure you have questions. Please email me them at andrew.hawley@thefulcrum.ca and I'd be happy to answer any time. As mentioned, more details will be covered later. I had planned a small trip which is why I was unavailable to be present at the CUP board meeting tonight, but I have complete confidence Mack can answer any questions you have about logistics. Thanks

Speakers Overview

From a speaker's perspective, I felt the conference ran extremely smoothly. We had a number of compliments both personally and publically from speakers regarding our professionalism and a lineup that they felt rivaled any other journalism conference, student or professional, in the country.

Programming

In total we booked 74 speakers from across the country, to fill a total of 70 one hour session slots and 7 keynotes. This represents a major increase in the number of speakers brought to a NASH. We had made a point of increasing the quality of speakers and number of sessions available to people since it was our belief that the session level is where people learn the most at NASH. Being in Ottawa, we had the opportunity to bring in speakers for sessions who we felt at other conference would have been at the keynote level. Session speakers including, Stephen Maher, Anna Holmes, Terry Milweski, Cabbie, and Jane Lytvynenko all could have move into a keynote roll and would have been able to provide a quality keynote, comparable to previous NASH's.

The increase in the number of sessions also allowed speakers more than just the traditional one-hour slot to tackle some larger subjects. A great example of this was William Wolfe-Wylie, who ran two three-hour sessions and one two hour session. This was a great opportunity for delegates to sink their teeth into a subject over a longer than usual period of time at NASH, turn it into almost a mini-boot camp. Dean Beeby, Justin Ling, and John Lehman also ran two hours sessions. Feedback from both delegates and speakers was positive on this change.

During the Conference

As I said before, things ran extremely smoothly during the conference from a speaker's perspective. We were fortunate to only have two speakers be unable to attend their session, which out of a group of 74, is a minor miracle. Many speakers were pleased with the communication from the coordinators before the conference, making sure they knew everything they needed to know prior to getting to the Shaw Centre. In my estimation, these pre-conference emails were the key to making everything run smoothly.

I can't speak to the content of the sessions, as I was running around for most of them but from twitter reaction and the discussion I had with delegates, it seemed to be well received. We only had one complaint brought forward about a session, which was fortunately only a minor one. Overall, I feel like the vast

majority of the speakers we brought in were able to deliver quality presentations that helped make this a strong conference.

Recommendations/Lessons Learned

Go Big!

- We made a concerted effort to bring in big names to the conference. We were lucky to get Mansbridge, LaFlamme, and Swain but in the past it had seemed that approaching these bigger people was not a part of the strategy taken by some coordinators.. In Don't Panic, it says that approaching people like Mansbridge and Adrienne Clarkson (probably should update that one) isn't feasible due to the high cost of speaking fees. I think we proved that NASH can score the big names in Canadian journalism and that you shouldn't be afraid to go and get them.

Think of different types of delegates.

- It can be easy to think about all the people that you would love to bring in from around the world to plan your dream journalism conference but it's always important to make sure that you have something for everyone. Getting speakers in various types of journalism is always important to putting on a conference that will bring in a wide array of delegates. This was the reason we chose to go after keynotes with name recognition such as Mansbridge and Laflamme. Andrew and I would always try to put ourselves in the shoes of the average delegate, who likely isn't as into journalism as we are, which led to our strategy of perusing both these big name keynotes, top photographers and designers.

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Start early

- This is the golden rule of NASH and should be done for everything, but I'll focus on it from a speakers context. Previous NASH wisdom states that you shouldn't contact most speakers until around September, since they won't know their schedule yet. While some speakers won't know, I think that many of them appreciate the advanced warning and it helps you gauge interest and inform them that the conference is a thing that is happening. The majority will be delighted that you got to them early and will be happy to pencil you in many months in advance. When I took over the speaker's coordinator position in October, there were a few speakers who had agreed to speak at the conference but no dates or times confirmed with them. This meant I had to confirm roughly one speaker a day to meet the expectations that we as a group had set for ourselves heading into the project, which was a very difficult task. I'm not sure if the goal is to have the same number of sessions this year as we did, but if it is, I would highly recommend reaching out to people in early August to start filling space up. This will give plenty of time to plan a balanced conference and allow you to do so while leaving the office before 2 am in December and 5 am in January.

