

Fulcrum Publishing Society  
Board of Directors  
MINUTES

Sunday, April 29<sup>th</sup>, 2018  
Fulcrum Office, 10:30 a.m. - 12:53 p.m.  
Meeting #11 2017-2018 Publishing Year

**Present:** Kate Murray, Eric Davidson (ex-officio), Jonathan Rausseo, Kaylum Bobal (ex-officio), Dorian Ghosn (ex-officio), Anchal Sharma

**Partially Present:**

**Absent (with reason):** Raghad Sheikh-Khalil, Marguerite Gollish

**Absent (without reason):**

1. Opening of Meeting

J. Rausseo motioned to appoint E. Davidson as the chair of the meeting because M. Gollish was absent. K. Murray seconded the motion. All voted in favour and the motion passed.

E. Davidson opened the meeting at 10:49am.

2. Approval of Agenda

K. Murray motioned to change the budget discussion to a staffing discussion. J. Rausseo seconded the motion. All voted in favour and the motion passed.

J. Rausseo motioned to approve the newly amended agenda. K. Murray seconded the motion. All voted in favour and the motion passed.

3. Approval of March Minutes

K. Murray motioned to approve the March meeting minutes. J. Rausseo seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

K. Murray presented the standing actions list and made the necessary changes.

5. General Manager

D. Ghosn began his report by reviewing the *Fulcrum's* financials and current account balances. He explained that the chequing account balance increased because both the student levy, which was higher than the *Fulcrum* budgeted for, and GSAED cheques were disbursed. D. Ghosn informed the Board that he spoke with Jenna about the interest with regards to the

SFUO issue and she advised that it is 1% per annum. He added that Raghad has contacted the SFUO to let them know.

D. Ghosn stated that he adjusted the payroll for the last pay period because Savannah took over for Graham for a week. He continued by saying that the last pay for Editorial was given as a pay cheque in exchange for their office keys, which everyone has now returned. With that said, D. Ghosn noted that there was a mistake made with Zac's pay, so his pay was given by direct deposit instead.

D. Ghosn mentioned that he, E. Davidson, and A. Sharma made a hiring plan. He excitedly announced that they received a lot of applications for the social media manager position. D. Ghosn asked the Board if this position is going to change much from before and whether the *Fulcrum* is going to be increasing its content enhancement budget. All agreed that these points will be discussed in the staffing discussion later on in the meeting.

D. Ghosn indicated that he finally has signing authority with T.D., although his credit card will take a few weeks to come in.

D. Ghosn concluded his report by informing the Board that the *Fulcrum* held its staff party on April 15th at Ahora restaurant, and that it went well.

J. Rausseo asked if the *Fulcrum* has any other outstanding things that they need to take care of. D. Ghosn replied that six computers need to be purchased for staff members. Discussion then ensued on when would be the best time to make the purchases. All agreed that it would be best to take the capital assets balance, push it forward to next year, reassess what the *Fulcrum's* needs are, and make any purchases during the back-to-school sales.

J. Rausseo wondered if there is any money owed to the *Fulcrum*. D. Ghosn answered that he's going to have to send some collections letters. He added that he hasn't been able to check the mail everyday either because the SFUO offices have been closed until early May.

J. Rausseo asked if the YTD budget document has been updated. D. Ghosn said that he'll do that, but that not much has changed besides the staff dinner and the distribution of the winter levy.

## 6. Advertising Representative

K. Bobal began his report by explaining that there have been two more issues since his last report and they went really well. Although the *Fulcrum* didn't meet its sales goal of \$60,000, there was a significant increase from last year's numbers. K. Bobal indicated that he hopes to beat next year's numbers with this year's experience under his belt.

K. Bobal explained that he's tried reaching out to Perfection Satisfaction Promise, but they haven't been replying to emails, so their ads will likely need to be renewed for next year.

K. Bobal reported that he's spent a lot of time over the past month updating the ad bible, adding things that worked well for him and things that didn't, and making things more organized and aesthetically pleasing. He said that he hopes to be finished it within the next two weeks.

K. Bobal mentioned that he reached out to Jackie with regards to the ad rate card, but that he hasn't heard back from her yet. He explained that he's been looking at other newspapers' packages, and he'd like to explore the possibility of new placement for online ads and increasing the pricing. K. Bobal said that he would have more concrete numbers for the Board to look at for the next Board meeting. K. Bobal asked the Board if there's anything in particular that they would like him to do with the ad rate card. J. Rausseo suggested that it would be a good idea to give a value proposition to potential clients. For example, 'you want this, we have this.'

