

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, June 24th, 2018
141 Louis Pasteur, 10:30 a.m. - 12:39 p.m.
Meeting #2 2018-2019 Publishing Year

Present: Kate Murray, Anchal Sharma (ex-officio), Jonathan Rausseo, Raghad Sheikh-Khalil, Marguerite Gollish, Justin Turcotte, Graham Robertson

Partially Present:

Absent (with reason): Kaylum Bobal (ex-officio), Dorian Ghosn (ex-officio), James Casey, Hanna Methot

Absent (without reason):

1. Opening of Meeting

M. Gollish opened the meeting at 10:49am.

2. Approval of Agenda

J. Rausseo motioned to approve the agenda. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

3. Approval of May (A) and May (B) Minutes

J. Rausseo motioned to approve the May (A) meeting minutes. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed. J. Rausseo motioned to approve the May (B) meeting minutes. K. Murray seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

J. Rausseo presented the standing actions list and made the necessary changes.

5. General Manager

D. Ghosn was absent from the meeting, so K. Murray read his report aloud.

K. Murray briefly went over the *Fulcrum's* financials.

K. Murray noted that D. Ghosn added the new Board of Directors names to the gmail account and on the *Fulcrum's* website.

D. Ghosn reported that he and A. Sharma have held several interviews and knowledge tests for the Social Media Manager and other positions. He communicated that the hiring team is still in

the process of completing a few more interviews and tests as several of the candidates for the editorial positions are out of town and unavailable for skype calls.

In his report, D. Ghosn explained that he's been still staying in contact or trying to get in contact with clients that have still yet to pay, adding that each client is different as some might outsource their accounting departments and require additional steps.

D. Ghosn indicated that someone from UOttawa Health and Safety visited the office on Sunday for its annual inspection. He reported that everything seemed to be okay overall, however there are a few things that the *Fulcrum* will need to keep up at the office, such as not having items on the top two shelves of the bookshelves because they're not drilled into the wall. D. Ghosn went on to note that there are other areas that UOttawa is responsible for, such as the tiling that's cracked on the first floor.

D. Ghosn mentioned in his report that he called to inquire about the cancellation fee for the fax line. He explained that the *Fulcrum* is currently being charged \$34.94+tax per month, and if the *Fulcrum* were to cancel the line, we would be charged \$25 per month for the remaining 18 months left on the contract for a total cancellation fee of \$450. With that said, D. Ghosn stated that there would be an \$80 charge to have a technician come in to reconfigure all the lines because the internet is currently connected to the fax line. The Board discussed its options and all agreed that D. Ghosn should cancel the fax line as it would save the *Fulcrum* about \$120.

D. Ghosn announced that the *Fulcrum* has finally received its cheque from the SFUO and that it's been deposited.

D. Ghosn's report concluded with him informing the Board that he got in contact with Brigitte from UOttawa to arrange the pickup of the unused newsstands in the *Fulcrum*'s basement.

6. Editor-in-Chief

A. Sharma began her report by announcing that the testing is complete for all core staff interviews. She went on to state that the social media manager and production manager positions have been hired, and that the rest of the core staff should be hired by the end of the week. A. Sharma added that support staff hiring opens tomorrow.

A. Sharma explained that she trained the social media manager a bit, and that there should be content up soon. She noted that she's trying to put new content up on the website, and that she's looking to cover Bluesfest.

A. Sharma mentioned that she showed D. Ghosn how to update the *Fulcrum*'s website. She went on to note that she will give K. Bobal the publishing schedule this week.

A. Sharma indicated that she'll have an updated constitution ready soon. She added that she also plans on showing a before and after of the social media numbers for this month and last month.

J. Rausseo suggested that the *Fulcrum* could direct professors to have their students write letters to the editor for the *Fulcrum* if they're interested.

7. President

R. Sheikh-Khalil began her report by stating that the finance committee met to finalize the budget, which is now complete and will be approved later this meeting. She added that she'll go over the notes on the budget lines later too.

R. Sheikh-Khalil explained how she's been trying to contact the SFUO for weeks.

R. Sheikh-Khalil announced that Kaylum Bobal is the *Fulcrum's* new Marketing Manager. She continued by saying that the hr committee will be giving him a list of what to work on. R. Sheikh-Khalil also reported that the new candidate for the Social Media Manager position is Christine Wang, who was the Visual Editor from last year.

R. Sheikh-Khalil mentioned that the policy committee met to review the emergency hiring procedure, vacation days, and the ombudsperson role. She went on to state that the committee also changed the job description for the Marketing Manager.