If anyone has any more questions regarding speakers at NASH, send me an email at Mackenzie.Gray@thefulcrum.ca.

On behalf of Andrew and myself, I'd like to thank everyone on the CUP board for their support. Andrew and I had an amazing time planning the conference and

we are very thankful that you trusted both the Fulcrum and the two of us to plan something as important as NASH.

OUTSTANDING PAYMENT 14-15

35 or more days

REDACTED FOR PURPOSES OF CONFIDENTIALITY

General Manager Report #010

April 24, 2015

FINANCIALS

As of April 24, there is now \$ \$111,759.67 in our chequing account. That figure may seem low, and in fact it is. There are three reasons for that:

- I. We still haven't received the SFUO winter levy, which is unusual for this late in the year. I am projecting it to add roughly \$90,000 in revenue. VP Finance Dave Eaton said we should expect the cheque this upcoming week.
- II. Due to the AGM and hiring this past week, I did not have time to go the bank and make our weekly deposit. On Monday, I'll have just over \$7,000 in cheques to cash in.
- III. I did some investing with our TD banker Shawn Bell, when I met with him on March 30th, the day that our one-year Security GIC of \$45,200 matured. Good news, it did end up maxing out on 2.25% interest, which yielded an amount of \$1,017.00 (*proceeds to wash hands of NASH projectors*). I ended up renewing this GIC for another year, but decided to invest a further \$20,000.00 from the chequing account since we had so much cash. Even by adding that to the GIC, our chequing account cash flow should never dip below six figures. In fact, it will soon be north of \$200k. I would advise the new Board to look into more investing options for next year.

This increases our one-year Security GIC to \$66,217.00. It's set to mature on March 30, 2016. The one negative is that interest rates have gone down, so the maximum return for next year will be 2.0%. The three-year Financials GIC Plus of \$21,113.19 is set to mature on April 7, 2017.

In terms of the YTD Budget, as mentioned at the AGM, I project we will finish the year with a sizable surplus. This is a great success after last year's unfortunate and unacceptable deficit (despite their external causes). Should the SFUO levy come in at par, we will have roughly \$13,000 more in revenue than anticipated. In terms of expenses, obviously DeeDee and I will continue receiving salary, but no more major spending is planned. This should leave us roughly \$15,000 under projections. The total would then be roughly a surplus of \$28,000. Add in the NASH 77 surplus (minus the amount owed to CUP) and the FPS could stand to make \$45,000 in 14-15.

To follow up on Will Hume's curiosity at the AGM, I looked up previous audits to check out the greatest surpluses in FPS history. Unfortunately, in 2007-08 the Fulcrum somehow finished with an operational surplus of \$81,000. So screw those guys.

NATIONAL ADVERTISING

We received a cute deposit of \$393.70 from FREE Media this month. To date, they've paid us \$6,048.88, which is all that will appear on the ledger for this fiscal year. However, they have sold \$16,374.67 for us this year, so roughly another \$10,000 will be coming in. The Fulcrum finished the year selling \$6,418.00 in national ad space directly, so the combination of the two will let us exceed target (\$22,792.67, eclipsing our projection of \$17,500). We have not yet approached FREE about a new contract for 2015-16, but will do so in May.

COLLECTIONS

Collections have been going very well, especially given the amazing volume of local ad sales (\$121,535.84 invoiced this year). At this point just over \$93,000 has been collected. Attached is the Outstanding List, which I've color-coded for simpler clarity. Green means I expect payment without worry; yellow means I do expect payment but with a bit more effort needed; red means it either has write off potential or payment will simply take forever to arrive. WBK Boxing should probably have its own color, but I'll keep him red for now.

HR

This is the busiest month of the year for HR, as we have the outgoing staff transition along with the hiring for the new publishing year. It's a lot to juggle but overall it's gone well.

