

# Fulcrum Publishing Society Board of Directors MINUTES

Sunday, November 30<sup>th</sup>, 2014  
4006 Faculty of Social Sciences, 10:30 a.m.  
Meeting #6 2014-2015 Publishing Year

## Attendance

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

**Ex-officio:** Sabrina Nemis (EIC), Deidre Butters (Ad Manager), Andrew Hawley (GM and NASH coordinator), Mackenzie Gray (NASH coordinator), Julia Duncan (JHM coordinator)

**Presenter/New Director Candidate:** Varsha Seeram

**Absent:** Jon Evenchick

### 1. Opening of Meeting

S. Gollish called the meeting to order at 10:45 AM.

### 2. Approval of Agenda

J. Rausseo motioned to approve the agenda with changes noted above. C. Radojewski seconded the motion. All approved. The motion carried.

### 3. Approval of October Minutes

J. Rausseo pointed out a typo. C. Radojewski stated that he was present for the entire October meeting and so was misplaced on the attendance list. F. Bauer motioned to approve minutes with amendments. B. Holloway seconded the motion. All approved. The motion carried.

### 4. Standing Action List

B. Miller gave a summary of the Standing Action List. A. Hawley agreed to have all policies updated on the website by February.

### 5. NASH Update

M. Gray began by stating that he was registering about 2-3 speakers per day. These well-known speakers come from diverse media, including: CTV, Maclean's, and Canadian Press. 10 schedule hours remain to be booked. A. Hawley is in the process of negotiating with possible speakers from American networks. Speakers cover a range of areas

including sports, weather, and social media. There are still some gaps in Arts, Opinions, and Features.

M. Gray went on to explain that the out-of-town accommodations for speakers include: 17 hotel nights, 15 roundtrips by air (\$1200), and 10 roundtrips by train. Speakers' gifts will likely include wine and coffee. As of now, 36% of the speakers' budget has been spent. This leaves much last minute flexibility due both to funds and the addition of a room to the conference.

M. Gray we are currently lacking social nights due mainly to accessibility issues. In order to get around this issue, it has been suggested that the conference include an "Explore Ottawa" night, in which multiple locations are suggested and it is up to conference-goers to choose what suits them. S. Nemis asked if NASH can offer discounts. M. Gray responded that it is a possibility but more research is required. J. Rausseo and D. Butters suggested the LCBO and Barefoot Wine as possible sponsors.

J. Rausseo asked if NASH has any free parking. A. Hawley responded that the hotel has given the conference five parking spots.

A. Hawley went on to state that the conference now has 272 delegates registered including 21 CUP newspapers (150 delegates), 16 non-CUP newspapers (100 delegates), and 8 individual registrants. 225 delegates registered before the early bird deadline and 28 delegates were actively recruited since then. Phase 2 of recruitment involves attracting journalism students through university and college programs and attracting the public through the Ottawa Citizen. A. Hawley added that the conference app is in the process of being developed.

J. Rausseo motioned for an additional 5 minutes to be added to this item. B. Holloway seconded the motion. All approved. The motion carried.

A. Hawley continued by stating that a team of 11 volunteers has been recruited, sponsorship is progressing well, and the Free Media issue has been resolved. Many sponsorship agreements are in progress, others have been renegotiated for greater flexibility.

K. Wilcock motioned to add 5 minutes to this item. C. Radojewski seconded on the condition that the item is completed within this time. All approved. The motion carried.

J. Duncan stated that a number of JHM submissions have been received and many of them disqualified. Qualifying submissions will be sent to judges within the week. After this initial circulation, two more batches will be distributed to them. 9 out of 17 of the award sponsors have been confirmed.

S. Gollish asked when the volunteer meeting would take place. A. Hawley answered that it would take place no later than the 19<sup>th</sup>.

J. Rausseo asked how many delegates would be required for the conference to break even. A. Hawley responded that 280 was the break-even point, but that the budget was made with 320 delegates at the CUP rate. M. Gray pointed out that the drop in delegates is almost entirely attributable to Ubysey and the Gateway (there have been gains almost everywhere else). K. Wilcock cautioned that there is no hard break-even point as there are still many variables.

K. Wilcock asked A. Hawley to reiterate the final agreement with Free Media and CUP.  
SECTION REDACTED FOR PURPOSES OF CONFIDENTIALITY.

#### 6. Ad Manager's Report

D. Butters began by informing members the year-to-date total is \$76,870.79. Due to notation changes from last month, this actually represents a larger increase than it may first seem. National advertising accounts for over \$5,200 of this increase. D. Butters cautioned that the \$/issue figure is skewed by the online issue and in fact the Fulcrum have increased ~\$370 per issue over last year.

D. Butters went on to explain that Free Media has been incommunicative and even their annual report lacks key figures. Although this annual report indicates large increases in online sales, this only forms a small percentage of total sales and cannot make up for losses in print advertising. K. Wilcock asked if the Fulcrum should be updating its online advertising prices. D. Butters explained that it is challenging to find benchmarks in other papers since each newspaper uses a different metric. A. Hawley offered to assist with determining new prices.

#### 7. President's Report

K. Wilcock notified members that there were no new big business items. He reminded members that a new director would be considered today and that he would discuss M. Mueller's status during Other Business. K. Wilcock went on to state that committee work was progressing well and that the Policy Committee and the Volume 75 Taskforce would restart their work in the new year. He concluded by stating that all was well with the Editorial Board.

