

Fulcrum Publishing Society Board of Directors MINUTES

Sunday, August 24th, 2014
5028 Faculty of Social Sciences, 10:30 a.m.
Meeting #3 2014-2015 Publishing Year

Attendance

Directors: Chris Radojewski (VP), Brent Holloway, Benjamin Miller (Chief of Staff), Jon Rausseo,, Brent Holloway, Mercedes Mueller

Ex-officio: Sabrina Nemis (EIC), Deidre Butters (Ad Manager), Andrew Hawley (GM & NASH coordinator), Jessie Willms (NASH coordinator), Mackenzie Gray (NASH associate coordinator)

Absent (with reason): Keeton Wilcock (President), Freya Boyle Bauer, Simon Gollish, Jon Evenchick

1. Opening of Meeting

C. Radojewski motioned to open the meeting at 10:43 AM.

2. Approval of Agenda

J. Rausseo asked to add "Readership Committee Report" as item #13 C. Radojewski motioned to approve agenda with confirmation of item #13. J. Rausseo seconded the motion. All approved. The motion carried.

C. Radojewski motioned for M. Mueller to serve as chair for this meeting. J. Rausseo seconded the motion. All approved. The motion carried.

3. Approval of June Minutes

J. Rausseo motioned to approve minutes as presented. B. Holloway seconded the motion. All approved. The motion carried.

4. Standing Action List

B. Miller gave a summary of the Standing Action List. J. Willms asked about involvement in 75 Volume Taskforce. An explanation was provided.

5. Interim President's Report

C. Radojewski presented the President's report (in K. Wilcock's absence). He thanked all sub-committee members for the activity since last Board meeting. He informed the Board that as Vice-President, he had been given signing authority. He highlighted the FPS branding change including the logo and tagline from University of Ottawa's "English language newspaper" to "Independent newspaper". Furthermore, he congratulated the Editorial Board on their first issue of the year. He thanked A. Hawley for ensuring that promotional materials are ready for 101 week. He added that, in K. Wilcock's absence, he and S. Nemis have been undertaking research for the 75th volume publication.

Lastly, with respect to the new position of Ad Intern, C. Radojewski recommended that the impact of the position be evaluated in order to inform any decision to renew the position in future years.

There were no questions.

6. Advertising Manager's Report

D. Butters reported that the publishing year opened with \$41,000 in sales, a significant increase over last year. These sales included some new local advertisers, many returning clients, and two national clients. The addition of national clients now possible due to a non-exclusive contract with Free Media will mean changes to how records are kept.

D. Butters informed the Board that she had signed on again as a Free Ontario representative. Some discussion ensued as to whether this constituted a conflict of interest or meant D. Butters was collecting twice on every sale. It was concluded that she was neither collecting twice nor did it constitute a conflict of interest.

D. Butters went on to summarize the work of the junior advertising representative. She started on August 11th and underwent roughly 3.5 days worth of training. The training essentially consisted of a mix of talking the junior advertising representative through each task and aspect of the work, job-shadowing on calls, and role-playing exercises. D. Butter noted that the training process could have been completed quicker had it started before the busy time for her. Furthermore, D. Butters explained that the junior advertising representative was provided with a generic sales package to be given out, as well as a suggested route that accounted for roughly 30% of the ground she covered. D. Butters went on to enthusiastically praise the work of the junior advertising representative. She has visited over 65 locations, provided detailed notes on all interactions, and where businesses were not interested in advertising she secured indications of commitment to the silent auction. D. Butters asked the Board to consider extending the junior advertising representative's contract for whatever time was feasible.

D. Butters continued by updating the Board on the status of advertising database. Although she has only started to fill it out in a cursory way, it has already reached its server limit. D. Butters will determine if it is a problem with file sizes or unrealistic limits and she will report back to the Board with her recommendation. Ultimately, D. Butters hopes to have a comprehensive profile on all clients. Currently, all advertising records are vulnerable to physical disasters.

B. Miller asked D. Butters if she had a record of her approach to training and a contents list of the sales package. D. Butters responded that she did not have one but will prepare one for next year. She hoped to complete an “advertising bible” similar to what other departments have.

