

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, April 24th, 2016
FSS4004, 10:30 a.m. - 3:02 p.m.
Meeting #11 2015-2016 Publishing Year

Present: Dayne Moyer (ex-officio), Nadia El-Bouzaidi (ex-officio), William Hume, Mackenzie Gray, Benjamin Miller, Kate Murray, Carolyn Mutis, Jon Rausseo

Partially Present: Simon Gollish

Absent (with reason):

Absent (without reason):

1. Opening of Meeting

B. Miller called the meeting to order at 10:37 a.m.

2. Approval of Agenda

M. Gray motioned to approve the agenda with the following amendments:

-M. Gray will lead a discussion on the Diamond Edition in item 16;

-B. Miller will present a Skill Building session in item 17.

W. Hume seconded the motion. All approved. The motion carried.

3. Approval of March Minutes

M. Gray motioned to approve the minutes. K. Murray seconded the motion. All approved. The motion carried.

4. Standing Action List

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

5. Editor-in-Chief's Report

N. El-Bouzaidi started by stating that The Fulcrum's last two issues went really well, especially with the new Production Manager. N. El-Bouzadi explained that she's focusing on hiring right now and she expects to have a full Editorial Board hired within the next two weeks. She also mentioned that she's talked to a lot of people who are interested in working on content over the summer.

J. Rausseo asked S. Awde how the last of the online numbers turned out. S. Awde replied that they were a bit lower than last month, but it was expected. D. Moyer noted that these numbers are up by 20% overall from last year though.

J. Rausseo then asked if there would be coverage happening over the summer. N. El-Bouzaidi explained that there would be and that writers are currently working on various leads right now.

D. Moyer praised N. El-Bouzaidi for all of her work this year.

6. President's Report

M. Gray began by apologizing for not sending a written copy of his monthly report. M. Gray noted that all is well in the business department. He noted that the new Production Manager has been settling into her role well. M. Gray announced that he's received several applications for positions that are open at The Fulcrum. He also mentioned to the Board that he, B. Miller, K. Murray, and J. Rausseo had a great training session with the new Board directors.

B. Miller asked M. Gray what the status is on the Operational Plan. M. Gray answered that he will have it ready for Board members by the start of the new Board.

7. General Manager's Report

D. Moyer told the Board that The Fulcrum is currently standing at a loss of just over \$25,000, with a portion of that coming from expenses from last year. He went on to say that he would go over some of the expenses in further detail later on. D. Moyer said that The Fulcrum will be receiving their money owed by the SFUO.

In the Advertising Department, D. Moyer announced that he's already pre-sold half of the target for next year. He went over the average pick-up rate and explained that he is working on getting an estimate from a bike courier and they seem receptive. D. Moyer noted that he thinks collections are going to go well.

D. Moyer advised that S. Awde is set to start in her position as the incoming Editor-in-Chief. He brought her contract to the Board meeting and would like the Board to approve her salary.

D. Moyer informed the Board that the SFUO wants to stop paying the minimum base rate for advertising and NASH support. He concluded his report by stating that the Business Department is moving to the third floor of The Fulcrum's headquarters.

W. Hume asked how long was the contract The Fulcrum signed for from the SFUO. D. Moyer answered that the contract was originally signed in 2005. He then proceeded to explain the details of the contract between The Fulcrum and the SFUO.

D. Moyer highlighted some of the year-to-date expenses. J. Rausseo stated that The Fulcrum needs to find a way to tighten the year over year expenses. He asked why there was no audit done this year. D. Moyer suggested that The Fulcrum have an audit completed at the end of the year. B. Miller advised D. Moyer to put this action in the Business Bible and annotated budget documents.

J. Rausseo noted that The Fulcrum seems to change its website quite frequently. He went on to recommend that The Fulcrum should either increase that line in the budget or have the website for longer (at least two years). D. Moyer argued that if the website is equalizing it in profit for The Fulcrum, then he thinks The Fulcrum should spend the money on it. J. Rausseo suggested that the Board take stock of what The Fulcrum needs and budget accordingly with someone capable of doing the work. He agreed that the Readership Committee will take this on as a summer project. J. Rausseo then asked about The Fulcrum's specific figures for this year. D. Moyer answered that The Fulcrum will be almost \$30,00 in debt.