#### 8. General Manager's Report

A. Hawley began by stating that finances were unusually high at this time of year due to NASH. He added that the financial audit had been delayed to trouble obtaining documents from the bank. He continued by stating that national advertising revenue continued to be disappointing and Free Media was on track to not meet the significantly lowered annual targets. On the other hand, national firms have been approaching the Fulcrum directly. A. Hawley closed the financial section of his report by stating that the list of outstanding accounts continues to shrink and the payroll has been updated to reflect changes to the Production Manager contract.

A. Hawley stated that pick-up has diminished even for special issues even with special promotional efforts (e.g. Travel Issue-26%). Pick-up rates have been inflated by reduced printing (e.g. first issue 23%-29%). A. Hawley then added that the Fulcrum currently exceeds its printing budget due to an input error by the production manager.

J. Rausseo added that the University has said the Fulcrum should budget a drop in student levies for 2015-16.

#### 9. Editor-In-Chief's Report

S. Nemis began by stating that staff reviews had been completely positive. She then informed members that she is looking for more visual arts volunteers. S. Nemis went on to caution NASH coordinators that she did not believe the Fulcrum could bring 19 volunteers to NASH (more realistically 9-10).

S, Nemis explained there was much good news on the online front. A buzzfeed quiz experiment garnered the most online engagement the Fulcrum has ever had. There has been a 40% increase in new users and a 50% increase in new sessions, although they tend to be shorter. S. Nemis closed by explaining that the visual content was the most popular part of the Travel Issue.

B. Miller suggested that livetweeting and other online engagement activities should become part of formal volunteer training.

M. Gray and J. Duncan left.

#### 10. Human Resources Committee

S. Gollish notified members that the production manager negotiations had been resolved. K. Wilcock gave an account of these negotiations. S. Gollish then presented an updated version of the EIC bonus, explaining that it now focuses on volunteer and online engagement. S. Gollish motioned to approve the bonus as presented. C. Radojewski seconded the motion. All approved. The motion carried.

J. Rausseo asked for clarification of Editorial Board office hours. S. Nemis explained that minimum office hours are mandated but not enforced so long as Editorial Board members make themselves available to volunteers. As they do, they likely fill more than minimum office hours.

S. Gollish advised that future Board clarify the importance of the Production Manager role. He clarified that the recent agreement should not set a precedent for future years. B. Miller committed to adding this discussion to the Forward Agenda and Standing Action List. A. Hawley suggested that general salary discussions be moved up to February.

## 11. Readership Committee

J. Rausseo began by explaining that after some discussion, members had agreed to hire the distributor, but to gear the position towards marketing. Members had also agreed to develop a consistent year-over-year marketing survey so results could be reliable. Other strategies discussed included repositioning stands and discussing the removal of non-campus papers with building managers. D. Butters mentioned that the Fulcrum used to have an exclusivity contract with the UCU building manager. B. Miller asked if the product of these discussions would be a verbal or written agreement. J. Rausseo clarified it would have to be verbal.

C. Radojewski added that members also discussed editorial content and club relations.

## 12. Skill Building Session

B. Miller presented on how to think about the task of taking minutes in order to improve the quality of those minutes.

## 13. New Director Candidacy

K. Wilcock presented the new director candidate, V. Seeram. A. Hawley asked the candidate if she had ever declared bankruptcy, worked for the SFUO, or been deemed of unsound mind. She responded that she hadn't. V. Seeram added that she would confirm her staff status in the coming week.

K. Wilcock motioned to go in-camera. J. Rausseo seconded the motion. All approved.

J. Rausseo motioned to go out of camera. B. Holloway seconded the motion. All approved.

V. Seeram was accepted as a new director.

## 14. Board Manual

B. Miller explained the logic of the structure of the two documents that would make up the Board manual. One would be purely descriptive of the organization, the other would serve as a collection of prescriptions organized around the many roles on the Board. Members volunteered for various sections.

## 15. Other Business

K. Wilcock notified members that M. Mueller had resigned her position on the Board. K. Wilcock planned to accept the resignation.

C. Radojewski raised the issue of attendance, punctuality, and presentation times.

K. Wilcock raised the issue of a permanent chair. K. Wilcock explained that he thought S. Gollish did a good job in committee and would like to nominate him to the position of Board Chair. B. Miller seconded the nomination. All approved. S. Gollish accepted the position.

C. Radojewski motioned to close the meeting at 1:20 PM.

## Appendix

Some documents pertaining to the NASH update are excluded due to the sensitive nature of information pertaining to ongoing negotiations.

### **JHM Coordinator Report for Fulcrum Board meeting**

#### *Submissions*

Submissions closed on November 22<sup>nd</sup> and we received substantially more this year than in past years. The following is a breakdown of how many submissions each category received this year with last year's number in brackets where possible. Asterisks have been placed by categories that were new this year.

