

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, April 24th, 2016
FSS4004, 10:30 a.m. - 11:56 a.m.
Meeting #11 2015-2016 Publishing Year

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

Present: William Hume, Mackenzie Gray, Kate Murray, Carolyn Mutis, Simon Gollish

Partially Present:

Absent (with reason): Dayne Moyer (ex-officio), Benjamin Miller, Jon Rausseo

Absent (without reason):

1. Opening of Meeting

S. Gollish called the meeting to order at 10:40 a.m.

2. Approval of Agenda

M. Gray motioned to approve the agenda. C. Mutis seconded the motion. All voted in favour. The motion passed.

3. Approval of March Minutes

M. Gray 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 C. Mutis made the necessary changes.

5. Diamond Edition Update and Presentation

J. McRae-Sadik briefly explained the sections of the Diamond Edition to the Board and presented some images of its layout. J. McRae-Sadik stated that everyone who she and K. Wiens have contacted have been really interested in working on the Diamond Edition project with them.

K. Wiens noted that approximately ⅓ of the sections are laid out and they are currently working on finding content for the Religion and Spoof sections.

S. Gollish asked how the Diamond Edition project is progressing and if it is feasible in terms of timing. J. McRae-Sadik answered that it is going well and they are on track to complete it by the July 1st deadline. S. Gollish then wondered if J. McRae-Sadik and K. Wiens have any issues or questions. J. McRae-Sadik wondered about what the legal and thank you sections would entail. S. Gollish suggested that both J. McRae-Sadik and K. Wiens talk to D. Moyer to figure out a plan, but indicated that the sections could include the jargon in the first couple of pages. J. McRae-Sadik then asked who the Board would like to have as an Editor for the project. M. Gray said that it should be someone who's currently involved, such as N. El-Bouzaidi or S. Murdock.

6. President's Transition Report

M. Gray noted that he didn't write a transition report, but that he plans to run again for President for the upcoming year.

7. Vice-President's Transition Report

S. Gollish said that he didn't write a transition report for his role as Vice-President, but he mentioned that the signing authorities might change given that there will be a Treasurer on the next Board.

8. Chief of Staff's Transition Report

K. Murray mentioned that she uploaded her transition report to the May (A) folder in the shared Google drive. She also announced that she plans to run again for the position of Chief of Staff.

9. Policy Committee

B. Miller was not present to deliver his transition report for the Policy Committee, but he uploaded it to the May (A) folder of the shared Google drive.

10. Human Resources Committee

S. Gollish submitted a transition report detailing the objectives and yearly tasks of the Human Resources Committee. He stated that he would write a comprehensive history of the issues that the committee has dealt with over the past year.

11. Skill Building Session

S. Gollish presented a skill building session on how to be a good Board member on a nonprofit Board.

12. Other Business

M. Gray stated that he isn't comfortable with the budget consultation because of the uncertainty with the SFUO and a large portion of the advertising revenue coming from them. S. Gollish proposed that the Board can budget for 0 and plan for more. M. Gray added that the Board should review the Budget quarterly. M. Gray went on to say that the Board could pass the budget at the first meeting of the new Board and discuss the idea of reviewing it quarterly.

K. Wiens mentioned that she isn't comfortable with the proposal of moving the Visual Department in the basement of The Fulcrum headquarters and that no one should be working down there. S. Gollish advised K. Wiens that if she finds another solution or a middle ground, then to pitch it.

M. Gray motioned to go in camera. K. Murray seconded the motion. All voted in favour. The motion passed. K. Murray motioned to go out of camera. C. Mutis seconded the motion. All voted in favour. The motion passed.

W. Hume motioned to approve the President's honorarium. C. Mutis seconded the motion. All voted in favour. The motion passed.

C. Mutis asked what the role of Treasurer would entail. S. Gollish replied that the Treasurer should be responsible for preparing a detailed expense report, meeting with the General Manager one week before the monthly Board meetings, having access to accounting software, being informed, along with the President, of any money issues and upcoming actions. He stated that essentially, the Treasurer is the financial point-person for the Board.

M. Gray motioned to adjourn the meeting at 11:56 a.m. All voted in favour. The motion passed.

Appendices

General Manager Report #011 May 27, 2016

FINANCIALS

BANK BALANCE:

Our balance is currently \$191,542.00 with \$4,177.77 in our savings, 21,113.19 in one GIC and 66,283.22 in the other.

