

Fulcrum Publishing
Society Board of Directors
MINUTES

Sunday, August 30th, 2015
UCU206, 10:30 a.m.
Meeting #4 2015-2016 Publishing Year

Attendance

Present: Dayne Moyer (ex-officio), Benjamin Miller, Sabrina Nemis, Jon Rausseo, Mackenzie Gray, Marguerite Gollish, Lindsay MacMillan, Nadia El-Bouzaidi (ex-officio), William Hume, Deidre Butters (ex-officio),

Partially Present: S. Gollish

Absent (with reason): Allison Tanner

Absent (without reason):

1. Opening of Meeting

S. Gollish called the meeting to order at 11:03 AM.

2. Approval of Agenda

S. Gollish suggested that “2nd Multimedia Coordinator” and “Readership Committee” be added as items. B. Miller moved to approve the agenda as amended. M. Gray seconded. The motion carried.

3. Approval of Minutes

B. Miller moved to defer the approval of minutes to the next meeting due to the time of their receipt. M. Gray seconded. All approved. The motion carried.

4. Standing Action List

B. Miller presented the Standing Action List and changes were made as necessary.

5. Advertising Manager Report

D. Butters gave a walk-through of changes made to the rate card including the addition of statistics and new graphic content.

D. Butters then explained that sales were going well for the time of year, but some major clients would not be returning due to internal reasons. She continued that there had also been some major positive increases in purchasing including from Royal Oak and York Entertainment.

D. Butters went on to explain what contra had already been booked, the types of contra generally pursued, and the new targets for this year. D. Butters added that in the area of national advertising, the Fulcrum had already made a number of outreach efforts and, with

regards to the Free Media contract currently under negotiation that Free Media was willing to incorporate more standardized reporting practices.

D. Butters concluded by explaining the technical issues behind the implementation of the previously approved CPM model. Currently, Google Analytics is being used on a temporary basis to provide the numbers being reported to clients. The long-term solution required will be a new plug-in which is currently being looked into. Only if, after this implementation the website still isn't properly tracked will it be necessary to return to the old time-based model.

S. Gollish stepped out and S. Nemis nominated M. Gray to act as Chair. M. Gray accepted.

D. Butters stated that in the future she would assess discounting practices. B. Miller asked that the Ad Manager's Google Drive be shared with the Chief of Staff's Google Drive so that all information can be consolidated. D. Butters agreed to do so.

6. President's Report

M. Gray stated that it had been the busiest month yet. M. Gray went on to say that since there had not been any new Board applications, M. Gray would speak at an upcoming volunteer meeting.

M. Gray then welcomed Dayne, noting that he was now a signing authority. He reiterated that transitioning to a CPM model for online advertising had been the biggest issue in the past month. D. Butters clarified that Ad Rotate not Google Analytics was the source of the problem.

M. Gray then gave a summary of the committee plan going forward. He also gave an account of the first issue's production stating that, although there were some obstacles, these were to be expected.

M. Gray notified directors that the University had expressed interest in meeting about providing support for the Diamond Edition. He also noted that the Fulcrum had applied to a new credit card with a higher limit to avoid certain limits encountered last year as a result of NASH.

M. Gray stated that the Fulcrum would need to start making arrangements for NASH 2016. He noted that, regardless of the level of fundraising, subsidies should be capped at \$100 so that false expectations are not built up from one year to the next. As the Fulcrum normally reserves twenty (20) spots, this should mean a target of \$2000, a target that has been easily surpassed in prior years.

7. General Manager Report

D. Moyer explained that while finances are in good shape, they should increase soon with both additional expenses for salaries and initial revenue coming in. He noted that while nothing major is wrong with the bookkeeping, it has not been kept in an ideal way and so he is not in a position to give a detailed report on the finances at this time. D. Moyer stated that it is his goal to ensure the books are in order and ready for auditing by the end of September.

He also that there were some expenses from last year that were not spent on time and so would affect this year's budget. D. Moyer is currently seeking a solution to ensure that these costs are offset without misusing funds. At this time, D. Moyer requested that to take an accounting course to ensure that the Fulcrum's accounting practices meet industry standards. The Board expressed its in principle support pending him finding a specific proposal.

M. Gray asked whether The Fulcrum was fully paid by Free Media for 2014-15. D. Moyer responded that he wasn't certain, but he believed it was likely.

B. Miller asked how much leverage we have to leave Free Media. D. Butters and D. Moyer replied that because of the non-exclusive nature of the contract there isn't much reason to leave. D. Butters stated that they do bring in revenue that would not simply be replaced. D. Moyer explained further that there are many non-student-specific organizations that approach the Fulcrum on an ad hoc basis, these organizations, D. Butters noted, are approached like any other client.

D. Moyer continued by stating that the CPM based model is the way of the future so it makes sense for the Fulcrum to make the transition. Currently, the issue is that the number of visitors the Fulcrum's plug-in is tracking is inflated due to the frequency of "bots". Currently, the Online Editor is examining three options for alternative plug-ins to solve this problem. If the issue is not resolved by the September Board meeting, it is suggested that the Fulcrum returns to a time-based model.

D. Moyer noted that the work being done by the Online Editor does not fall within the scope of her current contract. He suggested compensating her with an honorarium based on the hours worked, which she has asked to keep track of.