Most editors have returned their keys, cleaned their offices, and submitted transition reports and tests in order to pick up their last pay cheque. I'll be following up with those who haven't this week. For the most part, the editors who haven't have just been busy with exams (or moved to B.C.) and they should have everything sent in this week.

I have tried to keep hiring on track. As of Friday, we ended up having 14 applicants for 8 positions:

- Editor-in-Chief, our emergency hire, had two applicants; one passed the test and will be interviewed on Monday. If we hire them, we will have our new EIC and they can replace Sabrina on all the hiring committees (except Production, which requires both incoming and outgoing EIC)
- Production Manager received three applicants; two have written the test, and one will write it on Tuesday. Adam Gibbard will be marking the tests.
- Managing Editor initially had none, but we thought the applicant for Online Editor (Savannah, this year's proofreader) was a better fit for this position, so she switched position applications and wrote the Managing Editor test on Friday. That will need to be marked when Adam Feibel returns from England.
- News Editor currently has no applicants.
- Arts & Culture had two applicants and both have written the test. One applicant aced it; the other test still needs to be marked.
- Sports had two applicants but only one passed the test. They can be interviewed.
- Features had one applicant and he wrote the test. Jesse will be marking it this week.
- Opinions had one applicant. He did pass his test so we can schedule an interview.
- Online did initially have one applicant but since she switched to Managing, we will have to reopen hiring for this position.
- Visual received one application on Friday. Marta will finish the Visual Editor tests this week and we'll bring the candidate in to write it.

So it's a bit all over the place, but we're currently ready to interview for 4 positions and I'm confident we'll be able to for all of them except Online, Visual, and News. We'll have to reopen Online; for Visual we'll have to see how this one applicant does; for News, we may consider speaking to A&C candidates and see if they are interested in the position before we open it for hiring.

I haven't had time yet to draft a graphic designer contract for the Fulcrum diamond edition, but that's my plan this week.

DISTRIBUTION

Our final pickup rate for 2014-15 was 30.8%. Last year we finished at 31.5%, so we saw a .7% decrease. Given that the decline from 2012-13 to 2013-14 was 3.7%, I would say that a decline of just .7 actually speaks pretty well to the quality of the print product this year (and greater focus of resources to A+P).

My recommendation from this would be that we print 8,000 copies more regularly next year (if not for every issue except Frosh and supplements,).

SOFTWARE/EQUIPMENT/SUPPLIES

The phone lines were switched from the U of O to Rogers at the beginning of this month. I also bought new office phones at Staples to complete this communications modernization of the Fulcrum. As mentioned last month, a better and cheaper Internet package was also bundled in with this plan, so our phone and Internet cost will be cut in half on a monthly basis from now on. This is with slightly faster Internet and long distance minutes included in fees (we were charged per usage with the university).

Our corporate contact info has been updated on the website and I told staff to update their email signatures if they had the old numbers. For the record, here are the new ways of reaching the paper:

Business department: 613-695-0060
Editor-in-Chief: 613-695-0061
Editors (second floor): 613-695-0062
Fax machine: 613-695-9006

POLICY

With membership approving the 2013-14 audit at the AGM, that pdf has now been uploaded and added to the website. Our audits page is fully up to date. The Board meeting minutes have also finally been updated! All minutes from 2012-13 and 2013-14 have been uploaded and added. There is one copy of missing minutes, though: the November 17, 2013 meeting. I found an agenda for that meeting which included Kyle Hansford's President report attached in the appendix, but that was it. I went back and found my own GM report to add. If DeeDee and Sabrina could check their emails to find their position reports for that meeting, I can just add those in as well and upload a version of those minutes with at least all the reports included.

In May, I will update and upload the new Bylaws. That way it can be done in tandem with any more Policy Manual updates this Board may have before May 31st. I am still committed as well to updating the Business Bible before I leave.

ANNUAL GENERAL MEETING

The AGM and year-end party went well. As usual though, quorum was an issue, even with the free pizza and drink tickets offered. I'm starting to think that next year's Board may want to examine rescheduling the AGM for late March again as was done in the past, or even in April right before exams begin.