B. Holloway asked D. Butters if she had an idea of what the junior advertising representative would do if her contract was extended. D. Butters replied that the representative could canvas Main Street, the Glebe, Algonquin College area, or St. Laurent. In case whether is not ideal, she could still help digitize advertising records.

C. Radojewski stated that it would be beneficial to have D. Butters feedback on this first experience with a junior advertising representative recorded as much as possible.

D. Butters concluded by stating an ideal target would be an additional six days for the representative’s contract.

A. Hawley motioned to move NASH report to be the next item in light of presenters’ time constraints.

7. NASH Report

Due to the sensitive nature of ongoing negotiations and out of respect for the businesses that have already concluded contracts with NASH coordinators, all specific figures have been removed from these minutes and the reports presented in this section will not be included in the appendix.

M. Gray re-stated that accommodations for conference participants were at a record-low price and required no financial commitment beforehand so there was no risk. Conference space has also been finalized and now layout must be decided. A. Hawley added that so far they were very happy with the proposed layout.

A. Hawley and M. Gray summarized the successful efforts thus far to secure sponsorship. A range of agreements had already been concluded or almost concluded at various levels of support both in-kind and financial. It is expected that the target level of support will be surpassed by the time of conference probably due to the early development of sponsorship materials.

M. Gray stated that one area of budgetary concern was a/v equipment. In particular they are seek 1-2 projectors at low cost. Obtaining Wi-Fi for the conference has also been priced as significantly higher than what was predicted. He stated further that the conference coordinators are looking to have these cost points settled by mid-September.

With regards to outreach, M. Gray stated that over 40 international papers were reached and the standing goal is to register 3-5 of those papers for the conference. M. Gray also stated that

coordinators were taking special care with developing the registration process to make sure that all potential dietary and health issues are handled upfront.

J. Willms has completed the website and encourages all directors to visit the site. A. Hawley is in talks with a major tech firm to develop a mobile app as part of an in-kind sponsorship agreement.

M. Gray stated that the team was looking to change the Gala award format this year to a bilingual model. There are some barriers, but coordinators are confident it can be done.

B. Miller suggested, with regards to the registration process, that coordinators consider the need for religious accommodations. A. Hawley acknowledged the suggestion.

J. Willms stated that three of a target six keynote speakers had been confirmed well under budget. Six in-depth hands on workshops were planned including data mapping, coding, freelancing and photography. A number of workshop facilitators have been confirmed.

J. Rausseo asked if the budget line for keynotes is not filled, will the conference provide gifts to the speakers. J. Willms responded affirmatively.

M. Gray left.

8. General Manager's Report

A. Hawley updated directors on the status of several key FPS activities, including: the completion of banking consolidation in July; the commencement of 2013-2014 audit; the organization of business documents dating back to 2005; a successful editorial board retreat; a meeting of the capital assets committee; the publication of the first issue for 2014-15; and much more.

A. Hawley added that the Fulcrum would be out on campus from Tuesday to Friday of 101 week distributing promotional materials.

9. Editor-in-Chief Report

S. Nemis began by confirming that all support staff had now been hired. She proceeded to praise the work of volunteers and staff on the first issue. She added that the FPS website has been reorganized to reflect how it is being used. Furthermore, she included Google metrics as requested in a prior Board meeting. She noted that the editorial board retreat was successful. She closed by noting that HerCampus had invited the Fulcrum to a conference they will hold on September 27th and the Fulcrum will be hosting a barbecue fundraiser on September 18th.

10. Policy Committee

B. Miller presented the changes to the policy manual as discussed by the Policy Committee. C. Radojewski motioned to vote on the changes as an omnibus. J. Rausseo seconded the motion.

All approved. The motion carried. J. Rausseo motioned to accept the changes as amended (see appendix). C. Radojewski seconded the motion, the motion carried.