M. Gray clarified that online advertising would be billed on a time-basis until the issues in the CPM model had been figured out.

D. Moyer explained to the Board that the Fulcrum requires insurance for the outdoor newspaper boxes and may need special insurance for the newspaper box on the transitway. D. Moyer agreed to have a costed proposal ready for an online vote by September 13th. D. Moyer added that he had placed inquiries for other necessary kinds of insurance with three different providers. He suggested an ad hoc committee to oversee the consideration of these quotes.

D. Moyer further noted that the current Collections list was inaccurate and that he was in the process of correcting it and reaching out to debtors with needed corrections.

B. Miller asked about the waiting list that D. Moyer suggested a new camera would cut down. S. Nemis replied that the waiting list had more to do with the usage policy (i.e. volunteers forgetting the camera at home), but that a new camera would only be helpful. D. Moyer added that the demo mode of this particular model had additional training value.

8. Editor-in-Chief Report

N. El-Bouzaidi gave an update on staff, noting that the staff reporter had to be let go due to a number of conflicting interests. She further noted that there had been some problems with the publication of the first few issues, but that she was communicating through them and that these problems were mainly due to inexperience.

N. El-Bouzaidi then shared her plans for September, including a 101 Week promotional table, a volunteer barbeque and a skills development workshop. The biggest obstacle moving forward would be the redesign of the website. While the Online Editor was less experienced than would have been liked in the area of website development, she is now learning. Finally, N. El-Bouzaidi noted that the online visitation numbers were up this year over the same time last year.

M. Gray asked whether the Production Manager was causing problems. D. Moyer noted that a lot of the problems surrounding the Production Manager stem from his having been hired late and having not received complete training. Additionally, he does not seem to have the specific skills involved in the design of a newspaper and he is driving in from far away causing some timing issues.

B. Miller asked what steps would be taken in light of these problems. D. Moyer responded that they are setting up a mentor for the Production Manager to transfer some of those skills. S. Nemis suggested that N. El Bouzaidi request a regular e-mail report from the Production Manager. D. Butters stated that she would examine all completed pages by the end of Tuesday. D. Moyer stated that if there are similar problems with this production cycle there will be a written notice.

B. Miller asked what the contingency plan would be if these steps do not work. D. Moyer stated that the Production Manager wants to learn he just needs to be given proper resources and clear expectations. He further suggested that if performance continues to be an issue, Winter Break would be the best time for hiring.

S. Nemis asked whether the Fulcrum could get an Editorial Board member or a volunteer to perform some of the Production Manager tasks. N. El-Bouzaidi replied that no one right now had the appropriate skills.

D. Moyer suggested creating a part-time internship position to apprentice the Production Manager. S. Nemis suggested looking to the CWA for support.

9. Human Resources Committee

S. Nemis gave a summary of all of the ongoing discussions, including: whether or not to hire a distributor or give additional tasks to Editorial Board; the requirements of the GM Bonus and President's Honorarium; and the Editor-in-Chief bonus.

S. Nemis went on to explain the Editor-in-Chief bonus in greater detail. The \$1020 sum is to be evaluated according to three equally weighted categories: readership, volunteers, and events. Regarding readership, the evaluation of growth will exclude any weeks that are abnormal by a factor of 50% or higher either positively or negatively from the same time last year. The volunteer portion would be assessed purely on the number of volunteers, with three tiers

20-24, 25-29, 30+. The events portion would be assessed against an expectation of five (5) events per semester evaluated according to informal feedback.

S. Nemis motioned to approve the changes to the Editor-in-Chief bonus as set out in principle above and in an accompanying document. M. Gray seconded the motion. All approved. The motion carried.

D. Butters added that there might need to be a discussion of her receiving commission on contra. In past contracts she had received commission, however it was not included in her most recent contract and it was unclear why this was the case. She was open to reconsidering explicitly whether contra should be included in commission or is part of salary.

10. Readership Committee

B. Miller noted that the report was available in the Drive, but that given time constraints he did not feel the need to present the item on J. Rausseo's behalf.

11. Policy Committee

B. Miller explained each policy proposal contained in his accompanying report. B. Miller motioned to accept them all in omnibus form along with the plan to conduct an information audit. S. Nemis seconded the motion. All approved. The motion carried.

12. CUP Report

S. Nemis noted that the developments at CUP had already been touched upon by others.

13. Hiring Second Multimedia Coordinator

N. El-Bouzaidi began by noting that the Fulcrum gets most of its traffic online and so it makes sense to invest more in online content. She noted further that online-only content is actually viewed less than content not meant for exclusively online consumption.

M. Gray suggested that funding for such a position could come in part from money not spent on Bound Editions and from excess NASH fundraising, although both these sources had yet to be confirmed.

Three options were set out for the position: not to hire, to hire on a freelance basis, create a new permanent position. D. Moyer later added the possibility of offering a fund to the Online Editor to spend as she sees fit.

D. Moyer opined that to make the most of this employee a multimedia plan would need to be in place first. Such a plan would ensure consistent quality and material as opposed to frustrating ad hoc efforts.

S. Nemis noted that an additional person taking photos would take pressure off the Visual Editor.

M. Gray suggested that the position description could be created without someone being hired right away. M. Gray motioned to accept the proposal pending style changes to make it consistent with other job descriptions. S. Nemis seconded the motion. All approved. The motion carried.