BOUND EDITIONS

We had surprisingly low interest in bound editions among volunteers this year (only three being purchased). I'll begin organizing issues for bound edition send off this week.

FULCRUM DIAMOND EDITION

Things have picked up on quickly on this front. DeeDee came up with a wicked name for this, and the Diamond committee is now sharing and working with spreadsheets to compile the book's contents. The new Brother scanner/print was purchased and arrived, and Lindsay took it to the archives for two days for scanning. She made progress and will continue this week. Simon and I also spent a Saturday going through more old bound editions and we will continue to record possible content.

Our goal is to have a teaser copy of the Diamond edition available for showing at the May 9th Alumni Association event at Café Nostalgica. We can give folks a preview of what it will look like and bring an order sheet that they can fill to indicate they'll purchase

a copy. Our completion deadline for the book is Friday, May 29th, in time for Fulcrum Independence Weekend and the 10th-year anniversary of autonomy on June 1st. That's just a month away, so I imagine we'll reach out to staff/volunteers and see if there are any in town who would be willing to help us.

And that's how we dealt with mean green this month.

—ANDREW HAWLEY, FPS GM

President Report #9 – April 26, 2015

The developments since the last President's report are as follows:

Annual General Meeting:

We had our AGM on April 24, and it was a success. We achieved quorum (albeit an hour after the scheduled start), approved Rachael Yaworski as Chief Returning Officer, and then got down to presenting reports, amending bylaws, and selecting new Directors. All of this proceeded in a good fashion, and positive reports were delivered on the state of the Fulcrum, bylaws were amended, and essentially a full board for 2015-2016 was selected. Thanks Simon for stepping in for Ben and taking the minutes, thanks Andrew for organizing, and thanks everyone who attended for your contributions. Directly after the meeting we had a staff and volunteer appreciation event at Café Nostalgica too, which was fun.

Board of Directors:

Nothing to report for the 2014-2015 board of directors, but as I said it seems like there will be a full board replacing this full board, which is good.

Business Department:

Business is great. Again, we had a full airing on the state of the Fulcrum on April 24 at the AGM, and those of you who attended can attest to the fact that the business of the Fulcrum is in great order. Andrew and DeeDee, of course, are to thank for this.

Committees:

Finance Committee:

- A new printer/scanner has been purchased for a few hundred dollars, which will be very useful for the Diamond Edition, and for the Fulcrum in general. Additionally, I've had talks with Chris about making good on our informal commitment to "dynamic budgeting" earlier in the year and we agree that given the fantastic surplus that we're projecting for 2014-2015, the Fulcrum has financial breathing space enough to issue a contract or two for the production of the Diamond Edition and to properly celebrate the anniversary with a well-done Alumni Week event in a couple of weeks and a Fulcrum independence day/anniversary celebration even June - these events were going to occur no matter what, but we're now fine if we splash some money at them and use them as loss leaders.

HR Committee:

- This committee has been active with hiring, but I'll leave it to Simon to go over the details.

NASH Committee:

- Along with this report I'm sending the NASH report that was sent to CUP over a month ago that was mistakenly never sent along to the full BoD. While the finance aspects of this report were still not confirmed, the speaking and social aspects were, so it can serve as Mack's final report. I think that we can vote on accepting this as the final report for Mack during the any other business portion of our meeting and his role as co-coordinator can end in fact in addition to in practice.

Policy and Bylaws Committee:

- All by-law amendments were passed at the AGM. As Ben might say, “huzzah!” But truly, this means that all of Ben and the committee’s hard work completing a full by-laws review has been formalized and is completed.

Readership Committee:

- Nothing to report.

Volume 75 Task Force:

- Progress is continuing, but I just want to mention two important things and let Jon fill us in on the details. Number one, the event is on May 9, at cafe nostalgica, and you’re all invited. It will be free, and we’ll have food and drinks (both alcoholic and non-alcoholic for you). Number two, this is a priority and work needs to be furious for the next two weeks until the event, and for the next month or so until the product is finished. We need your help on this, so please talk to Jon, Chris, Sabrina, or alternatively me about supporting this.