Arts and Culture: 70 (65)  
Cover of the Year: 42 (19)  
Diversity: 41 (32)  
Features: 75 (74)  
\*\*Graphic: 18 (18)  
Humour: 34 (38)  
Illustration: 27  
Investigative: 28 (12)  
Journalist of the Year: 3  
Labour: 23 (10)  
Layout: 27 (25)  
News: 88 (80)  
Opinions: 74 (72)  
Photo of the Year: 38 (60)  
\*\*Photojournalist of the Year: 10  
\*\*Political Reporting: 30  
Sports: 40 (33)  
Video: 13 (11)  
Total: 682

Disqualifications:

Most of my time up until this point has been spent organizing the rules and categories, answering questions about them, and organizing them so that they're ready to be put into submission packages. This year there were a few specific papers that seemed to completely disregard the rules and that resulted in the high numbers of disqualifications in certain categories, which happened to be the ones where they contributed the most submissions.

Arts and Culture: 6 (8.5%)  
Cover of the Year: 10 (24%)  
Diversity: 1 (2.4%)  
Features: 9 (12%)  
Graphic: 2 (11%)  
Humour: 1 (3%)  
Illustration: 2 (7.4%)  
Investigative: 3 (10.7%)  
Journalist of the Year: 0 (0%)  
Labour: 0 (0%)  
Layout: 1 (3.7%)  
News: 5 (5.7%)  
Opinions: 1 (1.4%)  
Photo of the Year: 0 (0%)  
Photojournalist of the Year: 0 (0%)  
Political Reporting: 5 (16.7%)  
Sports: 4 (10%)  
Video: 1 (7.7%)  
Total: 49 (7%)

#### Papers Submitting:

I included this section because I thought it might be useful to compare submission numbers with registration numbers. The ten papers with the highest number of entries are italicized and underlined since they contributed a large percentage of the total submissions.

Glue Magazine: 1  
Imprint: 19  
Interrobang: 9  
La Rotonde: 1  
Queen's Journal: 8  
The Algonquin Times: 5  
The Aquinian: 5  
The Argosy: 3  
The Brunswickan: 16  
The Capilano Courier: 4  
The Cascade: 25  
The Concordian: 17

The Cord: 33  
The Dalhousie Gazette: 12  
The Dialog: 27  
The Eyeopener: 14  
The Fulcrum: 39  
The Gateway: 33  
The Gauntlet: 17  
The Link: 63  
The Martlet: 35  
The McGill Daily: 2  
The Muse: 7  
The Omega: 5  
The Other Press: 13  
The Peak: 42  
The Phoenix: 6  
The Quill: 6  
The Runner: 6  
The Ryersonian: 2  
The Sheaf: 15  
The Silhouette: 34  
The Sputnik: 16  
The Strand: 18  
The True North Times: 11  
The Ubysey: 78  
The Varsity: 1  
The Watch: 2  
The Xaverian: 1

Payment

Paid Papers (all paid \$100 except for Glue Mag and The McGill Daily):

The Gauntlet  
The Queen's Journal  
The Silhouette  
The Martlet  
The Dal Gazette  
The Gateway  
The Link  
Glue Magazine (\$20)  
The Algonquin Times  
The McGill Daily (\$40)  
The Runner

Unpaid Papers (\$100 owed unless otherwise stated):

The Muse  
Imprint

The Peak  
The Varsity (\$20)  
La Rotonde (\$20)

### *Judges*

Judges are progressing nicely in most categories. I chose to find judges for the categories that had the highest volume of submissions and required bilingualism first. The first batch of submissions will be going out to judges at the end of next week.

Arts and Culture: 2/3  
Cover of the Year: 0/3  
Diversity: 3/3  
Features: 3/3  
Graphic: 0/3  
Humour: 0/3  
Illustration: 0/3  
Investigative: 1/3  
Journalist of the Year:  
Labour: 3/3  
Layout: 3/3  
News: 1/3  
Opinions: 2/3  
Photo of the Year: 3/3  
Photojournalist of the Year: 0/3  
Political Reporting: 1/3  
Sports: 1/3  
Video: 0/3

### *Sponsors*

So far this is the current list of sponsors that we have slated into specific awards with FREE taking on two that have yet to be determined.

Labour: CWA  
Diversity: CWA  
News: Rabble  
Photo of the Year: MNG  
Student Journalist of the Year: Peter Mansbridge  
Student Photojournalist of the Year  
Political Reporting: ONG

For the next two weeks the majority of my time will be spent getting the last of the judges and sending out submissions. From that point forward it will be all about getting more sponsors, getting finalists back from the judges and sending those out, and working on the more technical aspects of the gala.  
Advertising Representative Report

November 30<sup>th</sup>, 2014

Hello Board,

Sales have slowed as is usual at this time of year but we are still doing really well and are ahead of last year. I'm writing this report sick as a dog, so I'll get straight to the point.