YTD:

I've attached a YTD to this report important notes are:

We are sitting at a deficit of \$39,560.74 with the only final expense left of commission being paid on Tuesday, our last day to finish up anything related to our last fiscal year.

Right now that expense is \$3,458.19.

AD DEPT

I've spoken with Free Media with regards to our decrease in circulation and they've done a report and submitted their suggested rates which are nearly identical.

I've ensured the report is available for the new ad rep when they start.

COLLECTIONS

Collections are fully updated with very little left to collect. Aside from WBK we should have everything collected within the next few months.

HR

Hiring

We have completed all ed board hiring except for the news editor. Any staff who don't start right away and waiting on their contracts because we have not fully approved the budget as of yet.

Our features editor has opted to write dear di herself which means we will not be hiring an associate features editor.

Once the news editor position has been offered, Savannah and I will have Associate news, Staff photographer and Multimedia left to hire.

We have signed a contract with Allegra as our new social media coordinator and her position will officially begin on Monday.

SFUO

The SFUO has not replied to us with regards to our meeting.

We have confirmed our lawyer and have a retainer form to fill in. The law office has asked if myself or a representative of the board will be signing our retainer form.

631 KING EDWARD

3RD FLOOR

We are moved into the third floor. La rotonde won't be moving in until the early fall which is when we will furnish the conference room.

OFFICE REDISTRIBUTION

Savannah and I have met to discuss plans for next year. With the position of social media coordinator being introduced to our office and the job requirements of the managing editor changing, we are going to move offices around a bit to suit our workflow next year. Our plan is complete the moves before any staff begin their contracts and hopefully I'll be able to clean up most offices of old paperwork at the same time. With some staff continuing in our organization and some new staff joining the team, Savannah and I are hopeful that our new layout will ensure better team work and more inclusion of the new staff.

Goals for June Include:

- Submit audit
- Open new fiscal year and include changes / build new accounts
- Complete hiring of all positions

And no one called the exterminator this month.

—DAYNE MOYER, FPS GM aka Head Fella

EIC Report—May 2016

Staff

Our hiring process went quite smoothly, and I'm happy to report that most of the editorial board positions—A&C, features, sports, opinions, visual, social media coordinator and production manager—have been filled for this upcoming year! I feel very good about all the decisions made as incoming ed board members also seem enthusiastic about getting started. A few of them have even contacted me with story leads that they will be following up on this summer and submitted stories to go online, which is awesome to see.

I have emailed the incoming ed board members to offer assistance in scheduling mentorship sessions with outgoing ed board members, and encouraged them to bring forward any story ideas they have over the summer as practice. I will also be emailing them on a rolling basis as I come across stories I feel are worth covering.

I've also contacted them all about summer issue/orientation scheduling, and with their responses I will put together a schedule that will accommodate as many people as possible. Dayne and I are continuing to talk about what should be included in the orientation package this year, and will be adding to it on an ongoing basis.

I am in the process of creating a survey for outgoing ed board members to gauge their job satisfaction, motivation, and stress management on the job this past year. I am hoping to use their responses to identify any weaknesses in how support is provided to editorial staff and to adjust as necessary this year. That will hopefully be sent out within the next few weeks.

The remaining editorial board position to be filled is the news editor position. One news editor

candidate has passed his test and will be interviewed in this coming week. We will be putting out a call for support staff on the website in the coming weeks.

Summer issue

I've contacted all of the incoming editorial board to find out what their availability is for the summer issue, and after discussing with our production manager, Kim, and Dayne, I've chosen our summer issue and orientation dates. All staff will be informed of the official schedule once the news editor is hired (hopefully within the next week).

CUP lawyer/intellectual property form

I've gotten a hold of the ever-elusive Carlos Martins, and he's promised to have the intellectual property form back to me in the coming week. Although he's pushed the date twice, so I'll continue following up with him.

He did give me some legal advice on an article I was writing within an hour of my email, so it was encouraging to see him make time for us.

Website and social media activity

I've tried to keep our website as active as possible over the past month with the transition into the quieter months of summer, and I've managed to write a few stories each week, with a good variety across the sections. I've also received submissions from our incoming editorial board, which I'm very happy about.