D. Moyer announced that he had three proposals for the Board. D. Moyer explained the first proposal was to retain The Fulcrum's base rates and change the bulk rate pricing from per size to a percentage, specifically: 10% for 3-7 ads, 15% for 8-13 ads, and 20% for 14+ ads. The second proposal that D. Moyer put forward was to increase The Fulcrum's insertion rates to \$100/thousand from \$80/thousand. M. Gray offered that if the Board does vote on these motions, he thinks the Board should revisit them with the new Ad Manager to see if they're comfortable with them. C. Mutis motioned to approve the two proposals. J. Rausseo seconded the motion. All voted in favour. The motion carried.

The third proposal that D. Moyer presented to the Board was the amalgamate the Editor-in-Chief bonus into their salary. M. Gray motioned to go in camera. W. Hume seconded the motion. All voted in favour. The motion carried. S. Gollish motioned to bring D. Moyer and S. Awde in camera. W. Hume seconded the motion. All voted in favour. The motion carried. S. Gollish motioned to approve the Editor-in-Chief salary line at \$21,500. W. Hume seconded the motion. All voted in favour. The motion carried. W. Hume motioned to go in of camera. J. Rausseo seconded the motion. All voted in favour. The motion carried. M. Gray motioned to go out of camera. J. Rausseo seconded the motion. All voted in favour. The motion carried.

B. Miller wondered what the plan is with the budget consultation. D. Moyer stated that its initiated by the President.

D. Moyer then proceeded to go over his correspondence in detail with the SFUO with regards to the SFUO wanting to stop paying the minimum base rate for advertising and NASH support. S. Gollish emphasized that The Fulcrum needs some form of counsel. B. Miller said that he will look into some non-profit lawyers. He asked what the next step would be. S. Gollish said that the SFUO is not in violation until The Fulcrum invoices the SFUO and they don't pay The Fulcrum. He stressed that The Fulcrum needs to be clear on its position. D. Moyer noted that the SFUO will be in breach of the contract between the SFUO and The Fulcrum if the SFUO haven't signed for the advertising base rate by August 15th, 2016.

B. Miller asked D. Moyer if he could send all the details of the case. S. Gollish recommended that The Fulcrum could set up a meeting date with the SFUO by the end of the month and ahead of that meeting, the Board should make a decision on its action plan. Both M. Gray and S. Gollish advised that The Board shouldn't commit to any legal costs before having a discussion and believe that the Board should have a conference call to update everyone after. S. Gollish stated that it's important that the Board has a plan with legal counsel.

8. Finance Committee

M. Gray stated that he will post the budget on The Fulcrum Facebook group on Monday.

9. Human Resources Committee

S. Gollish announced that hiring has begun for some positions. S. Gollish noted that he will start an online discussion with regards to the advertising manager and explained that a Human Resources meeting about bonuses will take place after the advertising manager meeting.

10. Accessibility Committee

J. Rausseo informed the Board that he had a meeting with an expert in facilities and will give the Board a copy of an accessibility template.

11. Policy Committee

B. Miller introduced a proposal of adding a treasurer role to the Board, which would be voted on at next year's Annual General Meeting. The treasurer would be an Officer of the Board and would be expected to present a report at each monthly Board meeting. M. Gray said that the President would chair the monthly Board meetings. S. Gollish reminded M. Gray that the chair would not be able to vote. J. Rausseo motioned to approve the changes in the policy manual and approve the proposal at next year's Annual General Meeting. M. Gray seconded the motion. All voted in favour. The motion carried.

J. Rauseo proposed to add updates to the Strategic Plan and a progress report of the previous year's Annual General Meeting to the Annual General Meeting agenda each year. C. Mutis seconded the motion. All voted in favour. The motion carried.

B. Miller then proceeded to present the Information Audit. D. Moyer asked how The Fulcrum would adopt this retroactively and also move forward with technological updates. He suggested having a check every three years. B. Miller suggested creating an inventory of this file, having a schedule of deleting things, and knowing who has access to what. S. Gollish argued that there should be a focus on keeping documents to ensure that all important documents are saved.