SALES

Total: \$76870.79

<b>2014-15</b>		<b>2013-14</b>	
14-Aug	\$2,550.00	01-Aug	\$1,842.00
28-Aug	\$7,054.70	29-Aug	\$5,775.00
05-Sep	\$8,096.70	05-Sep	\$5,305.00
11-Sep	\$4,033.00	12-Sep	\$3,495.00
18-Sep	\$4,889.25	19-Sep	\$4,679.25
25-Sep	\$4,461.75	26-Sep	\$3,010.00
02-Oct	\$3,095.00	03-Oct	\$3,769.95
09-Oct	\$1,560.00	10-Oct	\$6,318.00
23-Oct	\$5,925.00	24-Oct	\$5,875.00
30-Oct	\$3,285.50	31-Oct	\$2,555.00
06-Nov	\$6,088.50	07-Nov	\$3,250.00
13-Nov	\$0.00	14-Nov	\$1,185.00
20-Nov	\$2,493.00	21-Nov	\$1,405.00
27-Nov	\$2,733.00	28-Nov	\$1,380.00
04-Dec	\$4,508.00	05-Dec	\$5,250.00
<b>Total (printed)</b>	\$60,773.40		\$55,094.20
<b>Average \$/Issue</b>	<b>\$4,051.56</b>	<b>Average #/issue</b>	<b>\$3,672.95</b>
<b>Contra</b>	\$3,345.00		
<b>National</b>	\$5,218.00		
<b>Online</b>	\$1,779.79		

Our stat for Average\$/Issue is a little skewed due to the November 13<sup>th</sup> online issue. So technically we are up \$378.61 but really our number is \$668.00 (and this is not including national ads).

Contracts

<u>Local</u>		<u>National</u>	<u>Contra</u>
CD-RECR14		Queen's University	Slice & Co.
St Paul University			
Sports Services			
WBK			
CD-BRVC			
Marilena Gaudio			
CD-SASS			
CD-TTBE			
SFUO - General Assembly			
SFUO-Consent			
SFUO-By-Election			
SFUO-Farmers Market			
SFUO-U-Pass			
SFUO-In My Skin			
SFUO-Day of Remembrance			

National:  
Queen's University

Reach Outs (just in the middle of my normal Nov/December push):

- Royal Oak
- CD
- SFUO
- Sage Youth
- WBK Boxing
- The Senate
- The Loft
- The Laurier Social
- House
- Sports Services
- Ben Emond
- First Choice Hair
- Cutters
- Spa Junkie
- Artissimo Coffee and
- Tea
- Mobilicity
- Dunn's
- Canada Computers

FREE

Not too much from FREE. I haven't made it a priority to speak with him about my rep position, but I will in the coming weeks.

Free issued a short statement along the same lines as what they released at this time last year.

Here it is:

### **Shifting markets, rising revenues**

Based on the positive feedback I received after sending a letter at this time last year to update all papers about sales performance, I thought I would send a similar letter to sum up how September and October went for national sales.

September and October sales this year were up by nearly 10% (from what?? They never actually tell us what their sales total is!). That's good news for the papers overall, but I do realize that some papers did not benefit from this increase. The main factor of the increase was online sales. Our online sales surpassed in dollars, volume, and clients for September compared to print sales (this is not great....print is where the money is). Online increased by nearly 2,200% this year, a completely unfathomable stat.

We saw major clients like CIBC, Telus, and Future Shop (this is the only ad online that we have had), for example, rush to buy any impressions that were available this year. It's been a long time since clients of this stature have bought ads and thankfully they're coming back. These clients are looking for impressions, they're not as concerned about which universities, but simply how many page views they can purchase. Publishers who have high website traffic benefited financially this year. Marketing Magazine published a story highlighting the fact that online advertising has surpassed television in dollars this year, the first time any media has ever surpassed that medium. Print isn't dead, but budgets are shifting.

Next year we will increase our online rate to keep up with the supply and demand of this growing market, but we know it will never fully replace print advertising unless major steps are taken. Our plan in the coming months will be to:

- 1) Hire a new employee to work exclusively on digital advertising
  - 2) Apply for grants to design our own ad-serving software that allows papers and FREE Media to share an ad unit (we have not found a software that allows us this function)
  - 3) Create templates to allow papers to make better online sites
  - 4) Help promotion of publisher websites through different programs
- 2) **PRINT? WHAT ARE YOU DOING ABOUT PRINT????**

If we take these steps now and are ready for the next publishing year, we can generate more impressions, great ad unit choices, better rotation of ads and, finally, higher prices. This way we can start to cushion the decrease in print advertising to keep up with the shift in budgets. **Ah. I see: Nothing.**

As with last year, I would also like to set up a time to talk with someone from your paper to discuss first-semester sales and how it's looking for the coming semester. **Yaaaaay HUMBER!** I also like to remind our papers of their free consultation hours available on a wide range of topics such as local sales, policy and governance, digital advertising, and more. To arrange a time to talk, contact me any time at [vik@free-media.ca](mailto:vik@free-media.ca) or [780 421 1000 ext 119](tel:7804211000).

Regards,

**Vikram Seth**

**Media Director**

Pardon the sarcasm, but I just hate reports that lack substance. Imagine if I only reported to the board in percentages?

ONLINE

So I'm starting to look at comparables for other student papers' website rates, as per Keeton's request to see if we can do something to maximize online sales. Here are a few stats:

Eyeopener - App. 3333 hits per month  
\$250 – 1 month, Big Box (300x300px) or Leaderboard(680x84px)

Ubsysey – Unique monthly visitors 90,000+

**DISPLAY ADVERTISING // WEB**

MOBILE	MOBILE
<b>LEADERBOARD</b> Live Area: 728 x 90px Price: \$15 CPM Sponsor buyout: \$367/week <b>SEEN ON EVERY PAGE!</b>	<b>IN-LINE DISPLAY</b> Live Area: 728 x 90px Price: \$18 CPM Sponsor buyout: \$441/week <b>IN-LINE WITH CONTENT</b>
<b>FRONT PAGE BOX A</b> Live Area: 300 x 250 px Price: \$15 CPM Sponsor buyout: \$367/week <b>SELLS OUT FASTEST!</b>	<b>FRONT PAGE BOX B</b> Live Area: 300 x 250 px Price: \$10 CPM Sponsor buyout: \$318/week

A day of purchase is defined as 12:00 p.m. to 11:59 a.m.