Quorum was lost at approximately 1:15 PM

14. Skill Building Session

M. Gollish gave a brief description of different leadership styles as well as their strengths and weaknesses.

15. Other Business

N. El Bouzaidi noted that she, in conjunction with D. Moyer, had created an intellectual property agreement for staff and volunteers to sign in order to clarify expectations and protect the Fulcrum.

Online Votes

On September 17th, according to the facts presented by D. Moyer, B. Miller motioned to let the current insurance policy lapse and to move forward with negotiating to get a cheaper policy in addition to purchasing errors and omissions for a total expense of no greater than we already have budgeted. A. Tanner seconded the motion. S. Nemis, L. MacMillan, and M. Gray voted in favour. The motion carried.

Appendix

Advertising Representative Report
August 29th, 2015

Hello Board,

The start to the year has been very dynamic. Getting the rate card sorted with all its moving parts together and designed took longer than expected. We had new (and excellent) recommendations from Dayne to move to CPM (more on that later), a general overhaul of the rate card to better express rates visually, and a bit of a wait for the NASH dates to finally come in.

SALES

Total: \$33,645.58

We're having a fairly robust start to the year in sales however we had a very weak summer issue. Despite some delays getting the media kit ready, we were still able to make the necessary approaches to advertisers for the summer issue. We were able to sell the back cover at a reduced rate to Galleria (as we have done in past years), and to move forward with Campus Pharmacy. However many of the businesses that have advertised with us in the past were not well positioned

this year to book that early (specifically Lucas Nault Hair Studio, The Draft, and the SFUO, who were with us in the last summer issue and who represented roughly \$1500 in last years' issue).

2015-1 6		2014-1 5		2013-1 4	
6-Aug	\$768.75	14-Aug	\$2,550.00	1-Aug	\$1,842.00
3-Sept	\$8,033.28	28-Aug	\$7,539.70	29-Aug	\$5,775.00

CONTRACTS

Galleria	1
Campus Pharmacy	2
SFUO + Contra	3
Shawn Olfman	4
The Clothing Secret	5
UOCLC-CLE	6
York Entertainment	7
Rideau Optometric	8
St. Alban's Church	9
Sage Youth	10
First Choice Hair Cutters	11
Not Your Father's Barber	12
Imaginus	13
Royal Oak	14
CD-VCCL-15-269 Camapgne de pub annuelle	15
National Capital Freenet	16
GSAED	17

Royal Oak has placed a \$4000 contract this year – in past years they've represented around \$200-700 worth of ads. They finally have a longer-term manager there, and he and the regional manager and I were able to sit down and discuss a more appropriate media plan for them. York Entertainment has placed a \$5670.00 contract this year as opposed to last year's \$2400. And Rideau Optometric is also up this year from \$4550 to \$6136.83.

Reach Outs

BSL
Comm Dir
St. Alban's
Lucas Nault

Sage Youth
Carleton U
Rideau Opt
Royal Oak
Bastien Prizant
Dymon
DeGroot
CUPE
GSAED
Nostalgica
Solidarite Jeunes
Shawn Scallen
Pizza Lovers
Oueis
Apple Saddlery
Menchie's
Merit Travel
One Eleven
Sens
Hollyburn
Kick Media
Marble Slab Creamery
McMillan
Paul Mercs Concerts
Royal Oak
National Capital Freenet
Revolve EPS Holdings
Galleria
Office of the Ombudsperson
Couch Assassin
Sprott School of Business
CISOC
Merit Travel
Oxford Properties
Rogers Communications
Saint Paul U
The Clothes Secret
Wild Wing
The Draft
Al Basha Shawarma
Father and Sons

Banfield Seguin Ltd.
Carleton Faculty of Grad Studies
Campus Pharmacy
City of Ottawa
McMillan Agency
Fiazza Fresh Fired
Greek on Wheels
Kick Media

CONTRA

So far we have sold \$2540.00 in contra. As mentioned at the HR Committee meeting, we always endeavour to do contra that falls into 1 of 3 categories: 1)Visibility & Promotion, 2)Volunteer Appreciation, 3)Offsetting a line in our budget.

The contra we've done so far breaks down this way:

Visibility

SFUO Tabling - \$640
 SFUO Kit Insertion - \$800

Volunteer Appreciation

York Street Entertainment; Staff Dinners - \$700
 York Street Entertainment; Show tickets (4 sets of 4) - \$500

I have discussed with Dayne and Nadia doing contra with the following people (should they be reachable and interested):

Volunteer Appreciation

Father and Sons; Staff Breakfast for approx. 20 staff - \$75-\$100

Visibility

CHUO - \$1000.00
 Sports Services – no recommendation here, I have requested a sponsorship package but haven't received it yet.
 SENS tickets - \$1000-1600 (I have not yet been able to reach either contact I have for the Ottawa Senators due to an email fail send! I am actively trying to get in touch with our contacts there, but have been unsuccessful so far)

An item of note on contra is that earlier this week in talking with Dayne and the board about contra overall I discovered a formatting error in last years' spreadsheet, which was causing me to underreport contra. Whereas in my reporting last year I stated \$3345.00 in contra was sold, the actual value is \$5050, as per the cap. This number does not include the contra that we did with Café Nostalgica for the AGM, which was for \$200 but that will print in this fiscal year because of the way the dates played out. My apologies to the board for this reporting error.

