

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, June 26th, 2016
FSS4004, 10:30 a.m. - 3:03 p.m.
Meeting #2 2016-2017 Publishing Year

Minutes amended after approval without change from June's Meeting.

Present: William Hume, Mackenzie Gray, Kate Murray, Carolyn Mutis, Jon Rausseo, Thivya Naganathan, Niharika Namulla, Dayne Moyer (ex-officio), Savannah Awde (ex-officio), Kim Wiens, Raghad Sheikh-Khalil

Partially Present:

Absent (with reason): Maggie Gollish, Julia Miraflores

Absent (without reason):

1. Opening of Meeting

M. Gray called the meeting to order at 10:37 a.m.

2. Approval of Agenda

W. Hume motioned to approve the agenda. K. Murray seconded the motion. All voted in favour. The motion passed.

3. Approval of May A and B Minutes

R. Shiekh-Khalil motioned to approve the minutes. C. Mutis seconded the motion. All voted in favour. The motion passed.

4. Standing Action List

K. Murray presented the Standing Action List and W. Hume made the necessary changes.

5. President's Report

M. Gray began by announcing that C. Mutis became a signing authority recently and that after some negotiations, D. Moyer signed a new one year contract with the Fulcrum. He went on to state that the Hiring Committee will be opening hiring for the Advertising Representative position on Monday.

M. Gray noted that he will organize a Finance Committee meeting after capital asset needs are discussed. He encouraged other committees to begin meeting over the next few weeks as the summer months are less busy.

M. Gray informed the Board that the Features Editor resigned and the Editorial Department will need to open hiring up for that position again.

6. General Manager's Report

D. Moyer announced to the Board that the Fulcrum will only be in a deficit of \$14, 000 and that the Fulcrum only lost \$4000 at the end of this year.

D. Moyer explained that he has been talking to the Fulcrum's clients about the Fulcrum bringing in a new Advertising Representative soon. He went on to mention about a training schedule for the Advertising Representative and having them work with clients in the field.

D. Moyer said that the Readership Committee should have a meeting soon to discuss distribution.

D. Moyer noted that collections went really well last year.

D. Moyer informed the Board that he hasn't heard anything back from the SFUO.

D. Moyer explained that he doesn't want to rely on an editor to release the funds with regards to the Diamond Edition. He suggested that the Board could assign editing duties to either N. El-Bouzaidi or S. Awde. He emphasized that the Board needs to be clear about the deadline for the project though because K. Wiens starts in her role as Production Manager soon.

J. Rausseo asked D. Moyer about the HST cheque. D. Moyer mentioned that there will be a delay in getting the money, but that the Fulcrum will get it.

7. Editor-in-Chief's Report

S. Awde began by stating that she's received applications for two out of the three support staff positions and has decided to extend the application submission deadline for two weeks. She noted that the Social Media Coordinator has started and is doing a great job. S. Awde said that she's currently working on putting together training packages.

S. Awde informed the Board that the online numbers have gone up and are looking really good. She also noted that a lot of progress has been made with the social media guide and that the preliminary draft will be ready for July 1st.

8. Finance Committee

M. Gray stated that he did have an update from the Finance Committee as they have not met yet.

9. Human Resources Committee

M. Gray updated the Board that the Human Resources Committee had a long meeting recently.

R. Sheikh-Khalil motioned to go in camera. J. Rausseo seconded the motion. All voted in favour. The motion passed. J. Rausseo motioned to bring D. Moyer in camera. W. Hume seconded the motion. All voted in favour. The motion passed. D. Moyer left the in camera discussion. K. Murray motioned to bring S. Awde in camera. R. Sheikh-Khalil seconded the motion. All voted in favour. The motion passed. W. Hume motioned to go out of camera. J. Rausseo seconded the motion. All voted in favour. The motion passed.

10. General Manager Discussion

J. Rausseo motioned to approve the transition plan for D. Moyer put together by the Human Resources Committee. W. Hume seconded the motion. All voted in favour. The motion passed.

C. Mutis motioned for a ten minute recess. J. Rausseo seconded the motion. All voted in favour. The motion passed.

M. Gray called the meeting to order again at 12:48 pm.

11. Advertising Representative Discussion

M. Gray advised the Board that the Hiring Committee were unsure of what figure to put for the salary in the job posting.

J. Rausseo motioned to indicate a \$15,000 base salary with an expected commission rate of \$13,500 (at 15%). K. Murray seconded the motion. All voted in favour. The motion passed.