R. Sheikh-Khalil noted that the marketing and branding committee met to go over website changes among other things.

R. Sheikh-Khalil indicated that the Board will be having training later today, and more throughout the year as well. R. Sheikh-Khalil motioned to add to more minutes to the discussion item. J. Rausseo seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil continued that the two main trainings this year will be the Board training later today and the Ed and Board training in the fall.

8. HR

The Board reviewed Christine Wang's application documents and proposed contract. All agreed that the footer at the bottom of her contract should be removed and then reprinted.

J. Rausseo asked A. Sharma what her vision is for the Social Media Manager to push the *Fulcrum* forward. A. Sharma replied that she plans to:

- Have new contact everyday; a lot more interaction with readers,
- Be above the Charleton at least on Facebook,
- Have a much bigger presence on campus,
- Avoid the previous problems due to lack of communication by having more accountability and getting routine analytics reports

R. Sheikh-Khalil motioned to approve Christine's contract with the changes mentioned above.

G. Robertson seconded the motion. All voted in favour and the motion passed.

The Board then proceeded to review Kaylum's contract. R. Sheikh-Khalil motioned to add five more minutes to the discussion item. J. Rausseo seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil motioned to approve Kaylum's contract. J. Turcotte seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil motioned to approve Kaylum Bobal as Marketing Manager. J. Rausseo seconded the motion. All voted in favour and the motion passed.

9. Policy

R. Sheikh-Khalil went over the proposed changes to the Policy Manual.

J. Rausseo mentioned that it would be good if the Board could change all pronouns in the Policy Manual to be genderless pronouns. A. Sharma mentioned that the formatting should be changed to "The Fulcrum" throughout the Policy Manual.

R. Sheikh-Khalil motioned to accept all the proposed amendments to the Policy Manual in a omnibus vote. J. Rausseo seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil motioned to approve the amendments to the Policy Manual and Bylaws. J. Turcotte seconded the motion. All voted in favour and the motion passed.

10. Marketing and Branding

G. Robertson stated that the marketing and branding committee met to discuss the website revamp and branding strategies and initiatives to promote the *Fulcrum's* move to online. G. Robertson noted that some of the ideas for the website revamp include:

- Making the website more visually accessible and appealing, less drab,
- Updating the volunteer page and pictures,
- Condensing the website by removing some of the things at the bottom of the page,
- Keeping older issues on the website instead of having visitors going to an external website.

He continued by going over some of the branding ideas for promoting the switch to online, which include:

- Video campaign,
- Social media contest,
- Hashtag/tagline for the transition
- BBQ during 101 week
- Advertise at movies on campus during 101 week and in residences
- Perhaps having merchandise at Agora

R. Sheikh-Khalil said that the committee will need to sit down and schedule things, and that this will be a priority going forward for the next month in particular.

11. Budget

R. Sheikh-Khalil briefly went over the key line changes to the 2018-19 budget since the last meeting. R. Sheikh-Khalil motioned to approve the 2018-19 budget. G. Robertson seconded the motion. All voted in favour and the motion passed.

Other Business

R. Sheikh-Khalil motioned to adjourn the meeting at 12:39pm. All voted in favour and the motion passed.

Appendices

GM Report March 2018

1. Financials

TOTAL	\$239,156.32
Chequing	\$155,618.75
RBC	\$83,537.57

2. Directors

Added the new Board of directors names to Gmail account and on the Fulcrum website.

3. Editorial Hiring

Held several interviews/knowledge tests with Anchal for Social Media Manager and other positions. We are still in the process of completing a few more interviews/tests as a lot of the candidates for the editor positions are currently out of town or unavailable for skype/conference calls.

4. Reconciliation of Accounts

Still staying in contact or trying to get in contact with clients that have yet to pay. Each client is different as some may outsource their accounting departments and require additional steps for example.

5. **Health and Safety**

Had UOttawa Health and Safety come in on Friday June 1st for annual inspection. Overall everything seemed OK. There are some minor things that we have to keep up at the office ourselves, such as not having items on the top 2 shelves of bookcases because they aren't drilled into the wall. Then there were other areas on the list that they mentioned but would be in the hands of UOttawa, for example, some of the tiling is cracked on the first floor.

6. **Bell Fax Line**

I called to inquire the cancellation fee for the fax line. Currently we are being charged \$34.94+tax a month. If we were to cancel we would be charged \$25 a month for the remaining months (18) left on the contract for a total of \$450 cancellation. However, there would be an \$80.00 charge to have the technician come in and reconfigure all the lines because the internet is currently connected to the fax line.