M. Mueller and D. Butters left. Quorum was lost.

11. Human Resources Committee

C. Radojewski gave a summary of the Human Resources Committee meetings and the honorarium and bonus proposals that emerged from them. B. Miller raised a number of content and style issues with the proposals. Discussion ensued. It was generally agreed that further discussion at the committee level was required.

12. Capital Assets Committee

A. Hawley stated that the FPS would likely come in under budget for capital assets as the committee had purchased all that was needed for between \$3700 and \$3800, leaving \$1200 for spontaneous costs throughout the year. A. Hawley did however indicate that the production manager's computers are expensive and quickly going out of date. The large cost of replacing these computers in whole was offset by purchasing more RAM, which would allow the FPS to stagger and delay the costs of a full update over a few more years.

13. Readership Committee

J. Rausseo explained that the first meeting of the Readership Committee had largely been dedicated to establishing a common understanding of the committee's purpose, scope, work and how it would impact the work of the editorial team.

B. Miller suggested that the readership committee might turn this discussion into a terms of reference document and that this practice might be useful for other committees.

14. Skill Building

J. Rausseo presented on what resources are provided by the University of Ottawa that might be useful to the Board, including: online training, furniture re-use program, free store, 2222, library resource, special discounts on software, and funding opportunities. The presentation was well received.

15. Other Business

J. Rausseo notified the Board that due to university requirements, in order to provide A. Hawley with a new set of keys, the Board would have to produce a signed resolution.

B. Miller notified Board members of the upcoming "CIBC Run for the Cure" and asked if the Board would be in favour of creating a team. Members present responded favourably and B. Miller agreed to initiate one online.

C. Radojewski raised D. Butters proposal to extend the contract of the junior advertising representative. C. Radojewski added his support for the proposal on the grounds that the FPS should take advantage of the seemingly strong year. J. Rausseo projected a cost of \$675. A. Hawley noted that this cost would be offset by the unexpectedly high return the FPS obtained from the Campus Plus bankruptcy payout.

C. Radojewski adjourned the meeting at 1:10 PM stating that all matters requiring vote that could not be handled due to lack of quorum would be put in an e-mail to be discussed and voted on online.

16. Online Votes

C. Radojewski motioned to vote on following proposals via e-mail within a reasonable time period. B. Miller seconded the motion. The proposals were as follows:

- That the FPS receive the Acting President's report.
- That the FPS receive the Ad Manager's report.
- That the FPS receive the General Manager's report.
- That the FPS receive the Editor-in-Chief's report.
- That the FPS ratify the 2014-2015 contract with Diedre Butters for the position of Advertising Manger.
- That the FPS receive the report by the Policy Committee.
- That the FPS approve the recommendations by the Policy Committee.
- That the FPS receive the report by the Human Resources Committee.
- That the FPS approve the recommendations by the Human Resources Committee.
- That the FPS recommend the Human Resources Committee reviews current honorarium and bonus criteria once more for consistency, further substance, and improved clarity.
- That the FPS receive the report by the Capital Assets Committee.
- That the FPS approve the purchases made by the Capital Assets Committee.
- That the FPS receive the NASH update.

All motions were unanimously approved by C. Radojewski, B. Miller, B. Holloway, J. Rausseo, and M. Mueller, with the exception of the Human Resources Committee recommendations, which was unanimously rejected pending further discussion.

Appendix

OFFICER REPORTS

President's Report #2 — August 24, 2014

(Acting President)

Over the following month I have served as Acting President of the Board in place of President Keeton Wilcock. Wilcock was married August 15 and took personal leave. He will return to the position of President starting September 1, 2014. Developments from the past month are as follows:

Board of Directors:

At the last board meeting it was mentioned that over the two-month hiatus that committees should make a strong effort to meet and work on standing action items in preparation for the fall meeting. Policy, Capital Assets, Human Resources, and Readership all met at least once during this period and will present updates to the board. Much thanks goes out to the committee chairs for working hard to complete the board's current list of standing action items.

The following items have been addressed on the standing action list:

- Update key policies
- Honorarium and Bonus Criteria
- Capital Spending
- Advertising Intern
- National Advertising Compensation for Advertising Rep

I am now officially a signing authority on the account which has made the process of payment more effective particularly since the current president is on leave.

