



Fulcrum Publishing Society

Board of Directors Meeting Minutes

Tuesday, August 6th, 2013

Fulcrum office, 6:00p.m.

Voting members present: Kyle Hansford (President), Jessie Willms (Vice-president), Jonathon Rausseo

Ex-officio members present: Andrew Hawley (GM), Deidre Butter (Ad Rep), Adam Fiebel (EIC)

Members absent: Michael Robinson

- 1. Opening of the meeting at 6:15pm.**
- 2. Approval of the agenda**
 - a. Rausseo moves to amend agenda to include board member recruitment in other business. Seconded by Hansford.
 - b. Motion carried.
- 3. Approval of the minutes (April 24, 2013)**
 - a. Approval of the minutes moved by Rausseo. Seconded by Hansford.
 - b. Motion carried
- 4. President's report**
 - a. Andrew asks about bringing former Board of Director Devanne O'Brien back as Ombudsperson. Kyle says he will email her this week to see if she is interested.
- 5. General Manager's report**
 - a. Repairs to the fire escape have begun. Parking lot closed. Scheduled to be done August 28th. Should not affect regular business.
 - b. GIC amount incorrect, corrected to \$20,000.
 - c. Full GM report attached
 - d. Fulcrum is owed \$18,000 from Campus Plus, probably only receive half.
 - e. FREE media submitted no ads for summer issue, but this was expected.
 - f. Realized 99% of advertising sales from 2012-13. Two bad debt clients: Sunrise Sweets Holdings, Bar Pro.

- g. All of Ed Board has their keys and equipment except for Opinions Editor Jesse
- h. Distributors Danny and Sagar will be back this year! Danny distributed the summer issue and reported all our stands are still in their proper place.
- i. All new computer equipment is installed and working. Former business printer died, but has been replaced with a similar modern model.
- j. "Frugal Dads" noted as awesome band name.
- k. Jon asks about making adjustments to GIC investments. Hawley recommends the finance committee look over it.
- l. Jon asks about whether checks are a huge investment for the Fulcrum? Hawley says no and that it ensures all expenses are signed off by two signatures.

6. Advertising Representative's report

- a. \$14,216 sales total. Summer issue \$1,842. Better than usual but not as strong as last year.
- b. Trying out Salesforce as a possible CRM. Really likes it thus far.
- c. Andrew opted out of the benefits plan. DeeDee proposes that since Andrew isn't using his budget line we sign it over to her. Suggests we consider making the benefits mandatory in future years.
- d. Andrew is opposed to making benefits mandatory in the contracts, fears it could be a deterrent.
- e. Jon suggests we reach outside the Fulcrum to define our "group" for a group benefits package. (i.e. approach OPIRG)
- f. DeeDee will investigate working with OPIRG and CHUO.
- g. New media kit! Looks great.
- h. FREE media has secured new online advertising that will replace Rouge.
- i. Kyle asked about monthly subscription fee for Salesforce. DeeDee responded that it was \$25/month.

7. Editor-in-Chief's report

- a. First production was a complete success! No Hiccups.
- b. Volunteer and visibility big focus for August to ensure strong volunteer base and readership expansion. (Ex. games nights, mixers, monthly pub night)

- c. Online Editor KayCie is expanding online reach (started instagram and tumblr accounts) and encouraging editors to expand their social media reach with uOttawa audience.
- d. Jesse proposes volunteers shadow editors to events around campus to hand out papers and engage readership. Allow the volunteers to count that outing towards their staff status.
- e. Fulcrum needs to invest in branded gear (t-shirts, tote bags, etc.)

8. Other: Ratification of 2013-14 Editorial Board

- a. Rausseo moves to ratify:
 - i. Rachel Lessard | Executive Editor
 - ii. Tina Wallace | Art Director
 - iii. Spencer Van Dyk | News Editor
 - iv. Sabrina Nemin | Arts & Culture Editor
 - v. Victoria Dudys | Features Editor
 - vi. Marc Jan | Sports Editor
 - vii. Jesse Colautti | Opinions Editor
 - viii. KayCie Gravelle | Online Editor
 - ix. Mackenzie Grey | Staff Writer
 - x. Daniel LeRoy | Associate News Editor
 - xi. Austin Webster | Staff Proofreader
 - xii. Marta Kierkus | Staff Photographer
 - xiii. Dawn Xavier-Franklin | Webmaster
- b. Seconded by Hansford
- c. Motion carries

9. Other: Board member recruitment

- a. Advertise for board members on website & social media.
- b. Contact relevant faculty.