The Martlet - 15,000 page views, 5,000 unique visitors  
Leaderboard \$240/month  
Sidebox \$160/month

The Imprint – 10,000 impressions/week  
No rates listed!

The main challenge for assessing where we should be is that everyone uses the metric that makes their site look the best. There are several metrics people use:

Hits  
PageViews  
Unique Visitor  
New Visitor vs. Returning Visitor

## Technical definition of a hit

Each file sent to a browser by a web server is an individual hit.

## Technical definition of a pageview

A pageview is each time a visitor views a page on your website, regardless of how many hits are generated. Pages are comprised of files. Every image in a page is a separate file. When a visitor looks at a page (a pageview), they may see numerous images, graphics, pictures etc. and generate multiple hits.

For example, if you have a page with 10 pictures, then a request to a server to view that page generates 11 hits (10 for the pictures, and one for the html file). A page view can contain hundreds of hits. This is the reason that we measure page views and not hits.

**Conclusion: hits are not a reliable way to measure website traffic.**

There is an additional potential for confusion here, because there are two types of 'hits'. The hits we are discussing in this article are the hits recorded by log files, and interpreted by log analysis. A second type of 'hits' are counted and displayed by a simple hit counter. Hit counters record one hit for every time a webpage is viewed, also problematic because it does not distinguish unique visitors.

Here is an [article discussing hit counters](#).

## Technical definition of a visit

A visit happens when someone or something (robot) visits your site. It consists of one or more page views/ hits. One visitor can make multiple visits to your site.

## Technical definition of a visitor

Technically, a visitor is the browser of a person who accepts a [cookie](#). OpenTracker utilizes 1st party cookie technology. By this definition, a visitor is a human being, and their actions are 'human' events, because

only humans use browsers (with javascript) to navigate the internet. If a cookie is not accepted, then we use IP numbers to track visitors.

Opentracker measures unique visitors, which we track over long periods of time by giving them a cookie, this cookie is unique to their browser. We have found that cookies are often more reliable over the long term, as many servers re-assign IP addresses on a regular basis. IP usage patterns are changing. AOL, for example, has recently implemented a rotating IP address technology, to stop log files from tracking their members' search term queries.

How reliable are cookies when tracking unique visitors? Unless the user deletes their cookies continuously, they will be measured as the same visitor with each visit.

To increase reliability we use first-party cookies, which means they name the site where the visitor is browsing.

Strictly speaking, "one visitor" means "one person" based on the definitions given above. So that if someone continuously visits your site over long periods of time, they will be recorded only as one visitor.

## How to distinguish between new and returning visitors

1. A returning visitor is a visitor who visits your site with a 24 hour period in between.
2. Secondly, we measure visits, a visit is a visitor's clickstream broken by a ten minute interval, (minimum of ten minutes). So you have a cup of coffee, and return to the site after ten minutes, this will be a second visit. Say you go to bed, and you return to the site 24 hours later; you will be a returning visitor. Anyway, as you can see it can be difficult to compare our prices to other paper's metrics since they are using very varied methods of reporting on their stats.

We report on pageviews/month (47,000+) and users/month (new and returning - 15,000+).

As you can see, more research is needed to collect all the info of papers across Canada so that we can see which (if any) offer comparables and then look at other papers that are locally close to us.

The Charlatan reports 85,000 unique visitors per month (which is crazy). And they charge \$275 per month for their leaderboard, which, if their stats are correct, is a real steal of a deal.

When I try to look into comparables for how to price our site appropriately, my brain begins to fry and shutdown almost immediately.

Andrew has offered to help with looking at this. We will make some time to go over it as look at a strategy to increase sales (perhaps by increasing prices or changing sizes?).

That is all for now.

Have a great meeting all,

DeeDee

Deidre Butters  
Advertising Representative,  
The Fulcrum

## **President Report #5 - November 30, 2014**

The developments since the last President's report are outlined below.

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### **Board Of Directors:**

There have been no changes to the composition of the BoD since the last meeting. We remain at 8 Directors and we have one candidate for Directorship.

### **Business Department:**

Business is good. I've been in contact with DeeDee and Andrew regularly in November, and things are going well. I'll let them fill you in with their own reports and meeting updates.

### **Committees:**

#### *Finance Committee:*

- a. Nothing to report.

#### *HR Committee:*

- b. This committee has been active. In particular, the committee has a big success to celebrate in the completion of Production Manager salary re-negotiations. Additionally, a new EIC bonus criteria was agreed upon, by the committee and by Sabrina. As an HR Committee update is on the agenda item for our Nov. 30 meeting, I won't provide the details of the re-negotiations and the bonus update here, but instead I'll wait for Simon, Committee Chair, to fill us in.

#### *Policy Committee:*

- c. This committee has agreed to meet in the new year to begin a bylaw review, similar to what was done over the Summer and Fall for our policies.