Finally, in the late rebranding effort, the words "English Language Student Newspaper" has been removed from the current promotion material. The reasoning was that it was more important to brand the paper as the University of Ottawa's Independent Student Newspaper. La Rotonde does not currently paint itself as the U of O's French Language Newspaper but simply as an independent paper. The change is not necessary as a policy change as the paper remains the English language newspaper and has only altered its brand, not its strategic direction.

Editorial Board:

Congratulations to the editorial board for a fantastic first edition of the *Fulcrum*. It is on new stands currently and features the new logo and design created by production manager, Adam Gibbard. The 101-week edition follows this coming week. All support staff in this area have been hired.

Business Department and Advertising:

In July, Wilcock and Hawley met with Deidre Butters to go over the 2014-15 Advertising Manager contract and establish how national advertising commission would be addressed considering new national advertising arrangements with FREE Media. I am pleased to report that Butters will return to the Fulcrum for the coming year. The contract is on the agenda for ratification.

The addition of the advertising intern, Ashley O’Connell has been very helpful for the Fulcrum and the year is off to a great start. She has been a pleasant and productive addition to the team in the business office. Further details will be brought forward in the report brought forward by the advertising manager on progress so far. Going forward, the job of the intern should be evaluated to see if this is a worthwhile program worth continuing in future years.

Hawley has been actively working with the editor board to ensure promotion material for 101-week is ready. This promotion material comes out of the increased Advertising and Promotional line in the budget as to help re-establish the *Fulcrum* brand on campus. At the moment, the most pressing part is to hire a campus distributor. Hawley has also ensured that tasks undertaken by the capital assets committee have been accomplished. Thank you for his presence and assistance on many of the committees and ensuring action items are completed.

Volume 75 Taskforce—73 Years in Review:

I have begun research on the last 75 volumes as asked my President Wilcock. The hope is to create an edition that encompasses development of the paper over the past 73 years examining key themes and changes in logos and content. Those interested in assisting with the taskforce or the further alumni association aspect please let me know. We are currently looking for more assistance.

Thank you for all the hard work in from all directors and staff over the past two months in preparation for the school year. Wishing everyone all the best.

“No taxation without representation.”

Christopher Radojewski
Acting President of the FPS

**Advertising Reresentative’s Report
August 22, 2014**

SALES

Total = \$41504.90

2014-15		2013-14	
14-Aug	\$2,550.00	01-Aug	\$1,842.00
28-Aug	\$7,054.70	29-Aug	\$5,775.00
Total	\$9,604.70	Total	\$7,617.00
Average \$/Issue	\$4,802.35	Average #/issue	\$3,808.50

Contra	\$2,955.00		
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So as you can see sales are flying along. I could barely keep up this week and last.

Contract are as follows:

Local Contracts		National Contracts	New Sponsors
25One Community		QS	Rinaldo's
Rideau Optometric		Day Communications	
Revolve Eps Holdings			
Lucas Nault			
Campus Pharmacy			
The Draft			
Galleria			
CD Health Services			
Community Legal Clinic			
St. Alban's Church			
Sage Youth			
GSAED			
Imaginus Posters			
CD Brand			
CD - CGCE			
City of Ottawa - Public Health			
Carleton Faculty of Grad Studies			
CD - Symp			
Office of the Ombudsperson			
The Clothing Secret	*		
The Ottawa Senators Hockey Club			
National Capital Freenet	*		
Rent A Bike	*		
York Entertainment			
Fleur Tea	*		

Those with stars are new clients.

FREE

With the permission of Keeton and Andrew I have signed again as Free Ontario Rep. They have not compensated me for last year's lead files (which was all I asked them for since I didn't do too much other than refer). So we'll try it again this year.

