

**Fulcrum Publishing
Society Board of Directors
MINUTES**

Sunday, February 22nd, 2015
Fulcrum Publishing Society Headquarters, 10:30 a.m.
Meeting #8 2014-2015 Publishing Year

Attendance

Directors: Simon Gollish (Chair), Keeton Wilcock (President), Benjamin Mille (Chief of Staff), Freya Boyle Bauer, Jon Rausseo, Brent Holloway, Varsha Seeram, Chris Radojewski (VP)

Ex-officio: Sabrina Nemis (EIC), Andrew Hawley (GM)

Presenter/New Director Candidate: Mackenzie Gray

Absent: Deidre Butters (Ad Manager)

1. Opening of Meeting

S. Gollish called the meeting to order at 10:35 AM.

2. Approval of Agenda

B. Miller noted that January not November minutes were scheduled to be approved. S. Gollish noted there would be no Human Resources report. B. Holloway motioned to approve the agenda with the above stated amendments. F. Bauer seconded the motion. All approved. The motion carried.

3. Approval of January Minutes

K. Wilcock noted that all minutes would need to be signed for this year. B. Miller motioned to approve minutes. K. Wilcock seconded the motion. 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 began by stating that overall the conference was a big success both financially and in how it was received. His presentation continued line-by-line through the budget explaining what transpired. Highlights include:

- Delegate estimates were not reached primarily because of the small delegations of a select number of large papers, although more papers attended than in past years;
- The Ottawa Convention Centre was a strong and supportive partner and worth the expense;
- Expanded conference coordination staff was worth investment particularly the Creative Director.

S. Nemis expressed concern over the fact that using in-house staff, i.e. General Manager and Production Manager, distracted from Fulcrum work and somewhat inhibited some editorial initiatives. A. Hawley acknowledged her concern and stated that more formal guidelines to prevent this overlap would be important in future.

B. Miller asked why there had been no accessibility costs. M. Gray stated that the venue was highly accessible, besides which no delegate requested such accommodation. B. Miller asked if the website had been made accessible, and if the accessibility of the conference had been promoted. M. Gray responded that accessibility was part of the registration process and on the website, but special steps were not taken to make the website responsible or to advertise accessibility. It was noted that this should be done in future.

M. Gray counseled that, while such a large initiative was not something the Fulcrum could do every year, this experience and expertise should be leveraged to undertake large projects (e.g. an app) on a more regular basis, in conjunction with other papers. He did, however, caution that to undertake large project and expect quality results, those leading the project would need to be paid. S. Nemis reiterated her concern about hiring in-house for these large projects and suggested it created a conflict of interest in time management.

M. Gray praised the role of the sub-committee in creating a two-way street between Board and coordinators. A. Hawley echoed this praise and added that going forward sub-committees could have a much more active role in this respect.

M. Gray closed by encouraging the Board to build on the reputation and momentum created by the success of NASH and use it to accomplish other major goals.

6. M. Gray Board Candidacy

J. Rausseo explained that we could not consider M. Gray's candidacy as the Board had previously voted to consider it on the condition that the Final NASH Report had been approved, but as the report had been submitted too late to be approved and no letter of intent had been provided, the candidacy would be delayed to next month.

7. Advertising Manager Report

D. Butters stated that she had sold approximately \$14,000 in the past month, which was very good for this time of year (\$4,000 ahead of last year). She mentioned that certain industries only advertise in the spring and that many of these ads had yet to be booked for the coming months.

D. Butters added that Free Media was performing better than last semester, but still poorly overall. K. Wilcock asked if any new ad contracts or information had come out of NASH. D. Butters explained that they were there solely to recruit new clients for themselves.

J. Rausseo asked if the reduced issues were being accounted for. D. Butters said that they were.

S. Nemis asked how online advertising was being tracked. D. Butters said that it could not be well captured on a period basis as online advertising is not booked in any consistent time periods.

8. President Report

K. Wilcock began by stating that everything was alright in the Fulcrum. He specified that the NASH Committee would not be disbanded until the Final Report had been accepted.

K. Wilcock notified directors that Jesse Colautti has been hired as Distributor. K. Wilcock provided an update on Strategic Commitments in his report. He noted that four (4) of his six (6) commitments were completed and two (2) had seen significant progress and could be completed. He invited Andrew and Sabrina to provide their own updates. He attributed this success in part to the fact that many directors were leading their own initiatives. He closed by identifying Volume 75 and the Strategic Planning Session as the next big initiatives.

