

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, October 29th, 2017
Fulcrum Office, 10:30 a.m. - 12:53 p.m.
Meeting #6 2017-2018 Publishing Year

Present: Kate Murray, Eric Davidson (ex-officio), Raghad Sheikh-Khalil, Kim Wiens, Marguerite Gollish, Lucas Ghosn (ex-officio), Kaylum Bobal (ex-officio), Jonathan Rausseo, Fadi Azzi

Partially Present:

Absent (with reason): Spencer Murdock

Absent (without reason):

1. Opening of Meeting

M. Gollish opened the meeting at 10:49 a.m.

2. Approval of Agenda

R. Sheikh-Khalil motioned to add a discussion on the office space before the strategic planning discussion. J. Rausseo seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil motioned to approve the minutes. K. Murray seconded the motion. All voted in favour and the motion passed.

3. Approval of September Minutes

R. Sheikh-Khalil motioned to approve the meeting minutes from September. J. Rausseo seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

R. Sheikh-Khalil presented the standing actions list and E. Davidson made the necessary changes.

5. Editor-in-Chief

J. Rausseo motioned to go in camera with staff. F. Azzi seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil motioned to go out of camera. J. Rausseo seconded the motion. All voted in favour and the motion passed.

E. Davidson enthusiastically announced that the *Fulcrum* found a news editor, Anchal Sharma. He went on to note that she was a really great candidate who was the arts editor last year. E. Davidson informed the Board that Anchal has co-op next semester, but has asked if the *Fulcrum*

could be her placement, which he stated the co-op office has cleared. J. Rausseo said that the only issue that he has is the impact on the budget. R. Sheikh-Khalil explained that the Board went over the budget lines at last month's meeting and there's space for it.

J. Rausseo motioned to ratify and approve the hiring of Anchal Sharma for the position of news editor. F. Azzi seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil motioned to move \$495 to wages. K. Wiens seconded the motion. All voted in favour and the motion passed.

E. Davidson explained that content has been coming out at the same pace despite human resource issues. He stated that Savannah and Kaylum both did a great job with the special issue and the launch party.

E. Davidson said that everyone is excited for NASH, and mentioned that he's been making sure that writers have been submitting a lot of their work for the journalism awards.

E. Davidson informed the Board that freelance has been going really well, and that the team has welcomed another freelancer, Eric Davison. He added that there are several other volunteers who are close to getting their freelancer status. E. Davidson explained that distribution has been skewed towards the arts section, but that he's been trying to encourage freelance opportunities with other sections. R. Sheikh-Khalil suggested that the *Fulcrum* advertise with sports services as athletes might be interested in writing for the paper. E. Davidson mentioned that the freelance fund was used to pay a photographer to cover some sports games when the staff photographer was out of town. He went on to state that he would like to see the freelance fund for illustrators as well. R. Sheikh-Khalil asked if the *Fulcrum* has worked on recruitment in classes. E. Davidson said that they haven't yet, but that they plan on it.

J. Rausseo asked if E. Davidson has the online numbers. E. Davidson said that they were delayed with reading week, but that he'll send them tomorrow.

6. General Manager

L. Ghosn began his report by indicating that he's submitted the *Fulcrum's* audit on time, and that he's going to pick up the documents next week.

L. Ghosn announced that the *Fulcrum* is officially a member of CUP again, and that the membership fee has been paid. E. Davidson asked if there is space for volunteers to attend NASH, or does the *Fulcrum* need to open more spots for volunteers and Board members. L. Ghosn noted that right now there are 14 spots.

L. Ghosn stated that the *Fulcrum's* insurance has been renewed. He added that the insurance company said that they're going to be more open with communication.

L. Ghosn mentioned that nobody has answered to the kijiji stands, but stressed that they're a safety hazard to keep them in the basement. L. Ghosn agreed to reach out to high schools to donate the stands to.

L. Ghosn explained that most faculties except for Telfer and Digital Journalism haven't responded about fundraising. He added that the Alumni Office said that they couldn't provide any fundraising money. J. Rausseo suggested that L. Ghosn should reach out to the VP External/President's Office.

E. Davidson asked if he could reach out to volunteers to invite them to NASH. L. Ghosn replied that he could, but that he'll look to have 15 spots available for NASH.

7. Advertising Representative

K. Bobal began his report by reviewing the running total of advertising sales up until October 30th.

K. Bobal mentioned that he met with the Royal Oak who have decided to do contra with the *Fulcrum*, and that Spin City will be doing print ads.