K. Bobal asked if the *Fulcrum* would consider making more available places to advertise on the website. J. Rausseo replied that that would have to be a readership discussion with the Editor-in-Chief and the Editorial board.

#### 7. Editor-in-Chief

E. Davidson began by informing the Board that he, D. Ghosn, and A. Sharma were discussing the possibility of having people write over the summer, and he was wondering, from the Board's perspective, how much room there is in the budget to pay people to write over the summer.

E. Davidson announced that hiring is now underway, and that the only things left to finalize are the production manager and social media manager roles, and the production schedule. He continued by stating that given the recent job descriptions and hiring practices, the Editorial constitution will need to be updated to reflect them. J. Rausseo asked how do the changes in the constitution happen. E. Davidson replied that he and A. Sharma will draft something and present it to the Editorial board to be voted on at a meeting.

#### 8. President

As R. Sheikh-Khalil wasn't present to give her report, those present took turns reading her report out loud.

In her report, R. Sheikh-Khalil wrote that she only signed and did not date the RC59 form that the *Fulcrum* submitted several months ago, which led to it being rejected. She recorded that the *Fulcrum* needs this form submitted in order to update the new BOD's list following the AGM elections, so a new form will need to be submitted and approved.

R. Sheikh-Khalil noted that D. Ghosn spoke with Jenna regarding the interest rate owed by the SFUO from the initial \$1500, and she advised that it would be 1% per annum up until March 20, 2018. She further explained in her report that the total comes to \$1533.21 with interest. R. Sheikh-Khalil addressed that she'll be emailing Hadi with this information as well as for an

update on the *Fulcrum's* contract negotiations with the SFUO especially since the current executives complete their terms on Monday. She reported that Kathryn, the *Fulcrum's* SFUO rep and current VP of Communications expressed her unhappiness with the Board's lack of communication with her about Board meetings. R. Sheikh-Khalil requested that D. Ghosn ensure that the president of the SFUO is added to the *Fulcrum's* email list by Tuesday as the president will be the *Fulcrum's* new SFUO rep according to their new constitution.

R. Sheikh-Khalil suggested in her report that the Board get a set of meetings scheduled this month to finalize the budget, as the Board needs to have a tentative budget ready in order to be presented and passed by the new Board at May B's meeting.

R. Sheikh-Khalil also stressed in her report that the tentative budget should be completed as soon as possible so that hiring for the next publishing year can begin, noting that the Ad Manager/Promotions will be the main focus of hiring. She wrote that exit interviews for E. Davidson and K. Bobal will be completed within the next month, and that J. Rausseo, K. Murray, and herself will be contacting them to confirm dates. R. Sheikh-Khalil reminded the Board that transition reports from the executives of the Board as well as the Ad Manager, General Manager, and Editor-in-Chief must be completed and submitted to her by May 27<sup>th</sup>.

R. Sheikh-Khalil wrote that the policy committee did not meet this month, but that it will be meeting sometime within the next two weeks to go over some changes regarding: the emergency hiring process, defining "staff" in the constitution, and a discussion on the role of honorary board members.

R. Sheikh-Khalil declared that the *Fulcrum's* Annual General Meeting was an overall success and that the Board was very organized in terms of the presentations and the agenda; she thanked everyone for helping the event run so smoothly! With that said, she remarked that there are a few important points for the Board to keep in mind moving forward:

- The date and time of the AGM needs to be advertised weeks in advance as meeting quorum was an issue this year;
- The Board needs to do more recruitment for new directors at Editorial Board volunteer meetings ahead of future AGMs;
- In the future, the Board will need to budget approximately \$250 for room bookings with the University as they no longer offer larger spaces for free of charge.

R. Sheikh-Khalil mentioned that the Board is currently down three Board members with the resignation of Fadi, who has said that he is available to give advice on the *Fulcrum's* investments whenever necessary. She added that although this is not a problem now as there will be a new Board coming in at the end of May, there are still a couple of seats left to be filled that the Board should work on filling.

R. Sheikh-Khalil advised that the Board needs to start planning Board training for the incoming BOD. She reasoned that given the transition meeting will likely be long, it is probably best that the training take place sometime in June. R. Sheikh-Khalil added that this BOD training for the Editorial Board will likely not take place until September or so.