10. Adjournment

- a. Hansford moves to adjourn meeting, seconded by Rausseo
- b. Carried at 8:56 p.m.

Following Board approval, these minutes have been formally signed-off by:

Name & Title: _____

Signature & Date: _____

Name & Title: _____

Signature & Date: _____

Appendix

President's Report #002

July 26th, 2013

For the most part so far, so good this far down the line. Biggest changes I have to report are that we've lost two members in the last few months. First Mercedes resigned temporarily and more recently Ben got a new job in Toronto (Congrats Ben!), which meant we had to lose him.

Luckily, Mercedes has written to me saying she would like to return to the board in August so that will help a little with our numbers. On that note, I would like to encourage all members of the Board, Ed Board, and Business Office, to tell everyone we have open seats and would love to fill them. I think we'll have the best luck come September so for now let's just hang in there with the great people we have.

I believe it had been mentioned earlier that our previous distributors had been interested in rejoining for another season. So I contacted them both and have since received confirmation that Danny is on board to be one distributor again this year and I'm just waiting to hear back from Sagar. If there are no objections then I would like to simply hire them based on their outstanding performance last year.

In closing, I'm very excited for this first summer issue to hit stands next week and can't wait to see what new ideas this Ed Board will bring forward for the 2013-14 publishing year.

—Kyle Hansford, President

General Manager Report #002

August 6, 2013

BUILDING/OFFICE SPACE

BBPM Project Management began doing construction work to the fire escape/foundation in July. The parking lot is now closed and if you walk by the building you can see the giant pile of earth that's been removed by all the extensive digging under the fire escape. The construction process hasn't been too distracting to us on the inside, though obviously there is some noise and we have offered our bathroom to the workers. Fortunately, the project is on schedule and if this continues the work should be done by August 28th, or one day before the Frosh issue comes out. Once everything is done,

DeeDee and I can move back to the basement and Ed Board can once again work out of the main floor office we're currently occupying.

FINANCIALS

As of August 2 we have \$216,083.86 in our chequing account, \$20,178.57 in our savings account, and \$20,9995.19 in our GIC. The month of May featured a couple of large deposits of ad sale money still coming in along with the GSAED winter levy. June and July were much quieter on the crediting front, and we ended up with larger debited amounts due to payroll, commission payout, and the computer hardware and software upgrades purchase. The summer is always the time of year with the least amount of revenue coming in, so that's not too surprising. Overall, we're still in excellent shape financially.

I completed the banking reconciliation in June. This allowed me to flip the books and set up the new fiscal year in Sage 50 (the newest Simply Accounting version we've upgraded to). This is fantastic, as it's allowed me to input all financial transactions into our system immediately and print cheques that have the current date on them as opposed to April 30. While I did communicate with our bookkeeper Huong about a few year-end procedures, she really wasn't utilized that much. As such, I haven't received an invoice from her and don't expect to, which is nice as this will lower our administrative fees this year. If future GMs are trained how to properly do year-end, we may not even need to pay for the services of a bookkeeper any more, and I think that's something perhaps Policy Review Committee can look at.

AUDIT

Shortly after flipping the books, I prepared all materials to be sent to the auditors at Connelly & Koshy. The files were sent off to them in late June and they began work in July. Recently, their staff accountant Michael Pearl came by the office to discuss audit progress and go over some things with me. The good news is that the audit is nearly complete and he mentioned that it was pretty straightforward, which is good. There isn't really bad news, though we did take a look at the Campus Plus Bankruptcy Statement that we received in late June. According to the statement, the Fulcrum is owed \$18,060.72 from Campus Plus. Michael looked over Campus Plus's Statement of Affairs and concluded that due to financial realities, the FPS will likely only receive half of what it is owed from C+.