J. Rausseo suggested that the Board should think about defining contra. M. Gray stated that the Policy Committee should have this discussion soon.

12. Seating Plan

M. Gray began by informing the Board that K. Wiens and J. McRae-Sadik have been reassigned to the basement and that they're not comfortable with it.

S. Awde explained to the Board the new seating plan that she and D. Moyer have prepared together. S. Awde stated that she would like to move the Managing Editor upstairs to be close to the rest of the

editors, out the Opinions Editor and News Editor together, give the support staff a desk, have the Social Media Coordinator and Editor-in-Chief on the first floor, and place the Visual Department downstairs.

D. Moyer then explained their reasoning behind the seating plan. He noted that job changes, noise issues, positivity, and a safe space for feedback were all factors that they considered when he and S. Awde came up with the seating plan. D. Moyer showed the Board a floorplan of what the new seating arrangement would look like.

J. Rausseo suggested putting six desks in the main room on the second floor. S. Awde responded that she doesn't think that would work because of noise.

K. Wiens explained to the Board why she is uncomfortable with the new seating plan. She argued that the space upstairs could be used better so that no one has to be downstairs. K. Wiens proposed that downstairs could be a hangout space and a place to hold volunteer meetings. She stated that she doesn't think being so far away from the other offices would be very conducive to a collaborative work environment. She went on to say that having one desk for Associate Editors would be good, but that it doesn't matter where the support staff desk is because they won't always be there. K. Wiens then proceeded to give several alternative seating plan suggestions.

J. Rausseo suggested putting section editors in the same room and having an open office. D. Moyer proposed moving K. Wiens and J. McRae-Sadik into their own room on the second floor. M. Gray said that this could go on in a trial basis.

J. Rausseo emphasized that it would be a good idea to have a conversation with Fulcrum employees and volunteers about working in common spaces.

13. Appointment of Auditors

D. Moyer said that he would like for the Fulcrum to use the same auditing firm this year because there are some things that he thinks they should fix. Depending on their response, D. Moyer argued that this could be their final year working with the Fulcrum.

J. Rausseo motioned to approve the firm of Connelly and Koshy as the Fulcrum's auditors for the upcoming year. C. Mutis seconded the motion. All voted in favour. The motion passed.

14. Budget Consultation Discussion

S. Awde mentioned that she received a few suggestions with regards to the budget consultation and they all had common themes - higher salaries for the News Editor and the Social Media Coordinator and a lower support staff salary. S. Awde thinks that the suggestion for a higher salary for the News Editor is a good idea.

M. Gray suggested having both a Finance Committee meeting and a Human Resources Committee meeting to go over these suggestions if the staff would like them to go further.

D. Moyer agreed that the Board should take the feedback seriously, but doesn't think that they should take salary feedback seriously until the position begins.

M. Gray also said that the Board should see how the Freelance Fund goes. R. Sheikh-Khalil mentioned that the Fulcrum should hold more workshops on training and interviews.

15. Reevaluate CUP Membership

D. Moyer indicated to the Board that there is a line in this year's budget for CUP, however, he noted that the Fulcrum made a verbal commitment that this year would be the Fulcrum's last year with CUP.

S. Awde went over the services and benefits that the Fulcrum receives for being a member of CUP.

J. Rausseo asked if the Fulcrum used the legal services provided by CUP last year. D. Moyer replied that the Fulcrum did.

M. Gray proposed that the Policy Committee meet and that S. Awde meet with the Editorial Board to discuss this topic further so that a decision can be made either way by next Board meeting.

16. Freelance Fund

S. Awde explained that she is going to send out an email to get individuals who previously has staff status to be reinitiated. M. Gray cautioned S. Awde to ensure that it's individuals who have already written with the Fulcrum and who she trusts. S. Awde answered that she doesn't have any concerns with the individuals who had staff status before. She also mentioned that she's going to have members of the Editorial Board going into classrooms in order to present the Freelance Fund opportunity to students. J. Rausseo suggested that the Editorial Board also contact the Communication Department.

17. Fulcrum Publishing Schedule

S. Awde went over the proposed production schedule with the Board. She asked if she could have the Board's feedback on the placement of the sex issue. M. Gray stated that it would be a good idea to have the sex issue on stands for longer and that it would be best if the elections coverage and the sex issue were not together.

J. Rausseo said that it would be good to contact different communication ambassadors on campus for the special editions. D. Moyer informed the Board that the Gee Gees want to do a big contra deal with the Fulcrum this year.