NATIONAL ADVERTISING

I have received and will review the F-Media contract and discuss it with Dayne and Benjamin.

Currently we have quite a few reach outs to our national advertisers from last year and we have had several requests from new national advertisers, but nothing has solidified as of yet.

ONLINE

While I was anticipating some growing pains for our switch over to a CPM model, I was not expecting to encounter an error in our Ad Rotate plugin. Since we have always charged for time as the measure of visibility and also never reported stats to any clients other than FREE Media in the past, I never realized that our Plugin was not tracking impressions properly. When we were considering moving to CPM, I phoned Vik and had a long discussion with him about the ins and outs of moving to a CPM model after which I felt I had a basic enough understanding to move forward to sell and administer the spaces. Once we uploaded our August client, it became clear right away that our plugin was not working since it was not able to differentiate between bots and people, at which point I called Reine and Dayne immediately. Having gone through the ins and outs of CPM with the Uniter's site, Dayne was quick to identify a bandaid solution that allowed us to track ads roughly from the google analytics for our one client in August, but it is not a permanent solution. If I understand things correctly, the issue can be fixed once Reine is done with the overall theme migration and tweaking and we can identify the best option for the plugin. Currently we have no upcoming bookings locally although I have been talking about it actively – if I know that there may be delays, I feel I can manage the expectations of our clients appropriately. Dayne has already spoken to how we are dealing with national web ads for the time being (hardcoding their ads into the site and allowing them to track their traffic internally).

IN GENERAL

Devin, Nadia and I just finished laying out the 101 Week ads. It was extremely tricky but we got it done. I would like to take some time after the early September rush to assess our discounting practices. I have moved our Ad Spreadsheet to the Google drive, which is working for us very nicely. I have not yet begun to research benefits, but will do so shortly. I am aiming to get Garlic King, Greek on Wheels, Pizza Lovers, and Domino's on board this year! I am planning on getting in touch with the political parties in our riding to bring them on board for advertising.

Have a great meeting,
DeeDee

Deidre Butters
Advertising Representative,
The Fulcrum

General Manager Report #003

August 30, 2015

FINANCIALS

As of August 28, there is now \$ \$175,912.06 in our chequing account. This is down from last month since July and August are high expense low-income months. We should expect to stay the same or dip down into September and then go up as soon as Sept ads start coming in Late Sept / early Oct. We already have some pre payments starting up so I'm confident payment is going to be pretty quick for the most part.

While orienting and getting settled I've found there are some missing receipts, invoices and folders. Nothing major has been found missing everything is just a

bit less sorted than I'd like and it will take some time to sort everything out. With more important docs, I should be able to reprint. Since the 2016 fiscal year has begun only one bank reconciliation was completed so I'll be working on reconciling June and July as well as very soon, August. I'll have a better update on the state of our receipts etc when I've had a chance to do reconciliation. Our auditor, Brad Colbourne at Connelly & Koshy has contacted me re: our review engagement. He's going to come and collect our documents once I have them prepped so he can review everything I've done in person and fix any mistakes I make before he heads off. Nothing was prepped to be sent out so I've got a bit of work ahead of me, some folders have receipts and invoices from both fiscals so I need to sort those a bit as well before I can hand stuff off. When reviewing expectations for my performance bonus with HR we set the end of Sept as our goal to get this audit out the door.

Otherwise, I have some concerns with regards to how some accounting and bookkeeping was done. I'm going to be reformatting our cheque book to follow our fiscal year and we discussed in the HR meeting making a one time deposit into our fiscal year from our bank account to pay out old commission that should have been settled at year end.

It might not be a bad idea to ask an accountant before we do that, I can confirm the idea in theory with our auditors when they come to pick things up.

In the area of accounting, I'd like to ask the board to consider sending me to an accounting course as part of the training line, if the board was interested we could figure out cost and discuss that at a financed committee meeting. I'd like to be here for a few years if you'll have me so building those skills could be a good idea to ensure our practices are in line with industry standard.

NATIONAL ADVERTISING

We received a deposit of \$2,928.08 from FREE Media this month. I believe this is the first payment for the 2016 fiscal year.

We've had a discussion with Free Media about reporting more accurately to us. The initial discussion happened before I arrived but I did convey the spirit of the request to Free form Benjamin and they did send us a new contract. I've forwarded the contract to Benjamin and Dee to review and advise me on how to proceed. When the board is happy with the contract and gives me the okay I will sign it.

WEB

Back in July I brought my experience in CPM based ads to the office and we discussed adopting a CPM based billing system. This system is really the direction online ads are going and when executed properly give us the ability to supply a sort of "tearsheet" and bill in a more transparent way. Though I'm happy the board adopted the model, the admin work that needed to be done to make cpm based billing a possibility wasn't done. The issue we have is the plug in we are using to host ads is not reporting properly on the impressions the ad is getting (it's reporting 62,766 when at most we can verify 8,700)

I'm not comfortable billing the inflated amount because it's borderline if not is advertising fraud but the system I mcgivered together to estimate impressions is also flawed.