B. Miller explained that when this document was created there was a focus on business documents rather than editorial documents, but the Policy Committee could change the wording to include that. S. Gollish emphasized that anything that is kept permanently should be in both digital and paper formats. M. Gray also added that the digital format should be outside the Fulcrum's Headquarters, on a cloud. J. Rausseo recommended that The Fulcrum send it to the University Archives.

The Board agreed to amend the document to include the following clauses:

- All permanent documents are kept in two formats: digital and physical.
- Document retention is default.
- All files need to be saved on a server off premises.
- All Editorial content is saved with University Archives pending their approval.

12. Readership Committee

J. Rausseo noted that he plans to start Readership Committee meetings over the summer and will work on creating a new campus map for distribution by July.

13. CPM Model Report

D. Moyer presented the DoubleClick for Publishers program to the Board. This is a Google product that has been coded into The Fulcrum's website, which can create orders as well as enable them. D. Moyer went over how the process works, including the fact that it can charge by CPM.

14. Eliminate Copy Editor Discussion

S. Gollish motioned to remove the Copy Editor position from Appendix C pending corresponding changes in the Editorial Constitution. M. Gray seconded the motion. All voted in favour. The motion passed.

15. Diamond Edition

M. Gray informed the Board that both K. Wiens and J. McRae-Sadik are interested in working on this project. M. Gray explained that the last time The Fulcrum worked on the Diamond Edition project, the biggest problem was a lack personnel, so he stressed the importance of needing to open hiring and creating a budget timeline. He went on to say that the research has already been completed, what is required is producing the document and getting it printed.

S. Gollish recommended that pay should be attached to the completion of the document. He asked the Board how we would set up a pay structure to get the project completed and wondered if K. Wiens and J. McRae-Sadik are capable of completing it. B. Miller asked what the Board's next steps would be. M. Gray answered that he's looking for in principle support. B. Miller noted that The Fulcrum could hire them as contractors. S. Gollish suggested that Both K. Wiens and J. McRae-Sadik

bring forward a clear plan for completing the Diamond Edition, ideally by August 1st. He also proposed that The Fulcrum pay them \$2500 each.

D. Moyer volunteered to be the point person and suggested that a work plan be devised with clear expectations.

The Board decided to open payment negotiations with \$4000 (total, \$2000 each) and have an upper negotiating limit of \$5000 (total; \$2500 each).

16. Skill Building Session

B. Miller presented a Skill Building session on Pesach.

17. Other Business

M. Gray reminded the Board that the Social Media job description needs to be approved. He went on to suggest that the Social Media Coordinator should also be responsible for coordinating with the Editor-in Chief with the weekly online newsletter.

J. Rausseo asked what the metrics that the Board is looking for and advised that the position could be a pilot project for one year. M. Gray added that The Fulcrum could sell ads on the weekly newsletter too.

S. Gollish motioned to add to the Social Media Coordinator job description that they are responsible for collaborating with the Editorial Board on the production of the weekly online newsletter. M. Gray seconded the motion. All voted in favour. The motion carried. S. Gollish motioned to add to the Social Media job description that they are to manage the distribution of and the subscription to the weekly online newsletter. W. Hume seconded the motion. All voted in favour. The motion carried. S. Gollish motioned to amend this with basic job descriptions. M. Gray seconded the motion. All voted in favour. The motion carried.

W. Hume motioned to go in camera. M. Gray seconded the motion. All voted in favour. The motion carried. K. Murray motioned to bring D. Moyer in camera. J. Rausseo seconded the motion. All voted in favour. The motion carried. W. Hume motioned to go out of camera. S. Gollish seconded the motion. All voted in favour. The motion carried.

D. Moyer presented a letter to the Board explaining his feelings about a conflict of interest between himself and the Chair of the General Manager Hiring Committee, M. Gray. He asked if the Board would consider changing the composition of the Hiring Committee to replace M. Gray because of this.

W. Hume motioned to go in camera. J. Rausseo seconded the motion. All voted in favour. The motion carried. J. Rausseo motioned to go out of camera. W. Hume seconded the motion. All voted in favour. The motion carried.

B. Miller announced that M. Gray volunteered to step down from the committee and that C. Mutis volunteered to take his place as the chair. The committee now includes: C. Mutis, J. Rausseo, K. Murray, and W. Hume.