NATIONAL ADVERTISING

As mentioned, Campus Plus mailed us a Bankruptcy Statement in late June detailing all their liabilities to creditors, including \$18,060.72 to the Fulcrum. C+ has a total liabilities amount of \$670,683.76 to dozens of creditors (mostly student papers). There was a meeting of creditors in Toronto on July 8th but I was unable to attend or appoint a proxy. I'll have to speak to CUP's new president, Erin Hudson, on how we can proceed in order to eventually receive some of the money.

Meanwhile, I gather that FREE Media is in the midst of their selling campaign for the fall. They did not submit any ads for the summer issue but I wasn't really expecting any as not that many papers produce summer issues and there wouldn't have been much selling time. By the end of the month I hope we'll have a better idea of how selling has gone nationally for September.

Also, I have yet to submit FREE a notice of termination so that the contract does not automatically renew for next year. We do have until the end of January 2014 before automatic renewal takes place.

COLLECTIONS

As of this report we had collected \$128,296.57 from last year! In terms of the money, this translates to realizing 99% of last year's sales. WBK Boxing will put through his last payment on August 6. There ended up being two write-offs as bad debt: Sunrise Suites Holdings (total value of \$160) and Bar Pro Academy (total value of \$720). Bar Pro Academy notified us in mid-July that they were out of business while it appears the ad for Sunrise Suites was booked by an agent without company approval and the agent subsequently left and nobody in the office was aware or willing to find out what happened. The meager outstanding sum left on the table was deemed not worthy enough to pursue via collections agency. Thus, once we process payment from WBK Boxing, collections for last year will be complete.

Invoicing for the summer issue was done this week. Also, I recently created a new invoice template for the paper. It is more modern and easy-to-read than the old one, which should make clients happy (or at least, since they're paying an invoice, less miserable). Another benefit is that they can be printed on plain white paper as opposed to the custom invoice kind, which will save us money and drastically cut down our number of void invoices. I've attached both at the end of this report so you can see the difference.

HR

Everyone on Ed Board has signed their contracts, been added to payroll, and received keys with the exception of Jesse Colautti, the Opinions Editor, as he's been out west this summer.

DISTRIBUTION

Distributor Danny Salem from last year was re-hired for this year and he distributed the summer issue. That went well and we currently have no stands missing or moved, which is excellent news.

SOFTWARE/EQUIPMENT/SUPPLIES

Martin from Ottawa Tech Support was in the office for a couple of days in late June implementing the hardware/software upgrades. News, Arts, and Sports now have their new Mac minis, keyboards/mice, and monitors (in the case of News and Sports, as Arts already has a monitor), while everyone in the office is now on Microsoft Office 2013 and using the latest Mac OS. The Fulcrum also has its new iPad mini. Overall, all the additions/upgrades went smoothly and it was great to have everything in place and working before the first production.

Meanwhile, the long-time business printer finally died on us in late June (RIP Grey Brother I 2008-2013). Fortunately, we had a coupon for Staples and they had a great sale so we bought a brand new Brother printer for roughly half the retail price.

PRINTING

The glossy summer issue was printed with TC of course and as usual it was delivered on time (Wednesday afternoon). Ed Board decided to go with 20 pages instead of 24, so I enjoy that from a cost-saving perspective but it also now means there's room to spend a bit more on an issue if that scenario materializes.

ORIENTATION PACKAGE

In order to help new employees concretely and comprehensively understand how the Fulcrum works and is setup from a macro view, I created an Orientation Package in June that we could provide to new employees upon their hiring and contract signing. The package contains: a brief history of the paper/publisher, a summary of how the Society is organized and how this is set out by the three guiding documents, an org chart, an outline of the key roles of every position, and general pointers/suggestions. Because it contains info on all three parts of the FPS (business side, BOD, Editorial Board), I gave it to Kyle and Adam to each review and make any changes.

At this time I believe it's pretty much good to go, so I'll attempt to have a hard copy given to all of Ed Board and the part-time staff.

IN OTHER NEWS

I passed grade 11 physics with flying colors :D
I'm in desperate need of a vacation. So, I will be travelling to Estonia/Latvia/Finland starting Tue. August 13 and be back in the office on Monday, August 26. Should be a great Finnish to the summer!

And that's how we dealt with the mean green this month (these months).