There's an easy fix, which is installing and adopting a new plug in to host our ads. It can be done pretty low cost and with pretty good speed. The issue is, we're pretty behind on web editorially and have high hopes to see our new theme launched for Frosh. But our webmaster has no time to review and choose a plug in with me until the Frosh theme is installed and debugged.

For the time being, we are coding the Free Media ad space to be administered by Free without our involvement. They are uploading, maintaining and reporting on their web ads without us. We simply approve the content before it goes live. We haven't sold any of our web ads yet so we don't need to worry about not being able to measure ads we haven't sold. I've asked the webmaster to work on this plug in project once she has time and asked her to document the hours she spends working on the advertising plug in work as I believe we should be paying her for the work she is doing on that separate from her contracted ed hours.

INSURANCE

We need some. Legally to have newspaper boxes we need 2 million general liability with the city of Ottawa. I bet in fact, we need to underwrite transit as well. Directors and Officers is a really really good idea too..... I don't know ENTIRELY why but it has something to do with protecting you guys..... Errors and Omissions is not provided by CUP as I had thought. Which is also a really good idea if we are ever sued for Liable. I've applied for all three (GL, D&O, E&O) with one company and am waiting for the application forms from the company The *Uniter* dealt with. My hope was to get a quote for the BOD but perhaps this is a finance committee issue, as we would want to look for money to pay for it. (Uniter spent very close to the \$3,000 mark on insurance annually for the three policies) These policies are all elective and in fact there are more policies provided by the CUP insurance rep including insurance that covers volunteers if they are injured. Perhaps an adhoc committee would be a good idea to deal with this issue and work with me to establish what FPS would like if they would like any (GL is mandatory for outdoor newspaper boxes)

COLLECTIONS

Collections are in a bit of a weird state. There has been a lot of migrating information out of our formal accounting system and into manually produced forms. As a result, some information got lost in the shuffle.

I had Andrew in and we tried our best to sort out the issues but there's still a bit more work to be done to make heads or tails of what is outstanding and what has been paid. Some clients had been informed that they had paid when they had not, some clients somehow missed making the collections list so they weren't documented in the last report. All outstanding clients will be receiving a letter from me that I used at the Uniter.

Once I've made contact I'll feel more confident in my reports with regards to next steps in collection.

HR

We have recently re-posted the staff reporter position online, deadline Sept 11. If I understand correctly, a hiring committee of myself, Nadia and an ed board member will oversee this hiring and make a recommendation to the board. I've reviewed the policy manual to ensure I'm in compliance with FPS rules and regs.

SOFTWARE/EQUIPMENT/SUPPLIES

I've prepared a purchase plan for this BOD. We've had delays in building the list and just completed it on the 28th so there has not been time for the finance committee to review it.

FULCRUM DIAMOND EDITION

I would like to see the board create an adhoc committee to steer this project. The U of O and SFUO are amenable to having a meeting with regards to funding this project but I would like to have a bit more information re: it's vision and content before meeting. Mac has offered to accompany me to meetings which I would appreciate as I would like to see this project represented as effectively as possible.

FIRST MONTH AT THE FULCRUM

It's been a weird month for sure, a bit more hectic than I had hoped but pretty close to par for a General Manager or a Business Manager at a student newspaper. I've got a handle on the job and the pace is only a bit quicker than I'd hoped (something that will slow as the learning curve gets less steep I'm sure.) I'm excited to get this office full of keen journalisty learners and be able to set a supportive and fun pace.

Goals for September include:

Sending out the audit,

Surviving Frosh,

Stealing the production manager's fridge,

Reconciling the summer months,

Figuring out which week day makes the best take your dog to work day,

Migrating all our data so it all follows the same fiscal year,

Insure us, if you want me to

And no one called the fire truck this month.

—DAYNE MOYER, FPS GM aka Head Fella

President Report #3 – August 30th, 2015

Things are moving along at the Fulcrum. It's been by far my busiest month as President, which means there are lots to new things report. Here's the rundown:

Board of Directors:

No new applications. I've talked with a few friends who I think should be good. I will also attend a volunteer meeting and talk with some of the students there about joining the board.

Business Department:

There's been lots of action in the business department this month. We said goodbye to Andrew and welcomed Dayne in as GM. Dayne has brought lots of great ideas to the organization which have already been felt in his short time here.

One of the main issues in the business department has been the implementation of the CPM model of selling online ads. As everyone remembers, we discussed this at length last meeting but after a long conversation between Dee-Dee and I, we agree that we would go with the model as she had originally proposed it. Earlier this week, I received an email from Dayne saying that Google Analytics, which we were using to track the number of visits, was vastly over calculating how many hits we actually received. Since then Dayne has been in discussion with our webmaster and other contacts he has, to determine how we can fix this problem. As of now, no clear solution has been found.

Committees:

Finance Committee:

- Once again, the finance committee has yet to meet. Andrew had told me prior to leaving that he had put together a list of all our assets and developed a long term purchasing plan, but it looks like he actually didn't do that. Without that list, there was no reason to meet.
- Dayne has now done a full inventory of what we have and has given me a few suggestions as to what he would like to purchase. I've also asked Nadia to speak with ed board about their suggestions on purchases.