K. Bobal asked the Board if there's a limit for design? R. Sheikh-Khalil suggested that he talk with J. McRae-Sadik, but she said that there should definitely be a limit by the hour and perhaps by sizing. R. Sheikh-Khalil continued by saying that the Board discussed it last year, and that it should be in the minutes.

K. Bobal stated that he's been having a problem getting an ad on the *Fulcrum's* home page. R. Sheikh-Khalil wondered whether people are interested in the leaderboards. K. Bobal answered that the leaderboards have been the most popular. K. Bobal agreed that he would include an online section in his next report.

8. President

R. Sheikh-Khalil began her report by stating that the policy committee met, and that the meeting went really well. She explained that the committee discussed policies relating to in-camera, co-op, vacation days, and dispute mechanisms. R. Sheikh-Khalil went on to say that the committee used google hangouts and a split-screen with a live google document for the meeting, which was very effective. She mentioned that this would be a good idea for future committee meetings.

With regards to inter-board relations, R. Sheikh-Khalil announced that the results from the health and safety questionnaire have been tallied. R. Sheikh-Khalil then proceeded to briefly review it. She noted that the key takeaways from the survey are that:

- About half felt an increase in stress after beginning work at the *Fulcrum*;
- Stress levels haven't affected quality of work;
- Job satisfaction remains high despite stress levels;

- Most staff indicated that breaks are only sometimes or rarely taken;
- Almost all respondents indicated that they either stay late or come in early outside of regular hours to complete unpaid work;
- Less than half of the staff said that yes, they are always provided with sufficient tools/equipment/machinery/supplies to do their job. The majority said that they are sometimes sufficient;
- Half of the respondents said that they have difficulty taking time off because of stress levels;
- The two main causes of the stress are fatigue and overwork/long hours;
- Fatigue and depression/anxiety were reported by more than half of the respondents, physical joint, head, and muscle pains were also reported.

R. Sheikh-Khalil asked what can the *Fulcrum* realistically budget for this year in terms of inventory. L. Ghosn said that he will look into it. E. Davidson added that he'll work a lot on his end as well to see. J. Rausseo suggested that it might be a good idea to have a focus group to discuss some of these points with the editorial board.

F. Azzi motioned to add five more minutes to the discussion item. K. Murray seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil informed the Board that performance evaluations will take place next Monday, November 6th.

R. Sheikh-Khalil explained that both she and K. Murray messaged M. Gray about his attendance, but that neither of them have heard anything back from him. She went on to state that because M. Gray has been absent for more than two Board meetings without just cause, he ceases to be a director on the Board, and the Board now has a new opening, the *Fulcrum* Alumnus seat. R. Sheikh-Khalil asked Board members to go to *Fulcrum* volunteer meetings in order to recruit student seats.

R. Sheikh-Khalil urged committee chairs to stay on top of their monthly committee meetings.

R. Sheikh-Khalil concluded her monthly report by proposing that the Board should have their fall social sometime in November. She said that she'll post a poll in the facebook group to figure out what activity the Board should do.

J. Rausseo mentioned that the finance committee should have a meeting to talk about purchases.

9. Policy Committee

R. Sheikh-Khalil reviewed the proposed amendment to the in-camera policy (section 12). M. Gollish stated that she doesn't think that the chair should suggest anything. J. Rausseo motioned to accept the proposed in-camera policy amendment. K. Wiens seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil explained that the committee decided that co-op at the *Fulcrum* should be allowed in the future, but that no changes need to be made to the policy manual. J. Rausseo asked if this would create a second class of employee with regards to work and pay.

K. Murray motioned to add five more minutes to the discussion item. F. Azzi seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil continued by saying that the committee concluded that vacation days are more of a HR issue rather than a policy one.

Finally, R. Sheikh-Khalil noted that when looking over the policy manual, the policy committee found that there is an investigative committee that deals with what the Board was looking for for dispute mechanisms. She added that the committee did find that the term “staff” needs to be defined in the constitution.

10. Readership Committee

J. Rausseo informed the Board that he posted the survey in the readership folder. He also announced that he’ll be holding a committee meeting next weekend, likely on Sunday.

With regards to the survey, J. Rausseo mentioned that he thought that the Board was going to distribute the version that he placed in the readership folder. L. Ghosn said that he’s still working on reviewing it. L. Ghosn stated that during exams would be a good time to distribute the survey as a lot of students will be on facebook. He suggested that the *Fulcrum* could also potentially offer a *Pizza Pizza* gift card as a prize.