Editorial Board:

Volume 75 is complete! While the Fulcrum is still publishing online, tweeting, facebooking, etc., all full issues have now been produced for the 2014-2015 publishing year, and there are just a few editorial matters to wrap up before the transition to Ed. Board 2015-2016 takes place. Sabrina deserves huge thanks and appreciate for serving as a super Editor-in-Chief for 2014-2015 and for making the Fulcrum’s 75th volume happen - thank you Sabrina. We can only hope that your replacement is just as able.

We had a good April, with work on Ed. Board and business hiring progressing, work on Diamond Edition progressing, and a successful AGM. I think May will be busy, as the work from April, except from the AGM, is not complete and needs to be complete for the end of May when our year ends and our replacements come in. We’ll need one final BoD push to make this happen, but I’m confident that it will indeed happen. Thanks to all of you for your great work this year, I probably don’t mention it enough, and I truly appreciate every one of our Directors, ex-officio and regular, as it’s been an allhands on deck effort to make this year such a success. Thanks for your work. Until May... Onward.

Keeton Wilcock,

President of the FPS

PS,

I’ll be away again for a week in either the end of May or the beginning of June - visiting my wife in BC! I expect to be here for our last board meeting of 2014-2015

Editor-in-chief report: April 25, 2015

Staff and publication

The last few issues went well, with only the very last one being sent in late to the printer. We’ve received positive feedback from the university community on the Fiction Issue—there’s definitely a need for outlets for fictional publication on campus, and although I’m not convinced a newspaper is the ideal forum for that on a weekly basis, a fiction contest could become an annual *Fulcrum* event we are known for, if we want to continue with it and maybe put more planning into prizes and marketing.

Volunteers

We finished the year with 31 staff status volunteers, five more than we had first semester. Many will be returning to the University of Ottawa in the fall, which should leave the incoming editorial board with a solid foundation to build from.

Hiring

We will be interviewing our candidate, Nadia Drissi El-Bouzaidi, this year's news editor, for EIC on Monday, April 26, 2015 as she has passed her knowledge and editing tests.

Other candidates have been writing their tests and while we may be a little set back from where we might have expected to be, I think that once the EIC hiring is completed, it should be fairly quick to get interviews and hiring done.

The only position I have concerns about are the Visual Editor, but I think if we haven't received any applicants, I would recommend reopening and targeting our ad to some key photography- and art-related Facebook groups at the university. We received very strong candidates for the photographer position last fall this way, and I expect that although this is a larger, more managerial role, we can find strong candidates for this position as well.

Many volunteers have expressed interest in support staff positions, so that should go well and should provide great support in the coming year, and likely prepare the editorial board of 2016-17 for a strong year also.

Web analytics

From March 29 (the date of our last BOD meeting) to April 24:

10,182 users

12,202 sessions

1:35 session duration

15% bounce rate

This is down 75 per cent from the same period last year, but last year there was a spike when the Cody Boast story was published, so that's probably not a spike we would have wanted to reproduce.

Thank you to everyone for your support and work this year!

Policy Committee Report April 2015

Introduction

As I mentioned two months ago, I have doing a thorough review of the Ontario's new Non-Profit Corporations Act in terms of what changes would be required for our By-Laws. The intention was to flag both necessary and possible changes and discussions that The Fulcrum would need to make and have to comply with the Act. What has been produced then is partially a to do list of changes we must make that I will ask the Policy Committee this month to review, but the majority of the proposals are discussions, some small and some very big, that we have to have, as well as suggestions for all to consider. I deeply believe that these discussions should be had on a Board-wide level, if not an organization-wide level, and that they would be best had, if at least initially, they were done with the experienced people on the Board now.

By The Numbers

14 chapters will be affected by the update.

1 chapter will likely need to be added.