7. **SFUO**

We finally received the cheque from SFUO! It has been deposited as well.

8. **Newsstands**

Got in contact with Brigitte from UOttawa to arrange pick up of unused newsstands in the basement.

Hiring

- Testing done, interviews set up
- Core staff will be hired by end of week (minus managing editor)
- Opened for support staff positions

Content/Social Media

- Finally hired a social media manager, yay
- Trying to keep up with content, put out a story about NAC's Young Artists Program
- Going to send an email to volunteers to see if anyone's interested in writing over the summer

- Looking to cover Bluesfest

Marketing Strategies:

- Ad campaign/Social media campaign
- Teaser videos

Other:

- Updated/Showed Dorian how to update website
- Publishing schedule - I'll have to Kaylum by Tuesday
- Readership Survey
- Updating the constitution - will be ready for policy meeting

Fulcrum Publishing Society
Board of Directors

President's Report

Sunday, June 24, 2018

Fulcrum Office, 10:30 a.m.

Meeting #2 2018-2019 Publishing Year

1. Finance

Budget Meeting

- We met to finalize the Budget
- Notes on all of the budget lines have been uploaded to the drive

SFUO

- I have been trying to get in contact with the SFUO (in person, over e-mail, over the phone...you name it) to discuss our outstanding cheque as well as get an update on our advertising contract negotiations. I have yet to be able to reach anyone. I will continue to call them and press about getting a list of the executive's regular office hours as they do not seem to have any.

2. HR

Marketing Manager Hiring

- We have completed our internal hiring process and are welcoming Kaylum back to be our new marketing Manager!
- We need to approve his contract at this meeting. His start date is Sunday June 24th, 2018.
- The HR committee will be giving him a list of what to work on for the year

Social Media Manager

- Anchal and Dorian have settled on a candidate- Christine- as the new social media manager. We put it to an online vote, however if it did not get enough votes, we will move to vote her in at the meeting.

3. Policy Committee

- The Policy Committee met this month to go over the emergency hiring procedure, changing the wording of ombudsman to ombudsperson, the fulcrum's vacation days policy, and changing the job description of the social media manager
- Anchal will need to meet with this committee to present her updated editorial job descriptions at next month's meeting as her contracts currently refer to outdated positions.

4. Marketing and Branding Committee

- This committee met to go over website design changes as well as initial idea for a marketing strategy for the online transition.

5. Training

- We will be having some thorough board training this month. Trainings include budget training, policy training, committee training, in-camera training and google drive training. These should be done at the beginning of every year.
- Expect to see additional trainings at subsequent meetings as well as a larger Board, business, and editorial training in September

6. Board Recruitment

- We should continue to advertise for vacant board positions!

Policy Committee Meeting

Thursday June 21, 2018

The Fulcrum Office

In attendance: Margeurite Gollish, Raghad Sheikh-Khalil

1. **Addition to the Hiring section of the policy manual**

- 6.19 Emergency hiring procedure

In the event that a position is vacated and needs to immediately be filled, an individual may be hired on an interim basis while the position is being advertised. This individual will take up the position on an acting basis and will be compensated accordingly. The interim candidate must be ratified by Board at their next meeting or by an online vote.

2. **Reviewed the Bylaws**

- Action to replace all instances of "ombudsman" with "ombudsperson" in the constitution.

3. **New marketing manager job description**

-(delete ad manager and ad intern in Appendix B: Business Department Employees)

The Marketing Manager for The Fulcrum Publishing Society is responsible for building awareness of the organization and managing the brand of The Fulcrum. Furthermore, the Marketing Manager helps build the readership of The Fulcrum online and helps the organization fulfill its mission by building mutually beneficial partnerships on campus.

Specifically, the Marketing Manager has the following responsibilities;

BRANDING

- Acting as the steward of the brand that supports the brand promise, vision, and position of The Fulcrum
- Positioning The Fulcrum as the number one media outlet at the University of Ottawa
- Building relations with community groups on and off campus
- Leading brand specific projects ensuring effective and efficient delivery on time and within budget commitments

MARKETING

- Developing channel strategies with measurable KPIs
- Identifying opportunities to market the Fulcrum on campus and abroad
- Developing a comprehensive and aligned marketing plan

ADVERTISING

- Securing ads for the print and online versions of The Fulcrum
- Placing and booking ads
- Maintaining advertising records
- Drafting and signing all advertising contracts
- Submitting all contracts to the General Manager for approval
- Maintaining client relations and lists
- Identifying market gaps and needs on campus
- Setting ad rates in conjunction with the General Manager and the Board
- Prepares tear sheets for clients
- Coordinates placement of advertisements with the Production Manager
- Pursues new clients through canvassing activities