B. Miller motioned to adjourn the meeting at 3:02 p.m. All voted in favour. The motion carried.

Online votes

On April 26th, following the discussion at April's Board meeting and confirmation from D. Moyer that their contracts have been signed, K. Murray motioned to ratify K. Wiens as The Fulcrum's Production Manager and S. Awde as The Fulcrum's Editor-in-Chief by online vote. S. Gollish seconded the motion. All voted in favour. The motion carried.

On May 11th, after the discussion at April's Board meeting and research conducted by B. Miller and D. Moyer, K. Murray motioned to retain the counsel of Mann Lawyers and add the cost of those initial two hours in the budget line by online vote. J. Rausseo seconded the motion. The motion passed.

On May 16th, following the discussion at April's Board meeting, M. Gray motioned to tender contracts to K. Weins as the Diamond Edition designer and J. McRae-Sadik as the Diamond Edition editor. B. Miller motioned to amend M. Gray's motion with the condition that paycheques should be invoiced and K. Weins and J. McRae-Sadik should be expected to invoice The Fulcrum for those amounts at the relevant times. M. Gray seconded the amendment to M. Gray's motion. The motion passed. W. Hume seconded M. Gray's motion with the amendments made. The motion passed.

Appendices

General Manager Report #010 April 24, 2016

FINANCIALS

BANK BALANCE: Our balance is currently \$223,310.71 We've collected all student levy cheques and deposited them to get our books in a good condition for year end.

MATURE GIC I've made a request to purchase a 3 month GIC to buy us a small amount more time to figure out what we would like to do with the funds going forward.

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

We are currently standing at a loss of \$25,424.15. This is after receipt of levys as mentioned which means we expect virtual no more income for the fiscal year. We will end up at a higher deficit by year end once we receive credit card statements and invoices for services such as our microsoft subscription we will also have a higher expense line for bad debt but I will keep it within budget and more commission will be paid out before we close this year's books. We still expect \$1,500 from the SFUO for

NASH which is confirmed in the email correspondence discussed later.

Expenses we paid for last year's fiscal were as follows:

- WSIB payments: Approx \$350.00 (one payment covered two fiscal years as it runs calendar year)
- Commission: \$7,982.36
- NASH : \$2,654.85
- CRA penalty for late audit return 2014: \$536.08
- Some credit card charges though it is not reconcilable how much.

This means that of our current \$25,424.15 deficit, 11,523.29 are expenses from last fiscal year which we deferred payment of (all of which could have been paid within last fiscal year)

This year, we have tried to tighten up spending in a lot of areas and you will see that we are running under budget in many lines.

We are however, running over in a few

- Accounting: is a result of the fee we received for late audit remittance and because we budgeted for a review engagement which would have cost less

- Conference expense: once we receive our payment from the SFUO and HST is adjusted, this line will fall within budget.
- Credit card charges: which actually barely exceed last year's regardless of the \$500 cancellation fee (which we will not be able to recover) as a result of switching companies and initiating a fee reduction
- Fees and subscriptions: which is the line with which we pay our CUP dues was set to zero but I do not know why.
- Interest and bank charges: as a result of late payments to many suppliers
- Printing: which will be adjusted when HST is removed (actual spending without HST \$81,985.44)
- Tech support: we accurately invoiced some services once documented in office supplies but also had higher needs this year as a result of our major online overhaul
- Website Expense: One again, I feel strongly that accurate budgeting was not done to provide a realistic financial target when endeavoring to rebuild our website. This line will be back within our manageable range next year but reflects a "special project" this year

AD DEPT

We have already had a few inquiries with regards to advertising next year. I've signed a contract for \$2,627.25 of online advertising and with our sales target for next year's online ad sales at \$6,000 I've already brought us almost halfway to making it.

I'd like to propose rates for next year now so that we can publish our rates as soon as possible with the printing schedule coming later.

I propose we maintain the same base rates for all ads and change the bulk rate pricing from a per size basis to a percentage basis of 10% for 37 ads, 15% for 813 ads and 20% for 14+

Currently the discount rate ranges based on ad size which I don't feel makes much rational sense.

I would also like to increase insertion rates to \$100 / thousand from \$80 / thousand. Although we only pay \$18 / thousand to the printer, the logistical work involved as well as the premium placement directly in our feature merits a higher rate.