#### *NASH Committee:*

- d. Nothing to report. Despite the fact that NASH work has been happening at a hectic pace, there have been no NASH issues that have required a board-level meeting.

*Readership Committee:*

- e. Progress is happening, but similar to the HR Committee, a Readership Committee update is on the agenda, so I'll leave this one to Jon, Committee Chair, and Sabrina to fill us in.

*Volume 75 Task Force:*

- f. Progress is happening, as Jon submitted the event documentation required, as per the Board's approval, for a May, 2015 event in collaboration with the Alumni Association. Jon and I have agreed to resume this work in earnest in January.

**Editorial Board:**

From the conversations I've had with Sabrina in November, things from an editorial side are running well. Congratulations to the editorial team on putting out a number of great issues - Some Assembly Required; Travel; Studying - You're Doing it All Wrong - in November.

**No December Meeting:**

A quick reminder that we will not be having our monthly BoD meeting in December. Enjoy Christmas and have a happy New Year!

**Hoodies:**

Sabrina kindly included the BoD on hoodie order communications. If you'd like a Fulcrum hoodie, which can be personalized, orders are due Dec. 2.

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Due to, I think, the busyness that is November for students (i.e. most of our Board), this has been a quieter month, despite the fact that a lot of super work has happened. I'm confident we'll come back refreshed and relaxed, ready for more in the new year. Until January.

Onward.

Keeton Wilcock  
President of the FPS

**General Manager Report #006**  
**November 28, 2014**

**FINANCIALS**

As of Friday, November 28, there is now \$122,127.14 in our chequing account. This is significantly higher than where it would be normally, due to the revenue that has come in for NASH so far (roughly \$27,000 in delegate fees and sponsorship payment). We're at the time of the year when cash flow gets to its lowest level (technically, as you'll see in budget YTD, we're \$85k in the red), right before we receive the SFUO fall levy in December (which should be \$90,000+). However, with around a \$90,000 operational cushion in cash flow, we're still in a healthy position.

The Security GIC Plus remains at \$45,200. The Three-Year Financials GIC Plus is at \$21,113.19.

In terms of the audit, our officer handling the file at Connelly & Koshy let me know there was a three-week delay due to TD. They needed some documents from the bank that took forever to get there. That has unfortunately delayed the audit. I'm now hoping C&K will be able to complete it in the coming weeks and present to the Finance Committee for approval in December.

**NATIONAL ADVERTISING**

As of November 28, FREE Media has sold \$3,938.49 worth of national advertising for us so far this year. This number is down from last year, when they sold roughly the same amount in the more limited period of September 5-October 3. All but one of the ads this year has been in print, which is odd as they've reported a 2200% increase in online ads. Future Shop was the online one from August 11-September 3 and saw 9000 impressions, yielding \$54.00 in revenue due to a \$6.00 CPM rate. This updated FREE sales amount is a big jump from our last report, but completely due to 13 ads that have all run from the same client, Humber College. And this is not a new client for FREE Media either; they had dozens of ads last year as well. While the Humber influx has taken FREE off life support, it is clear to me they are on track to fall short of our projections once again.

Thankfully, up to this point we have invoiced for a total of \$3,648.00 in our own national ads that DeeDee has sold. Our overall national advertising projections might be met if we continue to have success selling on our own to national clients.

**COLLECTIONS**

The list of outstanding ad payments from 2013-14 is really starting to shrink, which is good. We recently had WBK Boxing settle for October of last year (~ \$1,500). The outstanding for fall 2013 is now just WBK, five ads for a total of \$1095. I'm confident we can get that settled before the end of this year. For winter 2014, there are three additional WBK ads for \$2,775, which will likely be resolved mid next semester. Other than WBK, there are single owed payments from the Draft, Black Kat Entertainment, and Estheics by Lucie. The Draft will be paying next week; I'll have to follow up with the other two.

The collections so far this year have gone pretty well. The list is attached.

## **HR**

Payroll was recently updated to include the new Production Manager salary. The NASH staff has also been paid since late October.

## **DISTRIBUTION**

Print pickup numbers continue to fall just under last year's figures. The overall percentage is currently 31.6%. Last year at this time it was 32.5%. Here are the results per issue:

- 1 – 37% (Summer)
- 2 – 73% (Frosh)
- 3 – 23%
- 4 – 22%
- 5 – 29%
- 6 – 26%
- 7 – 25%
- 8 – 37% (Food Issue)
- 9 – 22%
- 10 – 30%
- 11 – 26% (Travel Issue)
- 13 – 29%

The most shocking recent result was the Travel Issue. Despite creating and putting up Travel Issue-specific contest posters in the UCU as well as purchasing Facebook ads, the Travel Issue saw the worst pick up rate of any two-week issue we've ever run by far. Two-week issues previously averaged between 35-40%, so 26% was a big drop, especially considering the issue from the week before saw 30%.

Issue 13 was our first ever at 8,000 copies printed. I was expecting pickup to exceed 30%, so the figure of 29 is a bit disappointing. The specific number of issues picked up was 2199, which would equate to 23% if it were a normal print run.

## **SOFTWARE/EQUIPMENT/SUPPLIES**

The new projector works and was successfully tested with the season premiere of the Newsroom.