—ANDREW HAWLEY, FPS GM

Old invoice:

000665

fulcrum university of ottawa

The Fulcrum Publishing Society
07-85 University Private
Ottawa, ON K1N 6N5

INVOICE
NO. 965
DATE 08/01/2013
PAGE 1

SOLD TO: Rogers Communications Inc
Courtney Langford
475 Richmond Road
Ottawa, Ontario K2A 3Y8

SHIP TO: Rogers Communications Inc
Courtney Langford
475 Richmond Road
Ottawa, Ontario K2A 3Y8

ITEM NO.	QUANTITY	UNIT	DESCRIPTION	HST	UNIT PRICE	AMOUNT
			August 1 Issue - 1/4 Page Ad	H		322.00
			H - HST @ 13% HST			41.86

ITEMS

GST # 860059633 RT001

TOTAL ▶ 363.86

Thank you for advertising in the *Fulcrum*, the University of Ottawa's independent English-language newspaper.

Please make cheques payable to The Fulcrum Publishing Society
Payments are due within 30 days of invoice date
Overdue invoices are subject to interest at a rate of 2% per month overdue.

For any questions about your invoice, please contact Andrew Hawley
at (613) 562-5261/324-7015 or by email at manager@thefulcrum.ca

The *Fulcrum* also accepts payment by Visa and Mastercard. To make arrangements, please contact us

142000000-1 UFM1 The Fulcrum Publishing Society 1-800-668-7807 (ext. 200) Ottawa, Ontario

New invoice:



The Fulcrum Publishing Society
07-85 University Private
Ottawa, ON K1N 6N5

Invoice to:

American Apparel
Accounts Payable
5430 Ferrier Street
Mount Royal, Quebec H4P 1M2

Invoice

No.: 677

Date: Aug 02, 2013

Description	Tax	Amount
August 1 Issue - Back Cover Ad	H	1,100.00
H - HST @ 13% HST		143.00
GST/HST # 860059633		TOTAL \$ 1,243.00

**Thank you for advertising in the *Fulcrum*,
the University of Ottawa's independent English-language newspaper.**

Payment due date: Within 30 days receipt of invoice.

Methods of payment: Cheque (payable to Fulcrum Publishing Society), Visa, MasterCard.

Contact for payment/inquiries: Andrew Hawley, General Manager. T: 613-562-5261 | E: manager@thefulcrum.ca.

Advertising Representative's Report July 28, 2013

SALES

Hi everyone. Sales for the summer issue went fairly well but it was a slight struggle to charge full price. Final total is \$1682 which is pretty dang good, but not as spectacular as last year (an anomaly due to Galleria).

We sold the back page to Surplus Warehouse who is under new management. This might turn out to be a good thing for us – but I think it's so far feeling like a year where we offer a LOT of discount in order to maintain the numbers.

I sold a ½ page and full page to Lucas Nault and Utan for very very reduced prices.

The only clients who actually paid full price for the ads are Campus Pharmacy and Rogers Communications.

Claridge Homes is not coming back this year (since they go through a media buyer, I don't know why they don't want to return) and I have yet to hear back from Galleria. Given how things played out with American Apparel, I am not sure they will return either.

These three together represent a significant amount of moola (around 10,000\$) so we will have to get it somewhere else!! Eeek.

DATA + CRM RESEARCH

I am trying out a trial version of Salesforce. So far it is awesome! There is still the same problem of data fields not matching how we have input our data in the past, and I may just bite the bullet and reconfigure our data to match their fields just in case we want things categorized that way in the future. The fields I'm talking about here are to do with addresses - all the CRMs that I've seen so far break the address line down into separate fields for street number, street, postal code, yadda. We just input all the address data in one field so it all needs to be copy and pasted a million times into new columns. Sigh. But so far, I really like Salesforce.

EMPLOYEE BENEFITS

Andrew has decided not to go in for benefits for the upcoming year. While I understand where he is coming from, this is not a step in the right direction for me. Anyone can get personal insurance however there is always a medical which means that you are not insured for drugs or treatments for pre-existing conditions. As soon as you become group of a minimum of two people that are employed at the same place, you can apply for group insurance where there is no medical.