HR Committee:

- Sabrina chaired an excellent meeting earlier this week, where a lot was discussed. I'll let her speak to this further in her report.

Policy and Bylaws Committee:

- We had multiple Policy committee meetings this month, including one in the games room at Jon's condo. Ben can touch on what was discussed.

Readership Committee:

- Despite being the chair of the readership committee, Jon only allows those on the policy committee into his games room. Hence why I did not attend this meeting (it was actually because I had to work).

Editorial Board:

We produced our first issue of the publishing year with the normal hiccups that you would expect to come with the first issue of the year. Production time was increased from 2 to 3 days, yet Nadia and Devin were still at the office until 1 am. Hopefully as the year goes on, the paper will be done at a more manageable hour.

We also had to let out staff writer go. He informed Nadia that he had four conflicts of interest (Liberal Party of Canada, Elections Canada (which are conflicts within themselves), Sports services and the Gee-Gees) meaning he couldn't write about the election, politics or sports. These are the areas the staff writer has traditionally focussed so Dayne, under the direction of Sabrina, used the 6 week probationary period clause in all ed board contracts and let him go.

Other Business

The diamond edition is still up in the air. Dayne received an email from the University looking to schedule a meeting with him about potential sponsorship. This could help us

finish the project and cover some of our costs. It's my hope that Nadia, Dayne and I could attend the meeting and hopefully be able to get a couple thousand dollars out of the University.

Dayne was made a signing authority this Thursday as Sabrina and I joined him at the bank. We have also applied for a credit card with a higher limit to avoid the issues we ran into last year with having the card maxed out.

The dates and price for NASH78 have been determined. Jan 6-11 and \$575 per person as their regular rate. They have determined what their early bird rate is yet, which means we should end up with a better price than that. With this in mind, it's time to start thinking about how many people we would like to bring and what our target cost should be for delegates. Andrew had said that we should never dip below \$100 per person, so there is a year-to-year expectation that delegates have to pay. Our regular number of people who attend the conference is 20, which would end up subsidising their costs by \$100. After making a number of contacts last year with NASH, I'll reach out to those same people and try and get another contribution. The university gave us \$8000, which would be amazing. Last NASH in Toronto, we ended up fundraising more money then we needed so let's hope that luck runs again.

Speaking of fundraising, we've decided to not run our annual silent auction this year during 101 week. It was lots of work for Andrew to run, and with Dayne being new on the job, we felt it a more effective use of time to have him focusing on making sure the paper runs smoothly. If we are unable to raise the money needed by talking with the University and other sponsors, we'll look into other options, including an auction, later this year.

Cheers,
Mackenzie Gray

HR Committee Report

EIC Bonus

We have an EIC bonus to recommend to the board. It's in a separate document.

GM Bonus and president's honourarium

We're making some amendments and discussing before recommending to the board.

Distributor/Photographer/Multimedia

We discussed the possibility of not hiring a distributor, but having the editorial board distribute papers for special issues. The editorial board has agreed to do this if we will hire another support staff person to do multimedia and photos.

Dayne says he can get current distributors to put more papers on stands if needed, so as not to skew numbers if editorial staff don't meet expected target of handing out papers.

Nadia will have proposal for the board of directors today, including a job description. We recommend the board consider approving this proposal, as discussed at the HR Committee meeting.

Ad manager contract

DeeDee requested we look at amending her current contract.

Fulcrum Readership Committee

July 30th, 2015 – 631 King Edward

In attendance:

Jonathan Rausseo

Sabrina Nemis

Andrew Hawley

Nadia Drissi El-Bouzaidi

READERSHIP

- No numbers to review at the time of the meeting

DISTRIBUTION

The group discussed the possibility that ED Board would be able to distribute the papers instead of hiring another distributor. The task could become an official volunteer activity to get volunteers to help out as well. Ed Board could start by doing the special issues, the Frosh edition, and the 101 Week edition. Editors would be responsible for 50 issues each.

- This distribution model would require oversight from the EIC and would be linked to their bonus so a discussion needs to be had with the HR committee

We are looking at new places to distribute the Fulcrum off campus. This would help make sure that the paper is getting more visibility and help establish our brand.

- Off campus residences (Rideau, Friel 1eleven)
- Convenience stores

- Coffee shops (Second Cup, Tan, BridgeHead)

BRANDING AND MARKETING

- No new discussion

ONLINE

This year they Fulcrum will include more pictures, more graphs, and be more interactive. Working on a new layout currently.

August Policy Committee Report

1. Current Tasks

The Policy Committee is engaged in ongoing discussions on the following matters:

- Records Management
- Budgeting
- Ontario Not for Profit Corporations Act Review
- Ethical Investment Guidelines

2. Policy Proposals

Code of Conduct Scope

The policy committee held a discussion about the interaction between the proposed Fulcrum social media policy and the code of conduct. In order to balance the protection of the Fulcrum's credibility with the right of individuals to speak freely outside of work, the following wording was proposed.

14.1.1- add to the first sentence "... and in exceptional circumstances outside the Fulcrum workplace where such conduct is likely to be damaging to the Fulcrum's reputation."

It was suggested that one measure to put this policy in place be adding a question to the hiring process regarding whether there is anything potentially damaging to Fulcrum's reputation that we should know about, such that if something emerges we have greater justification to dismiss that employee on the grounds that they misrepresented themselves in the hiring process.