Most of my social media usage this month has been around posting to remind students to pitch us stories if they have any, so they know we're still writing and posting online in the summer, and reaching out to different groups on social media to recruit a news editor. I've done a few throwbacks to old articles they become relevant with current events. These efforts will be taken to a much greater level in the coming month with the new hire of our social media coordinator.

Our Facebook analytics this month show that 2,921 people were reached, we had 977 instances of post engagement (clicking the post, reacting), and 15 new page likes. These numbers are all down from usual, but for the time of year and without anyone specifically managing social media this is not a surprising trend. On Twitter we've had 25,400 tweet impressions this month, 656 profile visits, and 28 new followers. While the impressions and visits numbers are down, our number for followers is actually trending upwards, which is great.

Our website has received 14,348 page views in the last month, and 8,922 sessions. Average time on the website has stayed the same, around 1 minute, and both sessions and page views have decreased from April.

I had an introductory meeting with our newly hired social media coordinator to set weekly expectations and goals. As per her job description, she will be submitting analytics reports with her findings, a weekly schedule, and continuing to work on ongoing projects—namely the social media style guide and the social media branding strategy.

Volunteer relations

I've emailed our volunteers to remind them that they are more than welcome to write or pitch stories throughout the summer. Dayne and I are considering options for voting via email to have staff status renewed for interested volunteers so that there will be available freelance writers from the outset next year.

Fundraising ideas

Dayne and I have talked quite a bit about fundraising opportunities for us next year to offset the cost of NASH. This is a timely thing to talk about now because I think it's important we gain

exposure on campus in the early months of the academic year. Holding fundraisers is pointless if no one knows who we are or what we do, which is why we need to couple fundraising efforts with campus visibility efforts.

We were thinking of opening a LinkedIn-style portrait stand for people to get photos done for use in their professional job applications, and we could also do fun photobooth-style photos (this would be especially good to target froshies with). It'd be a really fun way to use our staff's skills and earn money in a way I think a lot of students would go for.

We could also do an on-campus barbecue, I know we did this in the year Sabrina was EIC, I'm not sure if any of you know how successful it was? I wasn't privy to the numbers in terms of how much we actually made once the hotdog/hamburger costs etc. were factored in, but it'd be a good way to get on campus, improve our visibility and make money.

Last idea is to drive around Sandy Hill and do a bottle drive the week after 101 week is done. Even if we don't make a ton of money we could wear Fulcrum t-shirts, knock on doors and talk about what we do, and people will at least know more about us by the end of it and we don't have any expenses to worry about in doing this type of fundraiser like we would in the others.

Moving forward

- I'm hoping to have my plan for the orientation package finalized by the end of this month.
- I will be closely evaluating the efficacy of our social media coordinator by reading her reports and following up often/collaborating on the progress of the social media style guide and branding strategy.
- We will put out the hiring call for support staff positions this week to begin the process.
- I am in the process of contacting people who might be interested in acting as faculty brand ambassadors on a volunteer basis. This is also something our social media coordinator will be assisting with. I will evaluate the interest levels around this initiative and report back on that project's progress at the end of this month.
- I will be sending out the job satisfaction survey to outgoing ed board this month.
- I will continue to develop the online training options and if possible I will get Reine's input so that it can be as effective and user-friendly as possible.

Chief of Staff Transition Report 2015-2016

Meeting Agendas

The standardized form of agendas that was created last year (including headings, the names of the presenters and their assigned times) was maintained throughout the year. I believe this format helps the meetings stay organized, provides a level of consistency for records management, and aids in the writing of meeting minutes. I recommend that this format be continued.

The forward agenda and standing action list are both initiatives that began last year and continued this year. I found them to be very beneficial when choosing items for the monthly

meeting agendas. I recommend that this practice be kept and that the forward agenda and the standing action list be maintained. Oftentimes, designated time allotments for agenda items would run overtime. This is partially my fault as I was not as insistent in getting an estimated time frame from presenters for their respective items. I recommend that time allotments for agenda items be more actively sought out by Chiefs of Staff and more strictly adhered to.

Meeting Supporting Documents

Over the past year, all meeting supporting documents were made available to directors and ex-officio through access to a shared Google folder prior to the monthly meetings. While the 72 hour deadline for documents to be submitted before meetings was usually met, I see room for improvement here as there were several times that it was missed. To that end, I recommend Chiefs of Staff to be more diligent in getting meeting supporting documents from officers and presenters by the required time.

