



Fulcrum Publishing Society

Board of Directors Meeting Minutes

Friday, February 28, 2014

Fulcrum office, 6:00 p.m.

Voting members present: Kyle Hansford (President/Member-at-Large (i.e. ex-President), Keeton Wilcock (Director/President), Jessie Willms (Vice President), Jon Rausseo

Ex-officio members present: Andrew Hawley (General Manager)

Members absent: Adam Feibel (Editor-In-Chief), DeeDee Butters (Advertising Manager)

Following Board approval, these minutes have been formally signed-off by:

Name & Title: Andrew Hawley, General Manager

Signature & Date: [Signature] 03-30-2014

Name & Title: Keeton Wilcock, President

Signature & Date: [Signature] 03-30-2014

Appendix

General Manager Report #008 February 28, 2014

FINANCIALS

As of February 28 we have \$153,824.74 in our chequing account, \$20,196.44 in our savings account, and \$21,073.78 in our GIC. Cash flow remains solid. We will see small, continuous shrinking in the chequing account due to payroll/printing/other expenses until we receive the winter semester levies in April, which will put us north of \$200,000 again.

Looking at the budget, it can be officially projected that the FPS will finish this year with a deficit. This is almost entirely due to revenue shortfalls in local and national advertising. We're looking at likely a \$12-15,000 shortfall in local and potentially \$20,000 in national. For local, in a year that we entered aggressively with the highest target we've ever set, the market has proven to be tough and fairly unresponsive. The growth we saw coming out of the recession not only stopped, it shrunk and did so back to near-recession levels. Still, we will be confirming that even in a bad year just north of \$100,000 can be sold. National advertising is discussed below.

NATIONAL ADVERTISING

We received our second deposit from FREE Media the other day, and are now up to a total of \$3,710.17, which represents roughly 10% of our budgeted amount for national with two months to go. As of February 14, total payables from FREE are \$11,912.69. That's up from \$11,379.62 last month, or exactly \$533.07. The meager increase is why I'm not optimistic we'll finish at \$20,000.

Kyle and I did mail out the Fulcrum's termination notice to FREE so as to avoid automatic renewal next year. March will be six months since September, or the time when FREE was finally able to really approach clients having secured contracts with student publications. We should hopefully see some improvement but will have to monitor what comes in. Vik from FREE emailed me recently to schedule a phone call to discuss our plans for next year. I haven't replied yet as this is something the Board will need to discuss and determine.

COLLECTIONS

Collections have been very strong. Attached is the Outstanding List. In terms of potential concerns:

Rogers: They ran their final of three ads this year on February 13th, so we should be receiving payment for all their ads in the coming week or two (they placed earlier in the summer and September but were waiting for last ad to run before paying). Total of \$644 + tax.

Liquor Store Party Bar: They've paid for a few of their ads but still have two outstanding for \$1,450 + tax. I called the owner on Thursday and he promised he would make sure that we finally get paid soon.

WBK Boxing: They account for more than half of our collections. WBK has made payments but he does them in installments and it takes a very long time for some to go through (currently on October). Total outstanding is \$2,661 + tax.

HR

Continuing a trend Adam reported last month, there have been a few more progressive disciplinary reports filed this month. Adam will speak to those. One of the employees has committed three offences and their case must now go to the Board's Disciplinary Committee. The Disciplinary Committee will need to decide whether to discipline the individual or propose dismissal to the Board.

After I received some verbal expressions of concern from employees, I took on the role of Acting Corporate Ombudsperson this month and worked at resolving three separate formal letters of concern (not official complaints). Letters of resolution have been signed and are in effect for the rest of the publishing year. The situations will be monitored.

Editor-in-Chief elections are now underway for 2014-15. According to our policy, an EIC elections committee must be formed to oversee this process. Normally this committee is chaired by the outgoing EIC and it is they who create the EIC knowledge and editing tests for candidates. However, with Adam planning to remain on Ed Board next year and all but one Ed Board member planning to re-apply as well, we got into unprecedented territory that is not covered in policy. So the decision was made that the GM would lead this committee. As per policy, the Executive Editor was tasked with creating the EIC tests and she will mark them. Yesterday, staff voted in three applicants to round out the EIC elections committee. The committee will oversee the elections next Thursday, March 6th. Today both of our EIC candidates wrote the editing and knowledge tests.

Editorial Board hiring will take place later in March, beginning with the Production Manager. The hiring committee for Production will include outgoing EIC (Adam), incoming EIC, current Production Manager, and two staff members who are voted on to the hiring committee at the staff meeting on March 20. The Production Manager hired will then replace the current one on the hiring committees for all other positions, which will be on time to happen in April. According to policy, every hire has to be ratified by staff, and I'm thinking that could be possible at a late April AGM (further discussed below).