11. Fundraising Committee

R. Sheikh-Khalil explained that S. Murdock told her that he plans on holding a committee meeting sometime in the coming weeks.

12. Space Audit

J. Rausseo stated that a lot of the space in the *Fulcrum’s* that isn’t fully being optimized. He then proceeded to review the audit in more detail with the Board. E. Davidson asked that editorial Board members be consulted for any future space audits.

13. Other Business

F. Azzi informed the Board that the *Fulcrum’s* investments have been doing well the past couple of months and that the Board timed the investments really well.

K. Wiens motioned to adjourn the meeting at 12:53 p.m. All voted in favour and the motion passed.

Appendices

Content

In the features section, we did a new special issue, the Green Thumbs issue, for the first time. It turned out really well, and Savannah and Kaylum planned an awesome launch party, which was super fun.

As you'll hear in a bit, it's been a bit crazy work-wise because of some departures, but everyone else has stepped up in their roles, which is awesome, and we're still aiming on perfecting the process, getting articles out earlier, and trying new innovative content.

Nash

Everyone is super excited for NASH, and I've been making sure everyone is submitting a lot for JHMs so we can hopefully take home some hardware!

HR

We've found a news editor! While we only got one application, it was a really good one! Anchal Sharma, who was our Arts and Culture editor last year. She has coop next semester, but she wants to make the Fulcrum her coop, and the coop office is officially cool with it. Anchal is ready to go, and the coop office has cleared her placement. Everyone on hiring is very excited.

Freelance

We have one volunteer who writes for us every issue in arts and sometimes news, Eric Davison, so he's freelance now. It's been very handy having him because it's someone we can trust with more important or time-sensitive stories. It looks like we should have more like this soon, which I'm excited for.

However, the distribution still skews towards arts, so I'm going to try and push news, sports and features as freelance more.

Also, this past week we used freelance to pay a photographer when our staff photographer was out of town for reading week. This was super helpful, since this was a skilled volunteer who could do sports photography, so it was good to be able to pay him to fill that void.

I also want to look at freelance as a way to attract more illustrators. As it stands, there are weeks with either few volunteers or volunteers who hand in bad stuff that our visual editor needs to redo, which adds extra work for her. If we can get more trustworthy illustrators I think it would really help the visual editor position.

1. Financials

TOTAL	\$203,836.07
Checking	111,455.65
Savings	4,178.04
RBC	80,000.00

2. Audit

Audit is complete, financial statements are signed and submitted to CRA on time and I will be going over to the auditor's office to pick up the official documents to have them ready for the next board meeting.

3. CUP

We are officially members of CUP for 2017-18 and this came at a cost of \$190! Eric and the rest of ed board will be taking full advantage of our 20 free submissions to the JHMs.

4. Insurance

Insurance Policy has been signed and renewed for 2017-18 and the insurance underwriter has promised better communication this publishing year if we are to ever need their services.

5. Extra News Stands

Nobody has responded to my Kijiji ad and the safety inspection pointed the stands out as a safety hazard because they take up too much space in the basement. I encourage the board to vote on giving them away for free.

6. Fundraising

I am having a hard time raising funds from other programs besides telfer and digital journalism, and hope to send follow up emails in the coming weeks to help close out another great year of donations for NASH. The worst-case scenario will be to ask delegates to each pitch in \$40-60 like last year.

Weekly Sales

Week	Sales(\$)	Contra
August 22	\$621.50	

September 4	\$3467.67	\$1525
September 11	\$2702.96	
September 25	\$2431.22	\$671
October 2	\$1880.19	
October 9	\$1810.26	
October 16	\$1282.55	
October 30	\$1582.51	
Total	\$15,778.32	\$2196

Prospects This Month	Status
Perfection Satisfaction Promise	Signed
St paul	Signed
Arowolo	Signed
Ecampus	Signed
Spin city Ottawa	Signed
CBC	Signed
Royal oaks	Signed
Ottawa Public Health	Signed
Imaginus	Signed
UofO communications	Signed

Meetings this Month

Spin city Ottawa
Perfection Satisfaction Promise
Royal Oak

President's Report

October 29, 2017

1. Policy committee

The Policy committee met (over google hangouts) to discuss in-camera, coop students, vacation days, and editorial and board resolution mechanisms.

The use of google hangouts (with the exception of some set up tweaks) was very effective for online meetings when in person meetings are not possible.

See Committee minutes for more updates.

2. Inter-Board Relations Committee

The results of the Health and Safety (Stress) Questionnaire have been tallied. There will be upcoming work to do regarding these results.