I also advise we continue to offer paid hourly design services however, if we do so, we should evaluate the rate based on what percentage we want to pay. At \$20 / hr there isn't much room for us to take a cut and still issue fair pay to our designer.

DISTRIBUTION

Attached to my report is the full statistics of all pick up locations with regards to their average pickup.

Some spots got close to averaging a 50% pick up rate which is excellent. Others has less than 10%

Originally I had planned to present a new proposed distribution plan for this meeting but have asked for feedback from our distributors and not received it as of yet.

I would prefer to have a meeting with readership to decide how we will distribute 5,000 copies on our campus. We should expect to remove a number of racks to accomodate this change but also ad at st paul's and off campus student housing.

I have approached a bike messenger company for a quote and expect it soon. It will be more aqurate if we can provide the exact number of drop points they will be servicing.

COLLECTIONS

I've now discussed outstanding accounts with all clients who have invoices past 30 days. Most have responded well with a small number of clients being a bit harder to press for their outstanding balances. The biggest issues are the accounts left before my time. We did not use our bad debt expense last year and a such I won't be able to write off all seemingly unrecoverable accounts payable in this fiscal year. I've use a small amount on some minor outstanding invoices and will use more to wrap up accounts such as fleur tea before year end.

You will see we still have some unresolved invoices in the Sage youth account from 2013. I have dug through old records and determined the money was paid and deposited into our accounts but not balances against their outstanding balance. I have contacted the auditor and requested that they make the correction during our next audit as long as I supply all required supporting documents.

I have notified WBK that we intend to file with small claims court and they've advised that though it is our prerogative to do so, a winning settlement won't deliver the funds any faster as they currently do not exist. I have not proceeded with their outstanding account.

HR

EIC Savannah is set to start her contract for the first of May except for the fact that we have yet to supply her with a contract. I would also like to encourage the board to approve her salary before the full budget is approved in order to begin her payment (first paycheque May 12)

I would also like to suggest that as we did with the GM position, rather than eliminate the EIC bonus, we amalgamate it into the salary.

This would mean approving a salary of \$21,930 for her 12 month term as opposed to the \$20,910 paid to Nadia plus potential performance bonus for 10 months this year.

Hiring We did not received any acceptable applicants for news editor and went ahead and extended the deadline.

In all other positions we have received full applications and all but three have completed their test with interviews starting the week of May 2nd.

We have completed testing and interviewing for our sole production manager applicant and feel comfortable offering the position to this year's visual editor Kim Wiens who filled in the vacant production manager position for the last two issues of this volume.

SFUO

As previously discussed, I've been conducting ongoing negotiations with the SFUO regarding our Nash payment, adding inflation to our levy and what would need to be changed contractually for us to stop printing.

I've included the discussion with the SFUO in my report as their executive director, Jesse has informed me that the SFUO intend to try and break contract with us. I'm optimistic that my response will end the discussion as I believe their understanding of our contractual relationship was wrong in that they thought we had two standing agreements when in fact we have one, with a supplement that serves as enhancement to the original.

Hopefully the SFUO exec will sit down face to face with us on this issue. Moving forward, we should prepare a referendum none the less for early fall during the byelection.

631 KING EDWARD WIFI/TECH SUPPORT

Geek Squad visited and ensured all custom codes in our server were reset as well as resetting the password on our server as it was locked by Ottawa Tech support and no password was provided. We may have them return once the upstairs office is finished in order to run ethernet lines to the 3rd floor and assist in the tech setup in the upstairs business offices.

3RD FLOOR

The company responsible for painting and refinished the third floor has begun their work. The project is expected to be complete in the first week of May at which time Rogers is scheduled to visit and will divert the business phone and fax line to the third floor as well as eliminate the 2nd news line while hooking up all 2nd floor phones to our now single news line.

ANTS

We've got em'. There is a significant colony living in our building and traveling through the supports beams, They are bitey bitey fire ants so if you come by and see them, please do not feed or pet them.

All employees were advised to remove food and traps were set up. I'm skeptical that the minimalist traps will deal with the situation but imagine over summer if we keep our office clean and food free, we may end up in the clear.