DISTRIBUTION

Attached is the pickup report. The average so far is 32.3%. At this time last year it was 34.8%. If you exclude the summer issue, fall/winter pickup so far is 30.7%, down from 33.6% last year. It will be interesting to see how this year's sex supplement did, as that's the next to be counted. Last year's hit 49% pickup.

I have not yet heard from our new (third) distributor Alyssa.

SOFTWARE/EQUIPMENT/SUPPLIES

No developments.

PRINTING

Through the first twenty-one issues we are about \$2,200.00 under budget.

HIGH SCHOOL STUDENT CO-OP

Jack Hopkins, the co-op student from Merivale High School, has been coming in for a few weeks now (except reading week). So far it's been pretty good. He's been working with Adam mostly, though he did spend one day shadowing me. Adam and I met with his co-op teacher Carol Ann Burrows today, as she came by the office.

ANNUAL GENERAL MEETING

We need to talk about when we want to have it. In the past few years we've held it on a Friday evening in Desmarais. Normally we hold them in late March, but with Board terms now extended until May 31, we could push it to April. One thought I had was have it at the end of April (or just after exams) and to ensure good turnout, have an End-of-Year Volunteer Party following it.

FULCRUM READERSHIP SURVEY

This will have to be looked at next meeting/whenever the Festival is.

FESTIVAL OF INFORMATION

Speaking of which, we should probably pick a firm new date for this and begin booking/preparation logistics.

NASH 77

After committee voting, the name and theme for NASH 77 next year will be Access. Now, the planning for this will be greatly affected by what's happened with CUP.

CUP

CUP President Erin Hudson sent an email to members on February 20th declaring that the organization is in a state of emergency due to dire financials. All part-time staff is being laid off as of March 1st. Hudson cited this decision as the first time in two years the CUP board has taken tangible action to respond to the steady decline in the organization's financial health. Going forward, CUP is now launching a fundraising campaign to continue their existence. As Hudson writes, as members "we own CUP and share the responsibility of making the campaign a success."

Hudson's email contained a report dated February 16. Essentially, for the past two years CUP has cashed out all their investments in order to operate due to low cash flow, and they no longer have investments and cash flow is low. They project a deficit for this year, which means CUP needs to move to a new office and is unable to offer an employment agreement to the NBC- and President-elects. CUP will be insolvent if it does not finish the year with a surplus, and they will be counting on the fundraising campaign to get into the black.

Even if CUP does finish with a surplus though, the organization will look very different next year. Projected revenue will decrease next year due to greatly lowered membership fees. It's unclear if FREE Media's contribution will be lowered from \$20,000 due to their own difficulties. This means there will have to be significant cuts to the organization's expenses, and it's unclear at this time what those will be (aside from office space/rent and employee benefits).

For the Fulcrum, this leads to several questions: will we want to remain a member next year? How will budgeting for NASH be impacted? Should we consider tapping

into our cash flow to provide a massive fundraising contribution, but on some conditional basis? (Including a potential 51% stake in the organization). These are all questions that we will need to discuss.

COMMITTEE MEETINGS

Between FREE Media, our projected deficit, and the turmoil with CUP, I would recommend that the Finance Committee meet this upcoming month to go over these issues. Some of these issues are crucial for next year's budget, and that also ties in with finalizing the tentative wages & salaries for next year, which he started discussing earlier this month but need to finish. Also, given some of the inabilities of policy to address parts of EIC elections & hiring, I think it's important that Policy Review Committee meet soon as well to go over any changes so that they may be presented to staff to be voted on.

And that's how we dealt with mean green this month.

—ANDREW HAWLEY, FPS GM

Editor-in-Chief Report #008

Feb. 28, 2014

HUMAN RESOURCES

One of our employees has received two written warnings of disciplinary action, which will be presented along with other documents at this meeting. Further decisions will be left to the disciplinary committee and the board in consultation with the editor-in-chief and production manager, who will both be present at this meeting.

Only one other employee has received disciplinary action (first written warning) since the last meeting, and things seem to have improved since then.

SALARY MEETINGS

Kyle, Andrew and I have met once to talk about next year's salaries and proposed changes to positions, but it's important that we work toward finalizing next year's salaries and job descriptions very soon since hiring will begin very shortly. Next year's editor-in-chief will be elected next week, and hiring for production manager will open after that and all other positions soon thereafter.

I will not be re-running for editor-in-chief as I had previously planned.