Meeting Minutes

As the Chief of Staff, I am responsible for the monthly Board meeting minutes, but this year I chose to record them as well, maintaining the same format that was previously established, with the attendance at the beginning and the appendices attached at the end. I recommend that this practice and format remain. I also recommend that committees also adopt a similar format with a heading including the date, time, and place of the meeting as well as a list of the members present.

Contact List

The contact information for all directors was managed in a document made available on the shared Google drive. A similar document will be created and managed for the 2016-2017 Board.

Board Recruitment

For the majority of my time as Chief of Staff The Fulcrum had a full Board, so I didn't actively pursue Board recruitment. I recommend that the Board use the Annual General Meeting as a place to recruit new Board members for the upcoming year, as several new directors were recruited there this year.

Board Training

An Orientation Session was held for new Board members after the Annual General Meeting in mid-April. Several current Board members were in attendance, including the President and the Chair. The Board manual was read in detail, in addition to a sample agenda and the standing actions list. Overall, the Orientation Session was very successful and interactive. I recommend that these training sessions be an annual occurrence and that whenever possible, Orientation Sessions for incoming Board members be held before the first meeting of the new Board at the end of May.

Skill Building Sessions

Although there were only a few skill building sessions this year, they were well-received and very informative. Oftentimes these sessions were not scheduled in the agenda due to already lengthy meeting time/duration and the priority of other items. I recommend that Chiefs of Staff endeavor to include these sessions in the monthly agendas as often as possible.

External Workshops and Professional Development

I attended one webinar through Charity Village this year, but otherwise did not actively research or seek out other opportunities. I found this webinar to be particularly informative and I recommend that in future, Chiefs of Staff actively seek external workshops and professional development opportunities for themselves, other Board members, and Fulcrum employees.

Last year, an effort was started by the previous Chief of Staff to include educational links in general Board emails. Although I compiled a Word document with a list of helpful links at the beginning of my term, I did not follow through with including them in emails. I apologize for this. I recommend that Chiefs of Staff make an effort to include educational links in general Board emails.

Policy Committee Year-in-Review and Transition Report 2015-16

This Year's Work

This year's work was organized, for the most part, around large single-issue policy discussions. These included:

1. Changing job descriptions to enact a restructuring of the online department (June)
2. Setting a cut-off point for advertisers significantly late on payments (July)
3. Requiring a staff contingency fund to ensure funds are available to compensate those who cover for sick or otherwise absent employees (July)
4. Expanding of the Code of Conduct to include what employees do outside of work if it is especially damaging to the Fulcrum's reputation (August)
5. Refocusing the ombudsperson's job description on human resources issues (August)
6. Instituting a formal process to request a raise (August)
7. Reforming the audit policy to allow for review engagements (September)
8. Formalizing a comprehensive budget process (February)
9. Finalize an information management policy (May)

Besides these policies, some small changes were made here and there to job descriptions where requested.

ONCA Update

Consultations on the ONCA update were halted pending the implementation of the ONCA. As this is not expected for at least another two years, no action needs to be taken in the year to come, but the work that was done needs to be kept on the books so that when the time does come the Board does not duplicate any labour.

Pattern of Work

The work was more equitably divided this year, with many members contributing to the research and drafting of policies. In particular, I want to thank Lindsay MacMillan who was Chair of the Committee for a number of months and did an enormous amount of work on the Information Management policy.

I want to call future Policy Committee Chairs' attention to the way the Budget policy in particular was drafted as this was done entirely online. The Chair will find a document that goes back and forth from a set of initial key questions (developed based on research) to discussion, to conclusions and refined questions, until completion. If in-person meetings continue to be difficult to schedule, I recommend this model on big decisions that are not urgent.

Priorities for Next Year

The most important priority is to uphold the new policies that we have passed in the past few years. All the work was wasted if these policies are not actually put to use. This requires that the Policy Chair study and understand our governing documents and regularly insist that they be followed. Besides that, the following tasks remain on the Forward Agenda:

1. Develop a Policy Guide to make policies more accessible to employees and directors.
2. Ensure that job descriptions are consistent between the Policy Manual and Editorial Constitution. This may require a streamlining of all positions.

Information Management Policy Proposal

Add-On to Section of the Policy Manual

Revised March 24, 2016

15.1 Application. This policy applies to all documents, both physical and electronic, produced by and for the Fulcrum Publishing Society.