## 9. Staffing

Discussion began with regards to the advertising representative/brand manager position. The Board considered the idea of keeping the position about promotion of the *Fulcrum* and the marketing of it with some online ad sales, but no commission involved. The Board also examined the possibility of including a philanthropic aspect and charity events to the job description as well as the idea of having a traditional advertising representative for half of the year and a branding/marketing manager for the other half of the year.

A. Sharma updated the Board that the Editorial Board would prefer doing a print version of the paper once a month rather than having a half year in print transitioning to a half year online only as they think that it would be more manageable. D. Ghosn asked how that would work for printing. J. Rausseo stated that printing would be by issue. He added that the Board could take the money that would have been spent on the extra print issues (in the ½ print/ ½ online model) and put that money towards content enhancement.

A. Sharma inquired whether the features editor could be given a bonus for the special issues (not an overall bonus on their salary, just for the special issue editions). Discussion ensued about this and about creating a general transition fund.

D. Ghosn wondered how the newly proposed structure of doing a monthly issue in print for the year will affect the production manager's salary. A. Sharma stated that she doesn't think that the production manager's job duties should be cut down, particularly with regards to sitting on the hiring committee. J. Rausseo suggested that Jackie could be offered a stipend to sit on the hiring committee, and urged A. Sharma that she should do whatever she needs to do to unburden herself from hiring in a certain order. The Board then discussed the production manager's salary being per (print) issue. Discussion then ensued over the production manager's role of designing in-house ads and business cards. J. Rausseo suggested that the Board could add more money to the freelance fund for those tasks or the Board could even take of the in-house ads. A. Sharma asked if there was a possibility of increasing the freelance fund budget potentially by an extra \$1000.

J. Rausseo explained that from his point of view, the advertising/branding representative would be responsible for building the online community and report to the Board of Directors, while the social media manager would be responsible for feeding the online community and would report to the Editorial Board. He asked A. Sharma what she has in mind for the social media manager position. A. Sharma replied that it would be the same as the previous year, but with a slightly heavier workload because posts will be going up daily, and they might have to do a bit of managing. J. Rausseo said that in theory, A. Sharma could run everything the same as she does now, and that she could talk with the social media manager about when she wants posts released. J. Rausseo added that during the transition, the workload and pay might not necessarily line up, so it's up to the Editorial Board to bring that to the attention of the Board of Directors.

## 10. Other Business

J. Rausseo motioned to adjourn the meeting at 12:53pm. All voted in favour and the motion passed.

Appendices

## GM Report March 2018

### 1. Financials

TOTAL	\$241,103.72
Chequing	\$159,156.29
RBC	\$81,947.43

### 2. Student Levy

We finally got the winter semester cheque!

### 3. GSAED Disbursement

We also received our winter cheque!

### 3. Meeting with SFUO

Spoke to Jenna concerning the interest earned on the \$1500 from the SFUO up until March 20, 2018. She told me it would be 1% per annum.

### 4. Payroll

Adjusted pay for Graham and Savannah. Graham was away for a week and Savannah agreed to take over his duties for that issue.

The last pay for editorial was given as a pay cheque in exchange the office keys. There was a mistake made with Zack Goobies pay, so he was given direct deposit on this most recent pay as he does not have office keys.

### 5. Editorial Hiring

Held a meeting with Anchal and Eric concerning the hiring process and plan. Already held one test this week for Social Media Manager.

### 6. TD Bank

I have finally have signing authority! However, the behind the scenes process takes about 2-3 weeks, so for now I will still be using the old credit card.

7. **Adobe Creative Cloud**

It's pretty expensive. It will depend on what apps the Visual team really needs or if they need all the apps. As well as how many users or desktops will need them.

8. **Staff Dinner**

We held the end of year staff dinner on April 15th at the Ahora Mexican Cuisine restaurant.

Sales

Total (Year-to-date) : \$

2017-2018		2016-2017		2015-2016	
Week	Amount (\$)	Week	Amount(\$)	Week	Amount(\$)
August 14	\$621.50	August 25	\$0.00	N/A	
September 4	\$3467.67	September 1	\$256	September 3	7873
September 11	\$2702.96	September 8	\$785	September 11	\$4256
September 25	\$2431.22	September 15	\$1940	September 17	\$6497
October 2	\$1802.79	September 22	\$204.80	Septmeber 24	\$3001
October 9	\$1602.36	September 29	\$1084.80	Ocotober 1	\$2119
October 16	\$1055.95	October 6	\$1073.04	October 8	\$2249
October 30	\$984.84	October 13	\$204.80	October 15	\$1618
November 6	\$3430.82	October 20	\$1415	October 22	\$4081
November 13	\$2944.12	November 17	\$2241.44	November 5	\$4263
November 20	\$1160.75	November 24	\$2400.00	November 12	\$2251
November 27	\$2100	December 1	\$2604	Novmeber 19	2127
December 4	\$2850	January 16	\$2577	November 26	\$1801
January 15	\$1891	January 26	\$1586	December 3	\$1761
January 29	\$2144	February 2	\$1116.5	December 10	\$5582