9. General Manager Report

A. Hawley began by assuring directors that finances were where they should be at this time of year. He noted that the audit was now complete and a time needed to be set to meet with the auditor to approve it. He went on to explain that Free Media has sold approximately \$9,500, roughly \$6,500 under their final last year. With D. Butters efforts, The Fulcrum is on track to meet national advertising projections anyway.

B. Miller advised that The Fulcrum should include penalties in its contract with Free Media for failing to report a pre-determined list of information points. A. Hawley and D. Butters agreed to develop this list. J. Rausseo asked if we could gather this information by talking to other papers. A. Hawley stated that they had already attempted this. A. Hawley then gave a summary of a conversation he had had with Free Media, the highlights of which were:

- They acknowledged that their rate card was too high.
- National companies are losing interest in print outlets and are therefore looking at site hits rather than campus size or location. The Fulcrum performs average in this respect. Free Media agreed to send information on how to improve our website in this respect.
- Free Media would be partnering with Edmonton Tech next year on developing a screen-enabled news stand.

D. Butters advised developing our own national rate card.

On the first point, D. Butters commented that the Fulcrum should develop its own rate card. On the third point, J. Rausseo commented that it is unlikely that the University would allow that kind of advertisement.

In light of this conversation, S. Gollish motioned to strike the Free Media item. B. Miller seconded the motion. All approved. The motion carried.

A. Hawley went on to note that the By-Law amendments regarding the Editor-in-Chief elections had been passed by staff at the previous Staff Meeting.

A. Hawley then said that pick-up was consistent with last year, which is good because some declines were expected.

A. Hawley asked what the expectations were for the new Distributor. The following details were specified:

- The Editorial Board will decide each week where he will distribute and for how long;
- He will be paid by the hour, but expected to hand out a minimum of 200 papers;
- He will be expected to deliver a short report electronically each week on feedback he receives;
- He will be required to wear Fulcrum identifying clothing (e.g. t-shirt, sweater), so long as location conditions permit (e.g. temperature, weather)

10. Editor-in-Chief Report

S. Nemis began by stating that the change in production schedule has been effective so far. She reminded Directors that there would be an Oscars Party that night. She then proceeded to provide some analysis of recent online metrics (January-February) showing that both sessions and users were up by 15% and 19% respectively. The bounce rate has declined.

11. Volume 75 Taskforce/Finance Committee

J. Rausseo began by explaining that the work of the committee was divided into two sections: a final print product and an event for alumni.

A. Product

J. Rausseo explained that the central theme of the product would be to look at the development of the University of Ottawa and society more broadly through the lens of The Fulcrum. He explained that if the product could not be completed for the event in May, at least a teaser could be developed in anticipation of a June release. J. Rausseo added that the committee agreed that the project should recover its cost but hadn't agreed how.

J. Rausseo continued by explaining that currently, in addition to Board members, about 3-4 volunteers have shown interest. He anticipated that there might be a need to pay someone to work on the project, for example, Adam. To avoid similar conflicts to those encountered by NASH employees, design work could be set for after the final Fulcrum issue. C. Radojewski echoed the need to compensate someone based on the scope of the project as determined by the vision set out by the committee. Ultimately, J. Rausseo explained the committee is aiming to have a revenue neutral product.

B. Miller counseled that these smaller design projects should be thought about as opportunities to screen, train, and build relationships with potential future Production Managers.

K. Wilcock asked for ballpark costs and C. Radojewski responded that it would cost more than the Bound Edition. Given the higher revenue target audience of the edition (i.e. alumni), a higher price for the final product would likely compensate for the cost.

B. Event

J. Rausseo stated that Alumni Week had officially listed Volume 75 as one of their events (May 9th at 1:00 PM). The event is expected to be wine & cheese style in Café écolo and K. Wilcock will MC. J. Rausseo stated that the initial estimate for the cost of the event was approximately \$2,500. The University will not cover any costs, but will market the event.

The Alumni office has given the Fulcrum access to their extensive database; however, only Keeton and John can access it. The Alumni Office has signaled that it can be used for other things such as workshop instructors, but they are wary of its overuse. F. Bauer suggested using the event itself to solicit crowd funding for the product, and potential speakers for future workshops.