## **PRINTING**

We are currently over budget on printing. This is due to us printing 10,000 copies for the most recent issue when it was supposed to be 8,000. We'll simply be printing less of one issue next semester.

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

—ANDREW HAWLEY, FPS GM

## **EIC Report—Nov. 30, 2014**

### **Staff**

That staff has been fantastic. I continue to see growth in the skills of every editor and staff member. We did staff reviews during Online Only week and it was great to follow-up and make plans to move forward on anything that wasn't going perfectly smoothly.

### **Staff status volunteers**

We've had a very successful semester for attaining volunteers who contribute regularly. I hope to maintain and build on that in the coming semester. I would particularly like to focus on attaining for photography volunteers. I've spoken with our Visual Editor, Marta Kierkus about some ways we might be able to do that in the coming semester.

We had a staff status exclusive event on Friday, Nov. 28 at the Museum of Nature.

### **NASH applications**

Although we have a lot of volunteers this semester, we didn't have a lot of applications to go to NASH. We've posited a few possible reasons, and we've extended the deadline to try and encourage more people to apply. Ed board members have asked some of the most dedicated volunteers why they didn't apply to see if it's anything we can address directly.

### **Hoodies**

Order one! Basic or customized! Different colours! Money due Dec. 2!

### **Themed Issues**

Although we had low pickup for our Travel Issue, we had a lot of engagement online. Trying to think of ways to create value for our print edition. I'm hesitant to do print-exclusive content, but maybe that's an option.

The Holiday Issue comes out on Dec. 4 and will be out until Jan. 8.

### **Online Week**

We had great engagement for online week and it gave the editors an opportunity to try things that they either had not thought of before or had not had time to do. We should definitely look at ways to monetize our online activity, as these things increase readership. For example, the regular column "Philosophical Shit" had higher numbers when we ran it

with a BuzzFeed-style quiz. Keeping a mix of solid content with interesting online features seems to be a good way to engage the student population.

### **Online Stats**

I'm putting them together on Saturday morning, so I will send them on at that time.

### **Other**

I always manage to remember something between Thursday and Sunday, so I'm leaving this space for things I suddenly remember I want to present to the board.

Human Resources Committee

November 2014 Report

The Human Resources Committee had a positive and successful month of November. Most importantly, the Committee was able to come to agreement with Adam Gibbard, an agreement which the Board ratified on November 20th. On a separate note, the Committee also decided to recommend a modified proposal for the EIC bonus. A motion will be brought forward at the November seeking ratification from the Board for the new proposal.

Overall, the Committee has worked well and is looking forward to its December reviews with both the Editor in Chief and the General Manager.

Simon Gollish

Chairman, Human Resources Committee

## **EIC Bonus**

To be reviewed by the Human Resources Committee in December, during the week following the final issue of the Fulcrum for the semester, and in April, during the week following the final issue of the Fulcrum for the semester. The Review will be private.

Upon collaboration with both the Human Resources Committee of the FPS and the EIC, the following proposition is put forward concerning the EIC bonus:

The EIC bonus shall consist of two 50% shares; the first regarding online readership, the second pertaining to volunteer management of the EIC. The maximum bonus amount that can be awarded is \$1000.

We believe that there is a large potential for growth with regards to online readership. Therefore we have set out the following criteria with regard this aspect of the EIC's bonus.

For online readership, the bonus is divided into three tiers. Each tier shall represent 16.66% of the bonus. The first tier will be awarded upon an 8% increase in online readership, the second at 12% and the final tier at 15%.

The second element of the EIC bonus reflects the mandate which the EIC was given this year. Ensuring that the Fulcrum has a large number of good quality volunteers is essential to the success of each and every edition. To reflect this, the HR committee puts forward the following proposal:

The bonus will be based on three tiers, reflecting the same principle as for online readership. Each tier shall represent 16.66% of the bonus. The first tier will be awarded if the EIC is able to manage a constituent 20 person volunteer base, the second awarded at 26, and the third will be awarded at 31. A volunteer will be considered as an individual who has achieved and maintained staff status.

The EIC bonus will be reviewed in December with regards to their performance to date. It will be reviewed with the entire mandate considered and the potential bonus awarded in April. The Committee reserves seven days following the meeting to complete any further review which might be deemed necessary.

Varsha Seeram  
291 Wilbroad Ave  
Ottawa, ON  
K1N 1X3

October 17th, 2014

Benjamin Miller  
Board of Directors  
The Fulcrum Newspaper  
631 King Edward Ave  
Ottawa, ON  
K1N 6N5

Dear Members of the Board of Directors;  
I am pleased to submit my application to be considered for the position of a member of the Board of Directors for the Fulcrum Newspaper. Please allow me to share a little bit about myself and to tell you how I can make

a positive contribution to this organization, as well as how I will benefit from serving in this capacity.

I am currently in my fourth year at the University of Ottawa and I am majoring in both Psychology and English Literature. I have experience serving in an administrative capacity before returning to school as a full time student. My experience was gained from working in the Information Technology, Banking and Non-Profit sectors respectively. During my time at MBNA Canada Bank, which is my most extensive period of employment, I served on the Health and Safety Board on a volunteer basis and this was outside of my regular duties as a Support Specialist in the Credit Department. As a member of the Health and Safety Board, I was responsible for attending meetings, reviewing and drafting policies, preparing reports and conducting investigations. Prior to that, I gained experience as the Administrative Coordinator at Conflict Mediation Services of Downsview which is a non-profit organization focussed on providing low-cost or no cost mediation services to the community. During my time there, I helped to plan meetings and was generally responsible for supporting the Executive Directors and the Program Coordinators. I also received training as a Community Mediator.