February 5	\$736	February 9	\$2796	January 21	\$6713
February 12	\$2656	February 16	\$1389	January 28	2473
February 26	\$2141	March 2	\$1539	February 4th	\$2151
March 5	\$1472	March 9	\$1718	Feb 11	\$6620
March 12	\$1642	March 16	\$6339	Feb 25	\$2527
March 19	\$1300	March 23	\$2158	March 3	\$2374
March 26	\$2444	March 30	\$2464	March 10	\$2637
April 2	\$3396	April 6	\$3856	March 17	\$1719
				March 24	\$5776
				April 7	\$1975
				April 14	\$5003
Total Sales Amount	\$47591	Total Sales Amount	\$39727	Total Sales Amount	\$80190

The last two issues of the year went well. We did not meet our sales goal of 60k but according to the numbers we did see an increase from last year.

With the year of experience behind me I hope to beat my previous sales of the 2017 year for the start of the 2018 year. I am looking forward to challenging myself.

### Online Ad Sales

Client	Amount (\$)
Adult Fun superstore	\$150
CBC	\$60
Communications Directorate	\$120
ALGONQUIN COLLEGE	TBD
Apathy is boring	\$70
Embassy of Japan	\$236
Metro	\$150
<b>Total</b>	<b>786</b>

### **Contra**

Client	Amount
Pizza Pizza	\$300
Perfection Satisfaction Promise	TBD ( still hasn't started this may carry over to next year)
Sports Services	TBD

Email has been sent to perfection promise. I still have not received an answer. Their Ads will need to be renewed next year first semester unless they are willing to place online as well.

### **This Month**

This Month a lot of time has been spent updating the ad bible. I have been adding things that have worked for me and things that did not work for me. I have not finished everything I wanted to add but I hope to finish in the next two weeks.

### **Ad rate card**

What I have done/ doing.

I have reached out to Jackie but I have not heard back from her.

I have looked at other news papers pricing and special offers, there is definitely some things we can change.

What I would like to discuss with Jackie is possible new placement for online ads.. We will also need to change our pricing. I think we have room to increase on online rates.

I will have concrete numbers that we can vote on for the next meeting.

### **What would you like me to do ?**

Is there anything else in regards to the ad rate card that the board had in mind for possible changes.

### **Content**

The paper's last issue has come out. Dorian, Anchal, and I were also talking about getting people to write during the summer, and I was curious from the board side what kind of wiggle

room we have to pay people to write over the summer, and make sure we're all on the same page with how much content we want to see/ are able to put out over the summer.