Since Andrew let me know that he does not want benefits for this year, I have gotten as far as to get one re-quote from Blue Cross. It costs about \$100 a month (total benefit cost annually of \$1179). That being said, I do not think the plan will cover the drugs that I am on currently (since there is a medical) and I should not attempt to afford both the plan and my current medical costs unless the Fulcrum were to pay for the benefits fully.

Since Andrew is not using his \$700, I'd be interested in discussing the possibility of using his budget line for this year, and we will renegotiate this next year. Sigh.

TRAINING

I requested a quote from Amanda before starting the new Media Kit, but I never heard back from her. In the meantime, a burst of vision struck with the rate card, and a new one has been developed sans training. I'd still like to train with Amanda, but I may wait till fall is over when we will be less busy.

MEDIA-KIT RATES

This year I chose to prep the rate card as early as possible in order to facilitate a really really good August canvas. So I chose not to wait for Free Media to look at and suggest revisions to our rates. We were fairly happy with them last year, but I will see about getting Free to revise our rate when they are not trying to establish a huge business at the same time.

FREE

Apparently they are doing quite well over there. They have finalized their agreement with NewAd which is a big deal (and I mean that literally). So we will soon be kicking Rouge Media off our site and talking to Free about spaces and so forth.

I received my media kit in the mail a few days ago. The business cards are super slick – I really had to hold myself back from revving up my chainsaw and running down Dalhousie.

OVER THE NEXT FEW WEEKS

I will be selling! Canvassing! Selling! Uploading to Salesforce. Getting a quote from Oassis.

Deidre Butters
Advertising Representative

Editor-in-Chief Report #002

July 27, 2013

HIRING AND TRANSITION

Since the last board meeting, Rebecca and I have hired every position but one! We have our full editorial board (currently working away on production of the summer issue as I type this) and all support staff positions except for videographer. That position will be hired in August, before production of the next issue. I was looking forward to having everyone meet the board on Sunday, but luckily our next production will also line up with the August 25 meeting, so we'll still have that opportunity.

We have a really great team of eager beavers with lots to contribute and lots to gain from

the experience as well. Things are going great so far and I'm really looking forward to the year. Of course, I'll have an even better idea of how things are going at the end of the day Sunday.

PRODUCTION

Like I mentioned, we're in production of the summer issue right now and it'll be on stands Aug. 1. The next production will take place Aug. 24–25 for the 101 Week issue out on Aug. 29. After that, we'll have regular weekly production on Mondays and Tuesdays as per usual.

VOLUNTEER & VISIBILITY INITIATIVES

Now that we've just about put a wrap on hiring, I'll be using the weeks between this production and next to really focus on volunteer and visibility initiatives throughout the year. I've already begun recruiting a number of new volunteer contributors through social media, several of whom have contributed to the summer issue, which is a good start. Of course, the first few weeks of classes will be the key time to bring in new contributors and keep them there.

I'll be bouncing ideas off Rebecca and the rest of ed board so that we can come up with a number of recruitment events and initiatives throughout the year. Most of our editorial board is made up of former Fulcrum volunteers, so they'll have some great insight into what makes people stick around. I'm also pushing staff to form relationships with contributors by getting to know them, giving them feedback, thanking them for their contributions, etc., so that they feel recognized and valued and want to keep coming back.

CUP SCHOOL 2013

Every year, CUP has hosted a small training weekend for its staff at its offices in Toronto, but this year they've invited everyone to join in. They'll have guest speakers and workshops Aug. 16–17 and I've invited Fulcrum staff and volunteers to come. I've already had a few people express interest and I figure we can get a couple carpools going up that weekend. I'll be driving up but only on the Friday night, but I convinced Erin Hudson to cut the price for those who may only be able to make it for one of the days (score) and I figure there will probably be others who want to come but can only come after work on Friday or something.

The delegate fee is \$50 for the weekend or \$30 for either day. I think this would be a great little trip particularly for new staff and volunteers, both as a learning opportunity and a team-building experience. Andrew, would this be something worth considering for the employee appreciation section of the budget (or whatever stuff like that and NASH falls under) to help cut costs? It's certainly not a lot per person, but it could be nice. We can talk about it.

I have no further comment at this time.

—ADAM FEIBEL, FPS EIC