I am an avid reader and consumer of written material through a variety of mediums. I consider myself up to date on current issues on a national and international level. I have travelled extensively, and I am have a lot of socio-cultural knowledge which I believe to be always relevant in the area of working with the media. I am an active debater in the English Debating Society at the University of Ottawa, and I have debated competitively at three tournaments last year. This has helped me to expand my point of view on a variety of topics. It has also helped to develop good public speaking and presentation skills. I have also learned how to present an argument effectively.

As a Member of the Board of Directors, I hope to make a meaningful contribution in offering my opinion or doing research on important issues that would benefit both the Fulcrum Newspaper and the student body of the University of Ottawa. Something that I am passionate about is fostering more community engagement at the undergraduate level, promoting a healthy lifestyle and bringing interesting and engaging information to the students and readers of the Fulcrum Newspaper. I believe that a medium such as the Fulcrum newspaper is pivotal in promoting positive community engagement through informative and engaging reporting. I do believe that I can make a meaningful impact as a Member of Board not only because of my skills and experience, but because this is something which I am really interested in contributing to. As a student of the University Of Ottawa, I believe serving on the Board of Directors will enable me to gain valuable skills which I can take with me into the real world once I graduate, and as such I very much look forward to this exciting opportunity.

I would be happy to attend an interview or answer any questions you may have regarding my suitability for this position. I can be reached at 613 816 0492.

Sincerely,  
Varsha Seeram

Fulcrum Board of Directors Manual Work Plan  
**Introductory Manual Contents**

This manual is intended to compile basic and up to date information about the Fulcrum as an organization and the Board as it specifically fits into that organization.

The deadline for first drafts is the January board meeting.

Section	Page Length	Person Responsible (suggested)	Timeline
<b>1-Introduction</b>			
President's Statement	1	Keeton	
<b>2-The Fulcrum</b>			
Mission and Vision Statement	1	Benjamin (from pre-existing documents)	
Strategic Commitments	1	Benjamin (from pre-existing document)	
A brief history of the Fulcrum	1-2	Chris, Andrew	
Quick Stats (e.g. employees, circulation etc.)	0.5	Andrew	
Org Chart (whole organization)	1	Keeton, Andrew	
Org Chart (editorial)	1	Sabrina	
Job Descriptions	X	Benjamin (from pre-existing document)	
<b>3-The Board</b>			
Function/Role of the Board within the Fulcrum	0.5-1	Simon, Jon	
Org chart of Board	1	Keeton	

Officer Job Descriptions	1	Benjamin (from pre-existing documents)	
Committee Descriptions (including average meetings required, examples of business, etc.)	0.25 each	Committee Chairs	
Member contact list	1	Benjamin (from pre-existing document)	
Meeting Schedule—OR—Calendar with key activities and benchmarks	1	Deidre, Jon	
Description of meetings, frequency, length...	1	Simon	
<b>4-Appendix</b>			
Links to all relevant websites (e.g. policy, by-laws, etc.)	1	Chris	
Sample Minutes (with notation)	4	Benjamin	
Last year budget and relevant accompanying documents	1	Andrew, Chris	

### How to be an Excellent Board Member

This document is meant to convey peer to peer advice to future members on how to fill their role well. Whereas the first manual is centred on the organization, this manual is centred on them.

Section	Page Length	Person Responsible (suggested)	Timeline
<b>1-Introduction</b>			
President's Statement	1	Keeton	

2-General Membership			
Board work 101	1	Benjamin	
Expectations of Board Members (list format)	0.5	Keeton, Simon	
Contributing effectively to meetings (effective listening, brainstorming, staying on topic, etc.)	1-2	Benjamin, Jon, Simon	
Being Community Rep.	0.25	John	
Being Student Rep.	0.25	Freya, Brent	
Being University Rep.	0.25	Jon	
Being Staff Rep.	0.25	Varsha	
Being Continuity Rep.	0.25		
Being Alumni Rep.	0.25	Chris	
Editor-in-Chief	0.5	Sabrina	
General Manager	0.5	Andrew	
Ad Manager	0.5	Deidre	
3-Committee Membership			
Joining Committees (too many, too few, choosing, etc.)	0.5	Chris	
Contributing to policy	0.5	Benjamin	
Contributing to finance	0.5	Chris	
Contributing to readership	0.5	Jon	
Contributing to Human Resources	0.5	Simon	
Contributing to Capital Assets	0.5	Andrew, Chris	

Chairing Committees (success factors common to all committees)	2	Benjamin	
<b>4-Executive Membership</b>			
Being a good Chair	1	Andrew (Ben Myers, Dez Fisher)	
Being a good Chief of Staff	1	Benjamin	
Being a good vice-president	1	Chris	
Being a good President	2	Keeton	
<b>5-Conclusion</b>			
Concluding Remarks	1	Benjamin	
<b>Appendix</b>			
Sample Committee Agendas	1 each	Committee Chairs	
Other Supporting Documents			