## Hiring

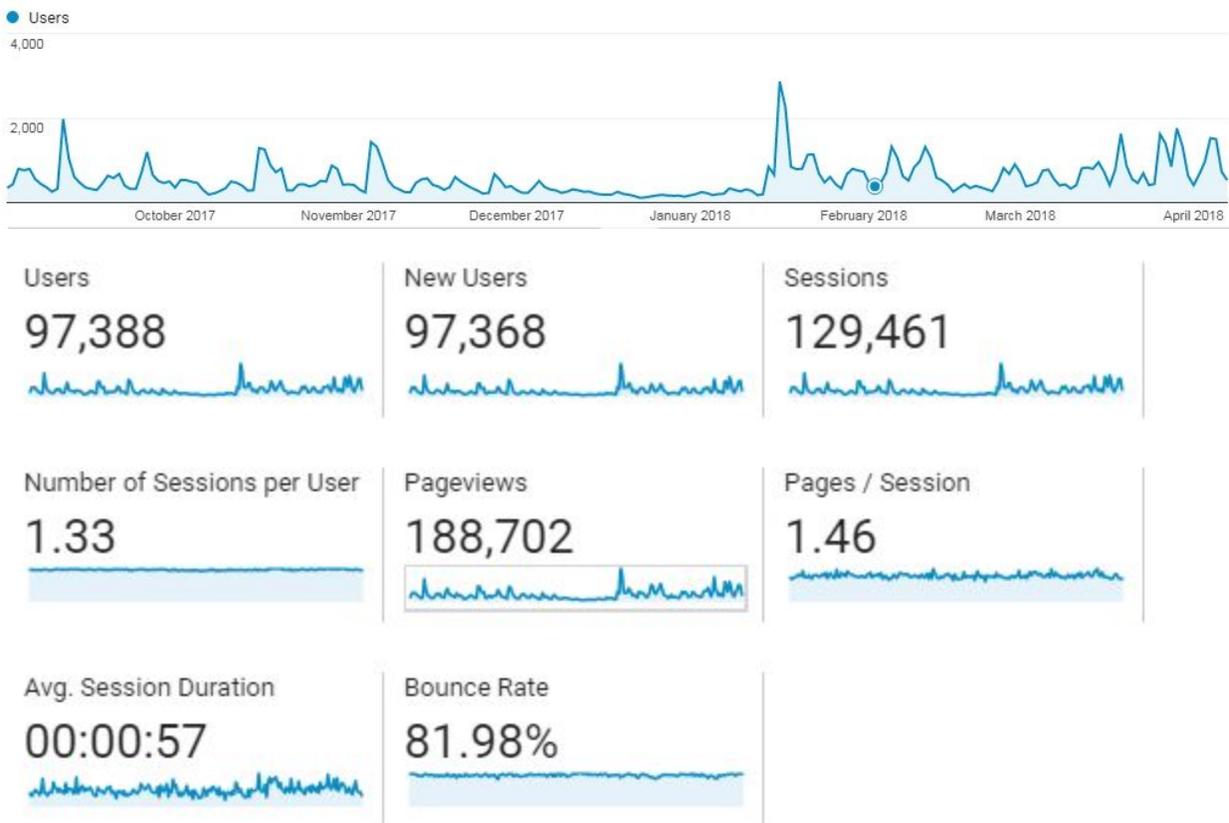
Hiring is underway! The one question mark left is the production manager role and production schedule, which I believe we're talking about at this meeting.

## Updating the editorial constitution

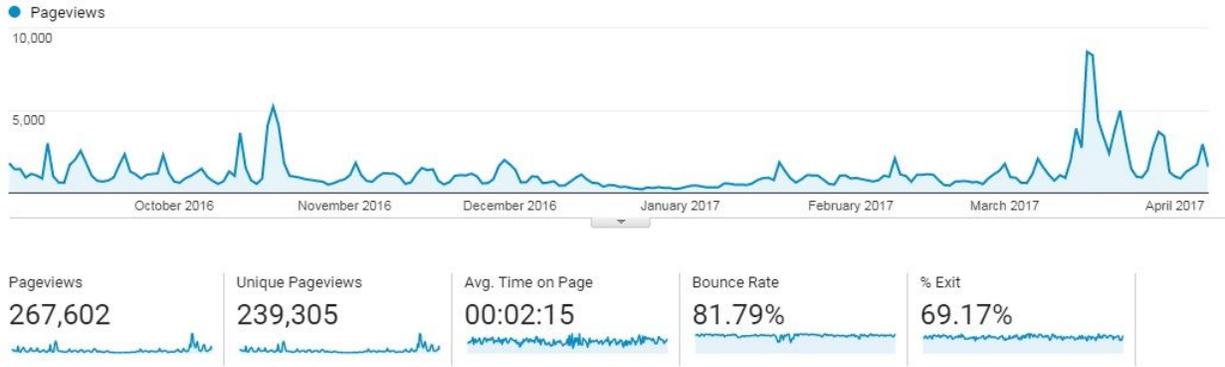
As we've talked about before, the editorial constitution is being updated to reflect current hiring practices and job descriptions

## Social Media

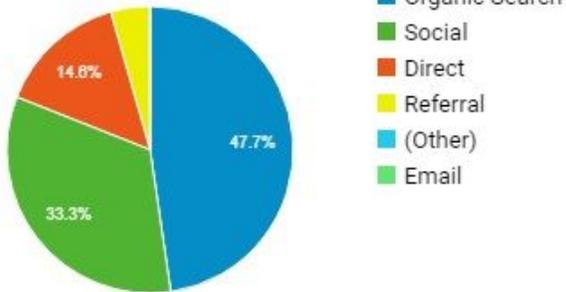
### Audience



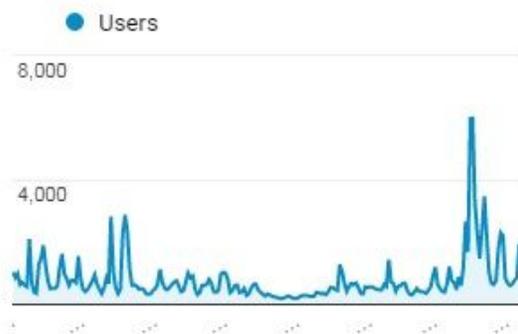
### Interaction



### Top Channels



### Users



There's definitely room for improvement, but I'm certain that Anchal is going to go a great job with online and social media in general next years. On several key metrics, you can see that they spiked near the second half of the year, which is when Anchal and Ryan took over social media duties, which is a good sign.