Goals for April Include:

- Follow up on collections
- Finish year end wrap up and prepare the audit
- Complete hiring of all positions

And no one called asbestos containment this month.

—DAYNE MOYER, FPS GM aka Head Fella

EIC Report April 2016

Staff

The last two issues went very well, considering the last-minute change of staff. I'm really happy with how the paper turned out. Overall, it has been a pleasure to work with the editorial board this year, and many of them are planning to return to next year.

In addition, #teamnews is planning to follow up a few stories after exams, so I hope *The Fulcrum* will be regularly updated throughout the summer months.

Volunteers

We finished the year with 22 staff members. We were also able to host a CBC tour before the end of the publish year (at last!).

Hiring

We tested the vast majority of our editorial board candidates this past week. We will have to re-open the News Editor position, but I think once exams are finished we'll have more time to find a qualified candidate.

We hope to have the majority of the editorial board and support staff hired by the end of the month.

Quite a few editorial board members will be returning next year, which will definitely make things easier.

Online

Can be found in a separate document.

Overall this has been a really great year, and I'm very pleased to have worked with everyone on Ed Board and the Board of Directors!

Fulcrum Policy Committee Report April

The following policies, approved of informally at various Committee and Board meetings are presented here officially with proposed wording and placement in the policy documents.

1. Information Audit

Information Management Policy Proposal

Section 10 of the Policy Manual

Revised March 24, 2016

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

10.2 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.

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

10.4 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.

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

10.6 Production Files. After the publication of the final issue of each year, but prior to the expiry of their contract, the Production Manager shall copy the “production” files from their publishing year onto a portable storage platform and provide these copies to the General Manager for the Corporation’s records and archives.

10.7. Backup Procedures. In order to ensure the Corporation has a backup of files and records available in an emergency, it will follow these procedures:

- a. The Corporation shall purchase and maintain an external hard drive or backup device upon which to store the data.
- b. It will be the Production Manager’s responsibility to backup the server at least once every two weeks during production periods and once per month during non-production periods (summer, winter break).
- c. Upon completing the mandated backup, the Production Manager shall provide written confirmation (via letter or email) to the Editor-in-Chief and General Manager that everything has been completed.
- d. The Production Manager will be responsible for storing and securing the external hard drive outside of the office and shall provide it as required.

10.8 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.

10.8.1 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 of examples of each can be found in Appendix D:

- a. Permanent files 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.

10.8.2 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

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

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

- a. A public status means documents must be made available to the public (e.g. Board minutes).
- b. An open status means documents must be made available to anyone who requests them.
- c. A sensitive status means documents can only be accessed by the Board, and relevant employees and volunteers.
- d. A confidential status means documents can only be access by directors of the Board.

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

10.8.5 Viewing Files. Employees or volunteers who wish to view sensitive or confidential files are allowed to appeal to the Board for access.

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

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

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

10.9.2 Content. The adherence to information management policies, efficiency, knowledge, and teaching of information management, hierarchies, and use of electronic/Cloud services should be evaluated.

Appendix D

Permanent Files:

- Audit reports
- Chart of accounts
- Cheques for payments and purchases above \$500
- 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

Determinate files:

- 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
- 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
- Internal audit reports

Transitory files:

- Administrative correspondence
- Correspondence with customers and vendors
- General correspondence
- Petty cash vouchers
- Unfunded grants

2. Treasurer Role

Eliminate the Chair as an Officer of the Board (Section 8 of By-Laws and Appendix A of Policy Manual) and keep the role as an ad hoc position that informally rests with one person.

8.04 Treasurer. The treasurer is responsible for the oversight of corporate liquidity, investments, and risk management related to the company's financial activities. The treasurer must review the General Manager's books and financial records, meet with the General Manager, and make an independent presentation of the Fulcrum's financial position at every Board meeting making recommendations where necessary.

Policy Manual Appendix A: Treasurer

- Draft, or causes to be drafted all financial documents required by the Board of Directors (removed from President role)
 - Oversees the audit of the Corporation (removed from President role)
 - Oversees the General Manager and ensures that financial controls are being enforced (removed from President role)
 - Acts as a signing authority
 - Writes a transition report for incoming treasurer
3. Strategic Plan at AGM

Add to 5.02 of Bylaws "updates to the strategic plan".