See Questionnaire results for more updates.

3. Performance evaluations

Mid-term performance evaluations for full-time will be scheduled for next Monday November 5, 2017. Come see me if you have any questions or concerns.

4. Election of new Directors

We have a new empty seat on the board in the Fulcrum alumnus position. We should be looking to fill this seat on the board as well as other empty seats. We need some volunteers to attend some volunteer meetings at editorial and present about joining the board.

5. Committee Meetings

Please stay on top of your meetings. Everyone is responsible for putting in their share of the work. We cannot function effectively as a board without it!

6. Fall Social Event

Since October is a very busy month with events, I thought we could do something in November before exams. I will set up a poll in the facebook group and we can vote for the best option.

Results of Health and Safety (Stress) Questionnaire

Answers to key questions

- Note- 9 surveys were submitted
- Focus on 10 key questions from the survey

Q1: Since starting your work at The Fulcrum, has your workplace stress increased?

Y 4 N 5

→ about half of respondents felt an increase in stress after beginning work at the Fulcrum

Q2: In your opinion, has the quality of your work suffered due to workplace stress?

N 8 S 1

→ Stress levels have not affected quality of work. (keeping in mind this is self-reported, difficult to measure, and also hard to admit)

Q3: In your opinion, has your job satisfaction declined because of your workplace stress?

Y 1 N 8

→ Job satisfaction remains high irrespective of stress levels

→ One person who said yes here, also saw and increase in duties

Q13: Do you always take the full allotment of time for your coffee breaks and lunch/dinner breaks?

Y 2 R 2 S 4

→ Rarely or sometimes 6, always 2

Q14: Do you ever stay late or come in early to complete work (i.e work unpaid outside of your regular hours of work)?

Y 3 N 2 S 4

→ 7 Yes or sometimes, no, only 2

Q15: Are you provided sufficient tools/equipment/machinery/supplies to do your job?

Y 4 S 5

→ Less than half of employees said yes, always. Five people said sometimes. We need to go over inventory again and how equipment is functioning.

Q16: Is stress a health and safety hazard/problem in your workplace?

Y 2 N 5 S 2

→ yes or sometimes 4, no 5

Q24: Have you had difficulty taking your vacation/holidays/time off because of your stress levels?

Y 2 N 4 S 3

→ Yes or sometimes 5, no 4

→ when brought to the EIC, ppl indicated that changes have been made to try and address these stress problems

Q8: What do you think are the main causes of stress at your workplace?

1. Overwork/ Accelerated pace 5
2. Forced Overtime/ Long Hours 3
3. Lack of control over their job 2

Q22: Have you experienced any of the following health effects because of workplace stress?

1. Fatigue 6
2. Depression and Anxiety 5

3. Headaches, neck and back pain, 3
4. Sick more often, insomnia, joint/muscle pain, powerlessness, tense more often, 2
5. Impact on family and personal life 1

Key Takeaways

1. About half of respondents felt an increase in stress after beginning work at the Fulcrum
2. Stress levels have not affected quality of work. (keeping in mind this is self-reported, difficult to measure, and also hard to admit)
3. Job satisfaction remains high irrespective of stress levels
4. Most staff indicated that breaks are only sometimes or rarely taken
5. Almost all respondents said they either stay late or come in early outside of regular hours to complete unpaid work
6. Less than half of employees said yes, they are always provided sufficient tools/equipment/machinery/supplies to do their job. The majority said they are sometimes sufficient.
7. Half of the respondents say they have difficulty taking time off because of stress levels
8. The two main causes of stress are fatigue and overwork/long hours
9. Side effects of stress are worrying: Fatigue, and depression/ anxiety were reported by more than half of the respondents, physical joint, head, and muscle pains also reported

Recommendations suggested by staff:

1. Proper training
2. More breaks, time-off
3. Open dialogue and communication. (On the editorial side, it was suggested that there should be more routine check-ins, more discussion about how stressful a week was, more updates in the productions doc to account for last minute changes.)
4. Opportunity to write 4 instead of 6 articles should be taken more seriously
5. More socials

Steps moving forward

1. Implementation of a workplace mental and physical health taskforce by the inter-board relations committee to move forward with recommendations, implement mental health and wellness trainings, and plan socials
2. GM will need to meet with EIC and editorial to go over inventory again and how equipment is functioning. Find out if we need to make any upgrades. What can we realistically budget for this year, and next?
3. Ergonomic checklist will be sent to all employees. Some minor adjustments can be made/ ergonomic office amenities can be purchased to fix potential joint and muscle pains