Ombudsperson role

Change 14.4.3 to say complaints shall be overseen in the first place by the immediate supervisor according to the following order:

- a. If there is a complaint among volunteers, the complaint will initially be overseen by an editor;
- b. If there is a complaint between a volunteer and an editor or between two editors, it will initially be overseen by Editor in Chief and General Manager;
- c. If there is a dispute between a volunteer or editor and the editor in chief or General Manager it will be initially overseen by the Board;
- d. If there is a dispute between an person external to the Fulcrum and any volunteer and employee of the Fulcrum, the complaint will initially be overseen by the Board of Directors;

14.4.4 A complainant may at any time request that their complaint be handled by the Board initially.

Change any specific reference to the Ombudsperson to “overseer of complaint”.

This process would replace the rather extensive procedures set out in at least 14.4 and possibly 14.5.

Formal Raise Process

The Policy Committee recommends that the following be added under “New Spending”

4.12.1 If an employee at any time wishes to request a raise in pay, their proposal must be submitted in writing to the Human Resources Committee for a two-stage evaluation.

4.12.1.1 The Human Resources Committee will assess the request based on its merits. This assessment will be based exclusively on any new information that either the Fulcrum or employee could not have reasonably been expected to know at the time the initial rate of pay was agreed upon. If the request is rejected on the basis of this assessment the decision is final. If the request is accepted it passes to the second stage.

4.12.1.2 The Finance Committee will assess the request based on the available assets of the Fulcrum. If the funds are not available the offer will be rejected. This decision will be final. If it determined that funds are available, the Finance Committee will then be responsible for making a recommendation to the Board to accept the request in whole or in part, and, in the case where only a partial offer is made, and the Board accepts the recommendation, negotiating where necessary.

Audit Policy

FORTHCOMING (J. Rausseo)

President Job Description

Add “annual planning, including seasonal strategic planning sessions.”

General Manager Job Description

Amend to stipulate that bank reconciliation should happen quarterly and monthly if possible.

Information Management

Gratitude and praise are due to the work of Lindsay.

Information Management Review

Revised August 26, 2015

Information is an essential asset for the Fulcrum Publishing Society. Supervision of that information is a necessary component of effective management.

A review based on evaluation should be done soon, with possibility of being done once a year for the future. This would survey what information management practices the Fulcrum has already, what more could be done, and ensure that best practices are continued into the future.

Information management should not be redundant, or take up a lot of time. Any policy developed on information management should take this into account to warrant that the policy is accessible.

The evaluation is done with the General Manager to review the business department practices and the Editor-in-Chief to review the editorial board practices. It is scored based on how well they met specific expectations which the Board of Directors has set out. If information management practices fail to meet expectations for a given requirement, they will receive 0 points. If it is considered that the practices met the expectation, 1 point shall be given. In the event that the practices exceed the expectation, 2 points shall be given.

A passing score would have 18 points, which is 60% of the total possible score of 30 points for both parts combined.

Part I: Evaluation with the GM

- In collaboration with the Board and the EIC, a records retention schedule should be developed and followed.
 - No schedule is kept or followed. (0 points)
 - A schedule for financial documents is kept and followed. (1 point)
 - A schedule for all documents created and received by the business office, including but not limited to financial records, correspondence, work schedules, and meeting notes is kept and followed. (2 points)
- Records that are electronic should be backed up.
 - Electronic records are not backed up (0 points)
 - Electronic records are backed up in at least one of the following formats: another copy on computer, external hard drive, physical copy, cloud database (1 point)
 - Electronic records are backed up in all of the following: another copy on same computer, external hard drive, physical copy, cloud database (2 points)¹
- Physical records should be kept in a safe place.
 - Physical records are not kept. (0 points)
 - Physical records are kept in an organized fashion following the records retention schedule. (1 point)

¹ "All" is defined as all of the most viable options for the FPS. If creating physical copies of every electronic record is too redundant or wasteful, then it is not viable and should not be included as a best practice.

- Physical records are kept in an organized fashion following the records retention schedule, with the records being kept in a PH and humidity controlled environment to prevent decay. (2 points)²
- There are motions in place to transfer physical information into an electronic format.
 - No. (0 points)
 - Yes. (1 point)
- The GM oversees the information management program and delegates program responsibilities to other employees if necessary.
 - No one is responsible for information management. (0 points)
 - The GM is responsible for information management, with responsibilities delegated to others if needed. (1 point)
 - The GM is responsible for information management with a system that effectively utilizes other employees' skills and time. (2 points).
- Information generated or managed for the Corporation has a guarantee of authenticity and reliability.
 - Information is falsified or untrustworthy. (0 points)
 - Information is true and reliable. (1 point)
 - Information is true and reliable, with records supporting its reliability. (2 points)
- There are appropriate measures in place to protect information resources from being read by outside sources.
 - There are no measures in place. (0 points)
 - There are measures to keep confidential information protected. (1 point)
 - There are measures to keep all information protected. (2 points)
- Existing laws, by-laws, and policies on information management are being followed.
 - No policies are being followed. (0 points)
 - Most polices are being followed. (1 point)
 - All policies are being followed. (2 points)
- There is a hierarchy in place ensuring certain information resources are only allowed to be seen by the proper people within the organization.
 - Anyone can read any file. (0 points)
 - There are rules in place determining which files are confidential. (1 point)
 - There are rules in place determining which files are confidential, with the ability to appeal to the Board to make files confidential or not. (2 points)
- Information resources are able to be retrieved quickly and efficiently if needed.