M. Gray suggested moving the sex issue to February 16th, but stated that it would be a good idea to revisit the date again once the Fulcrum knows when the elections are.

S. Awde mentioned she's not sure if having the online issue in October is a good idea. Both D. Moyer and M. Gray proposed having the online issue sometime in November instead.

W. Hume motioned to have an omnibus approval of the production schedule with the following changes:

- move the summer issue to August 25th;
- move the sex issue to February 16th;
- move the online issue to November 10th.

K. Murray seconded the motion. All voted in favour. The motion passed.

18. Other Business

K. Wiens informed the Board that a draft of the Diamond Edition will be done by July 1st and that ideally, the project will be completed for July 15th.

K. Murray motioned to approve S. Awde as the Editor for the Diamond Edition project. C. Mutis seconded the motion. All voted in favour. The motion passed.

R. Sheikh-Khalil motioned to adjourn the meeting at 3:03 p.m. All voted in favour. The motion passed.

Online Votes

On June 6th, C. Mutis motioned to approve D. Moyer's 2016-2017 General Manager contract. K. Murray seconded the motion. The motion passed.

On June 18th, following an email from D. Moyer requesting an extended vacation/time off request, C. Mutis motioned to approve D. Moyer's request to take ten vacation days from June 20th to July 5th. W. Hume seconded the motion. The motion passed.

Appendices

General Manager Report #001 June 26, 2016

FINANCIALS

BANK BALANCE: Our Current Bank Balance is \$185,044.28 with a balance of \$4,177.77 in our savings and 21,113.19 and \$66,283.22 in our respective GICs.

Last Fiscal Year: As I included in an email earlier this month, our year end numbers changed drastically when I closed all accounts for fiscal year end.

I've attached the year end YTD that will go to our auditor and our GST breakdown as it is primarily responsible for our financial situation changing. The auditor is the person responsible for removing GST payments from all accounts and will adjust our numbers for us when they do our Audit which is completely assembled and ready for pick up.

AD DEPT

We've had no inquiries for ad space for next year as of yet which is pretty standard.

We are coming up quickly on the time when our ad manager should be approaching our existing clients and assembling advertising contracts. The sooner we expedite the hiring process, the sooner I can train and acclimate our Ad manager and get them meeting with clients. We should be contacting all clients no later than mid July.

Free Media has reached out to see our new rate card and connect with our new ad manager. I've advised that I'd like to postpone discussions regarding our business relationship to such time as our Ad Manager is in place as I believe participating in these discussions to be paramount to the training process.

DISTRIBUTION

We haven't received a formal quote from an outside company regarding distribution as of yet. We won't be able to receive a proper quote however, until readership committee meets so that we can collaborate on such things as number of stands etc. We should expedite this meeting.

COLLECTIONS

Collections went very very well last year with a very high rate of collection. We have very few outstanding invoices and I feel very strongly that most will be collected. Current collection sheet attached.

HR

Unfortunately just as we wrapped up filling out our ed board roster we lost one. We have since re posted the features editor position and remain hopeful that we will be able

to find someone suitable for the role.

We are also moving forward with collecting applicants for the support staff roles. Our first round of posting completed with less than stellar response so we've extended the deadline which I believe Savannah touches on a bit more in her report.

SFUO

We've heard nothing back from the SFUO regarding a meeting. I have tried to push for a meeting a few times and been reassured it will happen. I will attempt again to contact their manager to set something up.

Our retainer with our legal representation is signed.

Diamond Edition

Our two contractors have communicated a concern to me that their final pay is highly reliant on someone else doing their job in a timely manner as it is not released until editing is finished.

My suggestion is that we chose an editor at this meeting and assign the work. The board has the power to assign editing DE to Savannah as an auxiliary task in her job but we could also carve out some cash in the diamond edition project line to pay someone else. Nadia is very interested if we opt to pay an external person and has availability. She should be considered the top choice based on her experience.

Goals for July Include:

- Send off Audit
- Complete new distribution map with readership committee
- Complete hiring of all positions

—DAYNE MOYER, FPS GM aka Head Fella

EIC Report — June 2016

Staff

This month one of our hired editorial board members resigned from their post as features editor, as after reevaluating their time commitments in the fall they felt they could not live up to what was required by the position. However, our support staff positions have been posted for two weeks as of

Friday June 24 and we have received applicants for 2 of 3 of the support staff positions. Due to the low turnout, I will be extending the deadline for support staff positions to July 8.