OTHER DUTIES

- Fundraising for The Fulcrum related events and projects
- Compiling data related to the performance of The Fulcrum, online communities, and potential clients / partners
- Developing analytics through analysis of online trends, performance indicators and competitive environment
- Executing plans related to the philanthropic activities of the Fulcrum
- Attending a weekly meeting with the General Manager for a progress update
- Helping with the general upkeep of the office
- Attending all monthly Board meetings
- Providing a report to the Board at all regular meetings and as requested by the Board
- Providing adequate training for the incoming Marketing Manager
- Writing a transition report for the incoming Marketing Manager

Marketing and Branding Committee Meeting #1

Website Revamp

- Too much grey, possibly change to white and red layout?
- Larger logo
- Light grey info bar is not visually accessible → make the bar and text larger and fix text colours
- Update pages (About, Volunteer, Advertise, Contact Us), include more visuals, photos of staff for Contact page following hiring (similar design to media passes?)
 - Work with Us page can be hidden after hiring is closed
- Scrap bottom section and move the info on the Board, Policies, and Audits elsewhere (e.g. at the top with the other tabs)
- Include Instagram button on homepage and Instagram feed (similar to Twitter feed)
- Try to incorporate older issues on website rather than using an external link
- Invest in equipment for podcasting/EIC and management team develop concrete strategy for podcast to be included on the website and circulated on social media during the publishing year

Marketing Strategy for Online Transition

- Summer:
 - Video campaign e.g. short skits, sketches (freelance fund for videographer)
 - Graphics and social media banners (use freelance funding to pay Christine or another artist to design these)
 - Short videos/livestream to cover more events in the summer
 - Social media contest e.g. related to readership survey (submit by this date for a chance to win a prize), Easter eggs located around the revamped website, photo submission contests (e.g. end of summer, back to school for Frosh issue?)
 - Develop hashtag or catchy slogan to use throughout the summer on posts to promote online transition
 - Contact SFUO and uOttawa media relations to promote online transition in their emails, in the SFUO agendas for September
- 101 Week/early September:
 - Talk to communications/poli sci/English/arts fed bodies about large event e.g. BBQ on Morisset terrace
 - Collaborate with Community Life Services to play promo videos during 101 Week/early September
 - Advertise in residences (with collaboration of Housing Services) during move-in weekend, have small welcome kits or items to give out in residence e.g. pens, condoms, stickers
 - Look into selling at the campus bookstore/Agora/Pivik/Cafe Alt/Happy Goat

Budget 2018-19 Key Line Changes

National Advertising: budgeted $\frac{1}{3}$ of this year

Local Advertising: budgeted \$16000, which is \$2000/issue

WSID: increased to \$1100 because things were a bit higher than budgeted this year

Accounting and Legal: budgeted 0 because we ended our contract with Connelly so we paid for the audit one fiscal year in advance and switched to a pro bono lawyer, which cut legal costs. We put \$500 for this year, but should budget normally next year and every year after

Bad Debts: 3% = net sales revenue

Board: budgeted \$1000 for room bookings and food

Bound Editions: no more printed bound editions, but will have digital versions available which the GM can distribute

Capital Assets: \$2500 left over and rolled into this year's \$3000 budget, therefore a total of \$5500 for this line

**one roll of stamps = \$100

Diamond Editions: going to print two diamond editions: one for archives and one for the office. This line will disappear after next year.

**\$1280 = cost to distribute eight issues

Freelance: budgeted \$2300 (for having summer writers)

CUP Fees: \$300 (fee decreased at NASH)

**GST/HST line will drop depending on expectations

Internet: budgeted \$750

Phone: Dory will try to get rid of the fax line, so that there will be just the newswire and the GM phone

Bank Fees: budgeted \$500

Office: budgeted \$3000, includes things such as: cheques, Adobe, ink, Google Drive

Printing: budgeted \$25,600, but will shop around though

Tech Support: kept the same amount as last year, but might change around the way that we bill

Advertising and Promotions: kept the same amount and might revisit later

Training and Recruitment: increased from \$600 to \$2000. This will include things like training for everyone (HR, online content, and marketing especially). Any additional can be added on. Dory interested in possibly doing some training for payroll.

Website Expenses: budgeted \$3000, but not including template and customization, therefore adding \$1000 for a total of \$4000