STAFF & VOLUNTEER INITIATIVES

Two of our editors have organized events for this week (Friday and Sunday). The *Fulcrum* and the *Charlatan* will likely be holding a Trivial Pursuit party on March 27.

I have no further comment at this time.

—ADAM FEIBEL, FPS EIC

President's Report #008

February 28, 2014

To begin I would like to apologize for the confusing rescheduling this week. I know that it can be very confusing to have that happen.

On a happier note though, I was able to hire an on-campus distributor to finish off this semester. Her name is Alyssa Matheson and she was very enthusiastic and energetic about the opportunities the position presented. She came prepared with additional ideas even to help further the position and offered them up before she was even offered the position so I believe she was definitely our best choice. I ask that the board ratify her and she begin next week.

On a more serious note, I will be resigning from my position as President of the Board. Andrew brought it to my attention that I may not be able to fulfill all of my upcoming duties I have decided to offer the opportunity to someone who can. Obviously the role must be filled immediately and the first choice goes to the VP, so if Jesse would like the role, it is hers. Otherwise we turn to Keeton or Jon and ask if either of you would like to fulfill the role. Obviously I will offer all the support I can to the incoming individual and will give them all the information I can offer to bring them immediately up to speed.

In closing, this will be my final board meeting with the Fulcrum. I have decided that I will be giving up my seat altogether on the BOD. I think this is a fantastic organization and I think that it is at a real turning point in it's history and I hope it all the best, unfortunately I do not believe that I will be a part of that history any longer.

All the best,

- Kyle Hansford

Advertising Representative's Report February 28, 2014

SALES

Sales Total = \$98405.95

2013-2014		2012-2013	
01-08-2013	\$1,842.00	26-07-2012	\$2,658.75
29-08-2013	\$5,775.00	30-08-2012	\$9,664.75
05-09-2013	\$7,070.00	06-09-2012	\$5,337.75
12-09-2013	\$3,495.00	13-09-2012	\$3,948.25
19-09-2013	\$4,349.25	13-09-2012	\$3,994.00
26-09-2013	\$3,010.00	27-09-2012	\$3,988.00
03-10-2013	\$3,769.95	04-10-2012	\$2,705.00
10-10-2013	\$6,318.00	11-10-2012	\$4,109.00
24-10-2013	\$6,470.00	18-10-2012	\$8,019.25
31-10-2013	\$2,555.00	01-11-2012	\$4,929.25
07-11-2013	\$3,250.00	08-11-2012	\$3,382.00
14-11-2013	\$1,185.00	15-11-2012	\$3,703.75
21-11-2014	\$1,405.00	22-11-2012	\$2,920.00
28-11-2014	\$1,380.00	29-11-2012	\$2,680.00
05-12-2014	\$5,250.00	06-12-2012	\$5,330.00
09-01-2014	\$6,492.00	10-01-2013	\$6,567.00
23-01-2014	\$2,685.00	24-01-2013	\$3,822.00
30-01-2014	\$3,644.00	31-01-2013	\$3,454.25
06-02-2014	\$3,584.25	07-02-2013	\$4,904.25
13-02-2014	\$6,436.00	13-02-2014	\$8,338.50
27-02-2014	\$4,665.00	28-02-2013	\$2,993.75
Total	\$84,630.45		\$97,449.50
Average\$/issue	\$4,030.02		\$4,640.45
# of issues	21		21

So as you can see we've had a nice bump in sales since my last report. We have had some recovery of the flow of ad dollars – we've sold \$13302.50 over 3 issues (including a few in the January 30th edition). Broken down, this represents roughly \$4434.16 per issue, which is great. We are still behind last year (it's tough to recover from a slow September/Oct/Nov). But we will not be outside of our regular performance in slow years.

New Contracts:

Saint Paul University
Greyhound
Fanshawe College
Black Kat Entertainment
BSL NAC Live Rush
Revolve EPS Holdings
Algonquin College
SAFA
Wicked Wanda's
BarBurrito
SFUO QUQSC Conference
SFUO Bike Winter Games
OPIRG
WBK Boxing
McGill University
Ottawa Allergy Research Group
CUPE2626
Gladwin Self Storage

REACH OUTS

Not as many to list here as last time since it has been a bit busier. Again, I have listed some but not all regular sales reach outs to existing clients (such as SFUO).