² Buying specifically designated archival boxes or folders, for example.

- It is hard to organize information and to find a needed file. (0 points)
- There is an organization system for information, even if not efficient. (1 point)
- Information is maintained in a manner that ensures timely, efficient, and accurate retrieval of needed information. (2 points)
- Files that are no longer useful or needed are disposed of properly.
 - There is no documentation for which files are no longer useful. There is no reasoning for which files are destroyed. (0 points)
 - Files that are no longer useful or needed are recorded and are destroyed. (1 point)
 - There is secure and appropriate disposition through proper authorities for information that is no longer required to be maintained. (2 points)
- Information is being kept for the appropriate length of time.
 - Information is not being kept or is kept for too short a time. (0 points)
 - Information is being kept, but possibly for too long. (1 point)
 - Information is being kept for the appropriate length of time. (2 points)
- Processes and activities of the information management program are documented in a transparent, understandable manner.
 - Processes and activities related to information management are not documented. (0 points)
 - Processes related to information management are documented. (1 point)
 - Processes and activities related to information management are documented and available to all personnel and interested parties. (2 points)

Part II: Evaluation with the EIC

- The EIC should inform Ed Board that copies of interview recordings and transcripts should be kept to protect against future liabilities.
 - Ed Board is not informed, or is encouraged to destroy copies of interview recordings and transcripts. (0 points)
 - Ed Board is informed to keep copies of interview recordings and transcripts. (1 point)
 - An electronic database, whether cloud based or a designated hard drive, is created for Ed Board to keep copies of interview recordings and transcripts. (2 points)
- The EIC ensures that the Production Manager complies with Section 10 of the Policy Manual, which describes the use of technology in information management.³

³ See Appendix A.

- o Section 10 of the Policy Manual is not acknowledged or followed. (0 points).
 - o Section 10 of the Policy Manual is followed (1 point).
- The EIC keeps in contact with the GM and the Board to ensure best practices are followed.
 - o There is no contact (0 points).
 - o There is some contact (1 point).
 - o There is constant contact (2 points).

Appendix A: Policy Manual Section 10 – Technology Policy

10.1 Storage. After the publication of the final issue of each year, but prior to the expiry of their contract, the Production Manager shall copy the “production” files from their publishing year onto a portable storage platform and provide these copies to the General Manager for the Corporation’s records and archives.

10.2 Backup Procedures. In order to ensure the Corporation has a backup of files and records available in an emergency, it will follow these procedures:

a. The Corporation shall purchase and maintain an external hard drive or backup device upon which to store the data.

b. It will be the Production Manager’s responsibility to backup the server at least once every two weeks during production periods and once per month during non-production periods (summer, winter break).

c. Upon completing the mandated backup, the Production Manager shall provide written confirmation (via letter or email) to the Editor-in-Chief and General Manager that everything has been completed.

d. The Production Manager will be responsible for storing and securing the external hard drive outside of the office and shall provide it as required.

10.3 Sale of Assets. Whenever possible and applicable, the Corporation should seek to sell off computer assets that are being replaced. Prior to any sale, the hard drives shall be wiped clean of any Corporation documents, programs, and information.

Second Multimedia Coordinator Proposal

Last year we averaged approximately 30,000 page views online, and our numbers for the month of August are already higher compared to last year (As of Aug. 27 we have 19,321 page views compared to 17,155 in the entire month in August 2014). The *Fulcrum*’s online audience is only going to grow, and we should capitalize on it, by investing in more high-quality multimedia content.

While our articles are getting significant attention online, the same can’t be said for our videos on our Youtube channel, and our different forms of multimedia content in general. I propose that the *Fulcrum* hires a second multimedia coordinator, in order to generate more quality online content.

The second multimedia coordinator’s responsibilities will vary slightly, in that it will include the option of submitting visual assignments. The responsibilities would be the following:

- Works closely with the Managing Editor and Visual Editor to generate and promote multimedia content for the Fulcrum
- Responsible for the multimedia content accompanying two story assignments per week (including but not limited to video, podcasting, slideshows, live-blogging and other interactive content, etc.) as assigned by the Managing Editor, or multimedia content

accompanying one story assignment, and photo assignments accompanying three stories per week, as assigned by the Managing Editor, and Visual Editor

- Responsible for creating one multimedia product every two weeks in consultation with the Managing Editor, in addition to weekly multimedia content
- Responsible for covering special events upon request of the Editor-in-Chief and/or the Managing Editor
- Responsible for maintaining all video, photography and digital equipment
 - Ensure all multimedia content is of consistent quality and style
- Maintain and promote the Fulcrum YouTube channel
- Work with the Managing Editor and Visual to solicit volunteers for multimedia content production
- Must educate all interested volunteers upon the request of the Editor-in-Chief and/or the Managing and Visual editors
- Attends Editorial Board meetings upon request
- Attends all staff meetings
- May only be excused from any of their duties by the Editor-in-Chief