Our social media coordinator, Allegra, began her first month in the job, and she's been settled into her office. We are meeting on a weekly basis to ensure our visions are aligned and we're putting out a great social media strategy every week.

This month I have been developing the material for training packages that I hope to be sending out by the end of July, prior to our first issue. These training packages will involve the style guide, section-specific knowledge, as well as scenario-based training. I'm excited to be sending out formal training packages this summer as this is not something that (to my knowledge) we've done in the recent past, and we have a fairly fresh ed board coming in this fall so I think it will be particularly beneficial. I will be working with former EICs to ensure completeness of the information.

In terms of informal editing training, I've had our incoming staff continue to write, edit, and brainstorm story ideas so that they are prepared to think critically about story ideas in August.

Online and social media

Our first month with Allegra on board as social media coordinator has been great. She has developed schedules weekly, re-packaged content as it becomes relevant, and has produced multiple online analytics reports for the month, which I attached in my email with this report. If you read her reports in full you'll find a more extensive look at the numbers.

Our social acquisition rates to the website are up 6.34% from the first half of June, which is a great sign that the social media strategy has been effective in acquiring more readers. The reactions record on Facebook has grown since Allegra began submitting a schedule and posting repackaged content, and comments on our Facebook posts have also increased in the last two weeks of June. On Twitter, the social media strategy doubled our impressions from the first half to the last half of the month, and our engagement rate is up 1.8 per cent from 1.3 per cent at the first two -weeks of the month. Our link clicks on Twitter also saw an increase from an average of 5 to 12 link clicks per day. Allegra and I have met to discuss the components of the social media guide, and she's made some great progress with it. The preliminary version of the guide will be ready by July 1 as per the social media coordinator job description. Allegra has sent me her updates about what is completed and what she is still working to complete as of Friday June 24:

Completed:

- Foreword (minus mandate)
- Layout (including table of contents)
- Twitter
 - general post etiquette (spelling, etc.)
 - length of tweets
 - common accounts
 - live tweeting
 - personal twitter accounts for editors
- Facebook

- section breakdown: photo albums, breaking news, general post etiquette (not filled out for any yet)
- Instagram
- section breakdown: post etiquette, common hashtags & accounts (not filled out completely for any yet)
- YouTube
- start of section breakdown: video etiquette, photos in videos (not filled out completely yet)
- Snapchat
- general post etiquette complete Need to complete (as of now—subject to change):
- Add mandate to foreword
- Twitter
- photos
- common hashtags
- Facebook
- breaking news
- photo albums
- general post etiquette
- Instagram
- general post etiquette (necessities for post, including but not limited to location, hashtags, photo credit, account tagging)
- common hashtags
- common accounts
- live coverage
- YouTube
- video length
- video posting (has to go through managing editor & EIC first, etc.)
- video promotion
- photos in videos
- Snapchat
- further breakdown of uses for snapchat
- Visual—website placeholders

We have also continued posting new content to our website and continued to have others from outside of incoming ed board contribute.

Production schedule

The production schedule for the 2016-17 publishing year is listed below. However, it has been brought to my attention by the Fulcrum's former EIC and current General Manager that it might be best to consult with an advertising manager about the dates for the special issues before finalizing.

The dates I have chosen are as follows (highlighted for special issues):

- Frosh: September 1, 2016 - Issue 2: September 8, 2016 - Issue 3: September 15, 2016 - Issue 4: September 22, 2016 - Issue 5: September 29, 2016 - Online: October 6, 2016 - Issue 7: October 13, 2016 - Food: October 20, 2016 ——— FALL READING WEEK ——— - Issue 9: November 3, 2016 - Issue 10: November 10, 2016 - Issue 11: November 17, 2016 - Issue 12: November 24, 2016 - Holiday: December 1, 2016 ——— CHRISTMAS BREAK ——— - Issue 14: January 19, 2017 - Issue 15: January 26, 2017 - Issue 16: February 2, 2017 - Sex: February 9, 2017 - Issue 18: February 12, 2017 ——— WINTER READING WEEK ———

- Issue 19: March 2, 2017 - Issue 20: March 9, 2017 - Health: March 16, 2017 - Issue 22: March 23, 2017 - Issue 23: March 30, 2017 - Travel: April 6, 2017

Ed board budget consultations

I was advised by the HR committee to begin the editorial board budget consultations. I have received the following feedback and have copied it verbatim to this report. Some feedback received was anonymous, whereas another ed board member chose to comment without anonymity. The comments I received are as follows:

1) Feedback topic(s): News editor pay, social media coordinator salary

Hi Savannah,

I realize that it has been a while since you sent this email, but I did want to add my feedback/suggestions for budget adjustments if it is still possible. I don't believe I really can be anonymous due to my second suggestion. My suggestions for changes are as follows:

1. Something that has been discussed before but has not been implemented is having the News Editor position paid more than other section editors. As a current member of the editorial board with over a years' experience already and a former section editor, I believe that the News Editor deserves to have a higher wage than other section editors due to the demand, both in time and workload, of the position. I am not sure exactly what this wage should be, as I realize that we are tight on money and need to ensure all other positions are being fairly compensated; however, a suggestion I would like to make would be to pay them \$336 per issue rather than \$306, bringing their annual compensation to \$9,072.00. I understand that we are tight on money; however, I feel that this position is underpaid at the moment and deserves fair compensation if possible.

2. The second suggestion I would like to make concerns the Social Media Coordinator salary. I would first like to point out that the salary on the budget (\$3,230) that was sent out to us is incorrect; on my contract it states that the salary from May 30 to April 30 during the 2016-17 publishing year is \$5963.08, which should come out to approximately \$542.09 per month for the 11 months. My suggestion is that this salary be slightly raised to match the amount of work that I believe will be required and expected of this position during the publishing year. Although I believe that this compensation is fair for the summer months, as it comes out to approximately minimum wage for 12 hours per week, I believe that this position will end up being closer to 15-20 hours per week during the publishing year. Once publishing starts, I will be responsible for the weekly newsletter, a weekly social media schedule, monitoring our social media accounts on a daily basis and replying to any questions, concerns, and messages from followers, collaborating with section editors on social media initiatives, managing section editors when it comes to social media ideas and posts, attending weekly editorial board meetings, attending Monday morning meetings to check in with section editors, monitoring Twitter during live coverage of events, creating weekly analytics reports, helping volunteers who are interested in learning about social media and live coverage, and continuing to repackage content to keep our feeds active, especially during publishing breaks (e.g. reading weeks, winter break, etc.). I would like to suggest the salary of the position to be raised to \$765 per month in the Fall and Winter. This would come out to a total of \$6,120 for the 8 months, plus approximately \$1,626.27 for the summer, coming out to a total of \$7,746.27. I understand that this seems like quite the raise of a salary (although it would still be the lowest on the editorial board); however, it comes out to \$191.25 per week, which would be the current minimum wage for 17 hours per week. This ignores the fact that minimum wage is rising this year and acknowledges that some weeks will be slightly less work (closer to 10-15 hours), whereas some will be more (closer to 20 hours). Although I understand that as a salaried position that it does not have an exact set of hours and therefore does not have an exact hourly wage, I believe that this position should be fairly compensated, just as all others on the

editorial board should be, and to ensure this it is important to break it down and look at how it is being compensated by hour and workload.

Although I understand that it can be difficult to find money and adjust the budget, I believe that these are both important adjustments that should be taken into consideration during the board meeting. I also know that we greatly decreased our total salary budget this year and even with these slight increases would still have a significantly lower budget than the previous year, still saving the Fulcrum money overall.

Thank you for taking the time to read this email and considering my input.

Best, Allegra Morgado

2) Feedback topic(s): News editor pay, support staff pay decreases

Hi Savannah,

Budget looks pretty good to me, just a few suggestions we discussed before, maybe a pay increase for the News Editor position as it's so much work and we have so much trouble hiring. Also, I'm not sure a decrease in some of the support staff salaries is a great idea just because we don't yet know how the freelancing will go and the quality of the content we'll get from them. But looks good!

Budget consultations: conclusions and suggestions

I would like to echo a suggestion made by both respondents. From my observations in past years working at the Fulcrum, the news editor takes on a greater workload than the other editors. This is mostly due to the nature of the section, where urgent stories pop up without notice. This aspect makes the news section unique, as they can be called upon at any point in the week outside of the regular production cycle to get a story online as soon as possible. This need for fast performance at a moment's notice is unique to this section because the frequency at which this happens can be almost weekly, whereas other sections do not usually have to take on extra material throughout the week on such a regular basis.

Another good point brought up by both respondents was that the news editor position tends to be the most difficult to fill in the hiring process. This year when I went through the hiring process for the incoming ed board was no different, as we had to extend the hiring period twice to even receive even one news editor candidate. With ed board's feedback in mind and my own concerns about the position's pay, I would recommend the board consider raising the news editor pay.