27 required changes
14 required discussions
22 suggested changes
5 suggested discussions

| Chapter | Required Change | Required Discussion | Suggested Change | Suggested Discussion |
|---|------------------------|----------------------------|-------------------------|-----------------------------|
| 1.1-Interpretation | 1 | 0 | 2 | 0 |
| 1.2-Business of the Corporation | 0 | 0 | 0 | 0 |
| 1.3-Membership | 4 | 2 | 1 | 0 |
| 1.4-Authorized Representatives | 0 | 0 | 1 | 0 |
| 1.5-Meetings of Members | 9 | 1 | 3 | 2 |
| 1.12-Notices | 1 | 1 | 0 | 0 |
| 2.13-Transparency | 0 | 0 | 0 | 0 |
| 2.1-Rights and Powers of Membership | 1 | 0 | 2 | 2 |
| 1.6-Qualification and Election of Directors | 1 | 1 | 1 | 0 |
| 1.7-Meetings of Directors | 0 | 0 | 0 | 0 |
| 1.8-Officers | 0 | 0 | 1 | 0 |
| 1.9-Protection of Directors, Officers, and Others | 4 | 0 | 1 | 0 |
| 2.2-Executive Powers | 0 | 0 | 0 | 0 |
| 2.3-Proxies | 1 | 0 | 1 | 1 |
| 2.4-Board Composition | 0 | 2 | 0 | 0 |
| 2.5-Powers & Duties of Board | 0 | 0 | 0 | 0 |
| 1.11-Auditors | 1 | 2 | 2 | 1 |
| 2.9-Finance | 0 | 0 | 0 | 0 |
| 2.12-Policy Amendments | 1 | 1 | 1 | 0 |

| | | | | |
|------------------------------|---|---|---|---|
| 2.6-Editor-in-Chief | 0 | 0 | 0 | 0 |
| 2.7-Ratification of the EIC | 0 | 0 | 0 | 0 |
| 2.8-Editorial Content | 0 | 0 | 0 | 0 |
| 2.10-Ombudsman | 0 | 0 | 0 | 0 |
| 2.11-Investigation Committee | 0 | 0 | 0 | 0 |
| Records Management←NEW | 0 | 0 | 6 | 0 |

The Big Changes

You are likely wondering what the most significant changes to the By-Laws will be. Below is a list of examples of both changes that must be made and discussion we must now have.

Big Changes

- Director liability must be profoundly re-written
- Redefining membership
- The auditor must be appointed by the members not the Board
- Adding a Record-Keeping Section
- The Board can no longer pre-approve member proposals for AGMs or provisionally alter the By-Laws
- The Proxies section may need to be removed

Big Discussions

- Member initiated proposals for AGMs
- How and when a member can be removed by the Board
- Whether to include special provision measures to decline the need for an annual audit
- A minimum number of directors must be established

Choosing a Consultation Process

The big question I'm putting before you is how you would like to proceed in the next month. What should be stressed is that regardless of what happens in the next month, the process should continue with the next Board. Therefore, what I am asking is really how best to make use of the current Board's time. As I see it there are three basic models:

- 1) Committee first-Board second
- 2) Committee-Board parallel

3) Committee or Board

Within any of these three models, we must then ask whether it is best to do it all in one marathon session, or host a number of meetings throughout the month.

Human Resources Committee April Report

The Committee primary focus currently is the hiring of a new General Manager. As you are aware, Andrew Hawley is leaving *The Fulcrum* and thus the hiring process has begun. We received three qualified candidates and will be interviewing all three in the coming eight days. Following the interviews and the committee's selection, we will be putting our recommendation forward to the Board for ratification. Expect this recommendation to come forward in the middle of next week.

As is mandated, we will be completing our performance reviews with both the EIC and the GM. Likewise, we will be submitting these recommendations to the Board for ratification.

On another note of business, the Committee has decided to recommend to the Board that the Production Manager salary be permanently set at the level to which it was raised this year. Simon Gollish will be bringing a motion forward on this topic.

Overall the Committee has worked well together and we look forward to wrapping up what we believe was a positive and successful year.