M. Gray volunteered to help coordinate with many of the alumni he built relationships with through NASH. He also suggested that the Committee pursue a grant with the University.

K. Wilcock asked that the committee provide a concrete proposal for costs and cost recovery by the March Board meeting.

C. Radojewski left the meeting.

12. Readership

J. Rausseo moved to have online transition be an item on the strategic planning session agenda. He then asked A. Hawley for stand information.

J. Rausseo stated that the Fulcrum would mount its own readership survey online which would be advertised throughout the website. The committee is seeking roughly 100 responses, after which point, C. Radojewski will compute the results. S. Nemis asked about how the survey could be anonymous if respondents were asked for their contact information to be entered into a draw. J. Rausseo stated that he would ensure that there was a notice on the survey explaining that the draw is optional and that it remains anonymous.

J. Rausseo updated members that SWAG would be given away by the new distributor.

J. Rausseo continued by listing some of the marketing approaches that the committee had brainstormed to be taken into account for next year's budget, including plasma screen ads, uOCal, posters, triangular billboards across campus (~\$2,000). Other tasks for next year include: mobile site update, demographic analysis, lowering printing so that only special issues have 10,000. J. Rausseo cautioned that all this would require an increased marketing budget.

S. Gollish requested that the committee bring specific voting items to the Board.

13. Policy Committee

A. Hawley advised, that a new Bill had passed that required that volunteers be treated like employees. B. Miller responded that he would look into it.

B. Miller motioned to approve the Compliance Policy Proposal as presented. K. Wilcock seconded the motion. All approved. The motion carried.

After a discussion over the Maternity and Parental Leave Policy Proposal, B. Miller motioned to delay the vote until such a time as a more comprehensive could be had involving all interested Board members. K. Wilcock seconded the motion. All approved. The motion carried.

K. Wilcock motioned to approve all style amendments to the By-Laws. J. Rausseo seconded the motion. All approved. The motion carried.

After a brief discussion of the substantive By-Laws proposals, B. Miller motioned to delay the vote until the March Board meeting. K. Wilcock seconded the motion. All approved. The motion carried.

B. Miller motioned to approve the proposed amendments to Appendix C to take effect for the 2015-2016 publishing year of the Policy Manual with the following further changes:

- Under the Editor-in-Chief, the General Manager would remain involved with the volunteer list serve
- Marketing would be removed from the Editor-in-Chief job description
- The Copy Editor job description will remain
- Distributor will be added to Appendix C

K. Wilcock seconded the motion. All approved. The motion carried.

B. Miller noted that he would meet 1-on-1 with the General Manager and Advertising Manager to discuss Appendix B.

B. Miller announced to members the need to update the By-Laws to bring them in line with the new Ontario's Not-for-Profit Corporations Act. He explained that he would study the Act systematically to draw out a list of recommendations and questions. Acknowledging the large workload on the Board, he strongly recommended that substantive work be done by the end of the year while the current Board was acting as it represented significant institutional knowledge, experience, and memory.

14. Strategic Planning Session

S. Gollish presented his proposal for the Session's agenda. This included a series of thematic discussions centered on key topics, for example, readership centered on the online transition. The following structure was agreed upon:

Readership: Online, Print, Marketing/Branding	10:30-11:30
CUP	11:30-12:00
Lunch	12:00-12:15
Human Capital: Online, Job Descriptions, Training	12:15-1:15
Open Topic	1:15-1:45

Each hour long session would consist of three sub-topic groups. The hour would be broken into 3 20-minute periods. Participants would have the chance to choose two sub-topic groups and the third slot would be a general discussion of common themes from the two conversations. Each sub-topic group would be led by its own group facilitator who would receive some training resources in facilitating discussion and recording notes.

15. Constitutional Amendment

K. Wilcock motioned to approve the amendments to the Editor-in-Chief election procedures and oversight as presented by A. Hawley by e-mail to the Board. J. Rausseo seconded the motion. All approved. The motion carried.

16. Other Business

B. Miller encouraged directors to begin thinking of friends and colleagues they feel would be interested and capable of serving as Directors in 2015-16. He stated that he wanted the transition process to be as long as possible and for him to start preparing candidates as soon as possible.

S. Gollish adjourned the meeting at 3:30 PM.