Wicked Wanda
City of Ottawa
Adult Fun Superstore
Venus Envy
Classixxx
Tuesdays the Romance Store
Wilde's
Exciteables Online
Lucas Nault (Sex Supp reachout)
Scion (follow up)
Food Services
Comm Dir
SFUO
Ottawa Vintage Clothing Sale
Venus Envy
Royal Oak
MediaPlus

A1Mini
Sparks Street Live (follow up)
Glebe BIA (Follow up)

We booked Wicked Wanda's (a new client) for the Sex Supplement. City of Ottawa also booked from a direct reach out to do with the Sex Supplement, as well as Sexapalooza (Black Kat Entertainment). I am currently reaching out to regular customers as well as new clients. I thought it might be interesting for you to see the types of emails I send to approach new (and newer businesses):

SUBJECT: Advertising storage solutions to students at the University of Ottawa

Hi,

My name is Deidre Butters and I am the advertising representative for the University of Ottawa's English language student newspaper, the Fulcrum.

(General pitch)I wanted to let you know about our publication as a great resource for reaching out to the students at the University of Ottawa campus. (Industry specific pitch – I write one individually as I approach a new industry) Right now they are gearing up for the end of the school year and are looking employment, housing, and storage solutions throughout the summer.

(Stats)The University of Ottawa community represents on average 40,000 students per year. Student publications usually have a 15-25% ad-to-content ratio (as opposed to commercial newspapers at 50%). This means less competition for visibility on your ads.

Also, we have no competition from other publications covering the same stories since the editorial content focuses on the student perspective on our particular campus.

We have the following issues remaining in our publishing year:

March 6th
March 13th
March 20th
March 27th
April 3rd
April 10th

The April 10th issue gets great visibility since is on stands until July when we publish our first issue for next year.

I'd love to meet and discuss this further. Please let me know if you are interested in expanding in this way and I'd be happy to provide more information at any time.

All the very best,
Deidre

CONTRA

We may have an opportunity to do the rest of our contra with Knock on Wood Communications, which is great. They do PR for a lot of cool events in the city and I've tried in the past to get my foot in the door without too much success. We may have some Harry Potter: the Musical (or something like that) to give away in a partial contra deal. But I am still waiting to hear back from her.

FREE

Nothing new here. They have been sent their tear sheets from me for all publications since the new year. I have not really been referring national clients to them since they told us we didn't have to any more (so, this is seen in Algonquin College and Fanshawe college).

Over the next few weeks:

I will be doing an extensive end of year reach out to all our existing clients and a ton of new ones also (one of my many lists can be seen below):

AMJ Campbell Self Storage	amjselfstorage@bellnet.ca
Arts Court	monique.lachapelle@ottawa.ca
Money Mart	newideas@moneymart.ca
Naturopathy4u	naturopathy4u.com
Final Touch Dental	http://finetouchdental.com/our-locations/
Sandy Hill Dental	office@sandyhilldental.ca
Rideau River Dental	rideauriverdental@rogers.com
Cordon Bleu	ottawa@cordonbleu.edu
Ecole Moliere	moliere@ecolemoliere.school.ca
Councillor Georges Bedard	georges.bedard@ottawa.ca
People Food Coop	peoplefood.org
Barefoot hostel	barefoothostel.com
Hostelling International	hostellingintl.on.ca
Choice Hotels	choicehotels.ca
Les Suites	les-suites.com
Heritage Canada	heritagecanada.org
haunted walk	
Ottawa Police	ottawapolice.ca
Spring Action	springaction.ca
GeeGees	geegees.ca
Centrepont Theater	centrepont theatre
nutrafarms	info@nutrafarms.ca

Some of these people have advertised with us before, but primarily this is a lead source list.

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Comm Dir
SFUO
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Venus Envy
Royal Oak
MediaPlus

A1Mini
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Glebe BIA (Follow up)

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Arts Court	monique.lachapelle@ottawa.ca
Money Mart	newideas@moneymart.ca
Naturopathy4u	naturopathy4u.com
Final Touch Dental	http://finetouchdental.com/our-locations/
Sandy Hill Dental	office@sandyhilldental.ca
Rideau River Dental	rideauriverdental@rogers.com
Cordon Bleu	ottawa@cordobleu.edu
Ecole Moliere	moliere@ecolemoliere.school.ca
Councillor Georges Bedard	georges.bedard@ottawa.ca
People Food Coop	peoplefood.org
Barefoot hostel	barefoothostel.com
Hostelling International	hostellingintl.on.ca
Choice Hotels	choicehotels.ca
Les Suites	les-suites.com
Heritage Canada	heritagecanada.org
haunted walk	
Ottawa Police	ottawapolice.ca
Spring Action	springaction.ca
GeeGees	geegees.ca
Centrepont Theater	centrepont theatre
nutrafarms	info@nutrafarms.ca

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Deidre Butters - Advertising Representative