15.2 Definition. Information management concerns the creation, storage, and access of records. "Record" means any record of information however recorded, whether in printed form, on film, by electronic means, or otherwise.

15.3 Oversight. The work of information management will be overseen by the General Manager and Business Department with input from the Editor-in-Chief.

15.4 Purpose. This policy provides direction on managing information as a valuable and strategic resource to:

- a. ensure the integrity of information and to support the mandate and business functions of the FPS;
- b. ensure information is protected;
- c. support decision-making and enhance the services provided to the student community.

15.5 Requirements. Information management should not be redundant, or take up too much time in order to ensure the policy is followed and accessible.

15.5.1 Schedule. A records retention schedule for all documents created and received by the Corporation is made by the General Manager to be followed by all employees, volunteers, and Board members.

15.5.1.1 Types of Documents. All Corporation documents are divided into three categories, and each category is kept for a different period of time based on the records retention schedule. A non-exhaustive list may be found in Appendix A

- a. Permanent files have long-term value and are kept forever.
- b. Determinate files have limited long-term value, and are kept for five years.
- c. Transitory files are kept for two years, and do not have long-term value.

15.5.1.2 Default Action. In cases where status is unclear, all documents should be retained by default.

15.5.2 Elements. The records retention schedule will dictate:

- Category of record (Based on length of time to be kept)
- Type of record (Based on function)
- Retention trigger date
- Destruction date (if applicable)
- Disposition and back-up process

15.5.3 Inventory. An electronic inventory of records should be created to show what information holdings the Corporation possesses at any given time.

15.5.4 Privacy. Certain documents have levels of security prescribed to them.

15.5.4.1 Security. Confidential documents must be kept in a locked drawer or room where the General Manager holds the only key.

15.5.4.2 Offsite. All files must be saved on a server off premises.

15.5.5 Viewing Files. Employees or volunteers who wish to view files are allowed to, and may appeal to the Board to view secret or confidential files.

15.5.6 Disposal. Files that no longer need to be kept will be destroyed effectively.

15.6 Evaluation. An information audit to evaluate and improve information management for the Corporation should be created and performed bi-yearly to ensure best practices are being followed.

15.6.1 Oversight. The evaluation shall be completed by the General Manager, Editor-in-Chief, and a member of the Board appointed by a general vote.

15.6.2 Content. The adherence to information management policies, efficiency, knowledge, and teaching of information management, hierarchies, and use of electronic/Cloud services should be evaluated to see if the information management program can be improved.

15.7 University Archives. All editorial content shall be stored with the University Archives so long as they consent.

15.8 Storage. All permanent documents are kept in two formats: digital and physical.

Recommendation: Incorporate this pollicy into Section 10 of the Policy Manual

Appendix

- a. Permanent files have long-term value and are kept forever. These include:
- Audit reports
 - Chart of accounts
 - Cheques for important payments and purchases
 - Copyright/patent/trademark registrations
 - Deeds/mortgages/bills of sale
 - Depreciation schedules
 - Employee discrimination reports
 - General ledgers/year-end trial balance
 - Incorporation records (articles, charter, by-laws, minutes, etc.)
 - Insurance records
 - Journals
 - Legal correspondence
 - Loan documents
 - Mission statements
 - Organization charts
 - Program files
 - Property records (until a move to new location)
 - Tax returns
 - Year-end financial statements
- b. Determinate files have limited long-term value, and are kept for five years. These include:
- Accident claims (settled)
 - Accounts receivable/payable ledgers/schedules
 - Bank statements/deposit records/electronic funds transfer evidence/cancelled cheques/reconciliation
 - Canadian Centre for Occupational Health and Safety logs
 - Cancelled stocks and bonds certificates
 - Donations
 - Expense analysis and distribution schedules
 - Expired contracts
 - Garnishments
 - Funded grants
 - Internal audit reports
 - Invoices
 - Inventory records
 - Notes receivable ledgers and schedules

- Payroll records and summaries
 - Personnel files for terminated employees
 - Purchase orders
 - Sales records
 - Strategic plans
 - Timesheets
 - Vouchers for payment
 - Workers compensation documentation
- c. Transitory files are kept for two years, and do not have long-term value. These include:
- Administrative correspondence
 - Correspondence with customers and vendors
 - General correspondence
 - Petty cash vouchers
 - Unfunded grants