Fulcrum Publishing Society  
Board of Directors  
**President's Report**  
Sunday, April 29, 2018  
*Fulcrum Office, 10:30 a.m.*  
Meeting #11 2017-2018 Publishing Year

#### 1. Finance

CRA Fiasco

- Unfortunately, I only signed and did not date the RC59 form (the “my representative” form) that we submitted several months ago now. It was rejected for this reason. We need this submitted so that we can update our BOD members after the elections. We now have to resubmit the form and wait for its approval once more. Hopefully the process will be speedier this time around.

#### SFUO

- Dorian spoke with Jenna regarding the interest rate owed by the SFUO from the initial \$1500. She advised it would be 1% per annum up until March 20, 2018. This comes up to \$33.21 for a total of \$1533.21 with interest.
- I will be e-mailing Hadi today with this information. I will also be e-mailing him for an update on our contract negotiations with them. Given that the current exec completes their terms on Monday, I am uncertain as to how these discussions will work moving forward. If I do not receive a quick response I will call Hadi to clarify.
- Kathryn, our SFUO rep and current VP-Comms, expressed her unhappiness with the Board’s lack of communication with her about Board meetings. Can we make sure that the president of the SFUO is added to our ex-officio e-mail list starting on Tuesday? (I believe only the GM can do this). The President will be the new Fulcrum rep according to their new constitution.

#### Budget

- Let’s get a set of meetings scheduled for this month to finalize the details. We need to have a tentative budget ready to be presented and passed by the new board by Sunday May 27<sup>th</sup>.

### 2. HR

#### Hiring

- The tentative budget should be completed as soon as possible so that we are able to commence hiring for the next publishing year. Thankfully we have our new GM to smooth this process along!
- The ad manager/promotions person position is the focus of board hiring

#### Exit Interviews

- Eric and Kaylum will need to complete exit interviews this coming month.
- Jon, Kate, and I will confirm the dates within the next week. Check your e-mails!

#### Transition Documents

- All executive positions on the Board (Chief, Vice-President, President, and Treasurer) as well as our Ad Manager, General Manager, and EIC must complete their transition reports and submit them to me before May 27th.
- If you need an idea of what should be included in the reports, do not hesitate to e-mail Kate or me.

### 3. Policy Committee

- Did not meet this month, but will be meeting in the next two weeks or so to go through some necessary changes regarding: the emergency hiring process, defining "staff" in the constitution, and a discussion on the role of honorary board members. (This has been pushed several times due to other pressing priorities, but let's aim to get this done this week.)

#### 4. AGM Debrief

- I think overall it was a success. We were very organized on our end with all of our presentations and agenda put together well. Thank you to everyone for making this very smooth.

Some important points moving forward:

- The date and time of the AGM needs to be advertised weeks in advance. Clearly meeting quorum was a problem this time around, and we should work to avoid this at all costs in the future. Not meeting quorum would have resulted in us having to plan another AGM in order to pass any constitutional changes and elect new board members, which would have plainly been a pain in the ass.
- We need to do much more recruitment at Ed board volunteer meetings for board positions prior to the AGM
- We need to budget around \$250 for room bookings with the university in the future. Unfortunately, it appears the university has completely centralized their booking system. Booking a large room costs a lot of money (\$250+\$200 deposit which is refunded)

#### 5. Board Recruitment

- We are currently down to three board members. Fadi has resigned from the Board, but says he is available to give advice on our investments whenever necessary.
- This is not a problem at this point given that we have a new Board coming in next month
- We did not fill all of our board positions at the AGM, so we should work to try to get them all filled.

#### 6. Training

- We need to start planning Board training for the incoming BOD. Given that our transition meeting will likely already be long, it will most likely take place in June. Let's try to get the essentials out of the way so that we can get to work on the online transition
- Ed Board training will not happen until September most likely