AD INTERN

I hired my wonderful Ad Intern Ashley O'Connell in late July. She was away in the first part of August so she started on August 11th. We trained for a few days (between me running down to the basement to sell). I trained her by talking her through my desk, filing system, rate card, contracts, bound editions, sponsorship letter, and through her shadowing me on several sales calls. We then did some role playing and finally got her out in the field taking the lead on approaches on Thursday afternoon. She made her first approach at Pizza Lovers (they responded positively and will book later in the year) and at Fleur Tea (a new client who has booked a post on Cork for the whole year and contributed to the silent auction). Then I sent her out on her own.

She is returning with detailed notes on conversation and experience (some of them are truly hilarious). A few quotes include:

Overheard ad Bang-On "Jack Layton needs his eye"

After asking two employees if one of them was the manager....One dude to the other "Are you the manager or am I the manager? He's the manager. I have a hammer"

Ashley, about Lush: "Don't go there, they're pretentious hipsters"

Ashley about SynSue: "Well, she seemed really busy **pause** which was odd because no one was actually in the shop"

She is doing a truly spectacular job and is a complete joy to work with. Here are the places she's visited – without complete notes on interaction due to time constraints:

List excluded due to formatting limitations.

Now it's my job to follow up with all the people! Some were 'not interested' or 'go to head office' but there were quite a few of these businesses that are interested in donating to the silent auction as a place to start. Rinaldo's has already donated. I have begun to follow up with a few, but what with selling 40,000\$ in about a week and a half, I've been a touch busy.

A final note about Ashley: she is the perfect combination of friendly, smart, unflappable, casual, mature, and funny. I'd be interested in opening up a discussion with the board about keeping her on (very very part time) until she leaves to go to Toronto in October. I feel as though, while the visit's she's done haven't garnered a ton of sales yet, the information she is gathering for me right now is priceless. And the silent auction will be one of the best we've ever had. I am so ecstatic about how she is doing that I'd take any any budget that we could find to give her some more days in October. I am positive that some of these leads will turn into sales!!! 100% positive. And she is here at just the very right time!

DATABASE

Ha! I can actually write something about this in this report! HA! So the database has been started but the movement on it is cursory – I just have been too slammed. But while I was splitting my time between training Ashley and selling I would get her working on uploading the contracts that I had scanned to the correct account. However, I have already run out of space on the server that was offered with our basic plan. I have to have a look at the file sizes to see if they are super huge or if the CRM company is stingy.

PERSONAL UPDATE

The Peptides will be playing at the Blacksheep Inn, in Toronto, and in Montreal in the upcoming months. I am working feverishly on booking a popup space that I found for my vintage business, and I have wedding thank you cards to write. That is really all that's going on, which is really quite nice for a change! Have a Happy BOD.

Deidre Butters - Advertising Representative

General Manager Report #003 August 22, 2014

FINANCIALS

As of Friday, August 22, there is now \$164,813.43 in our chequing account, which is good for this time of year. Some ad dollars have crept in this month through collections, but for the most part this our quiet time of the year in terms of revenue. Expenses this month have mostly been payroll and printing of the summer issue.

We did restock on office supplies for the New Year and spent on promotional materials this month, which I'll get in detail to later. Martin from Ottawa Tech Support has our capital assets order, so that payment will go through at the end of the month. The Security GIC Plus remains at \$45,200. The Three-Year Financials GIC Plus is at \$21,113.19.

The banking reconciliation was completed in July. Our accounting software is now updated and operating in 2014-15 FY. I organized all our files from 13-14 and sent them off to Connelly & Koshy, so the audit is presently underway. I suspect they should be done in September. Also, a much-needed organization of Fulcrum business docs from previous years was done, so all of our files from previous years dating back to 2005-06 are properly stored and organized in the basement.

Chris gained signing authority in July, joining Keeton and I.

NATIONAL ADVERTISING

We received a sizable deposit in July from FREE Media of \$5,841.30. Our total now is \$21,836.25 for 2013-14. The last remittance statement indicated that we should receive a total of \$25,333.16, so that could be all collected by the end of the month, if not hopefully September at the latest.

We did renew with FREE Media for 2014-15.

COLLECTIONS

Collections have been well, though by now I would have liked to have all that wrapped up. Here is our list of outstanding clients from last year:

- 1) WBK Boxing: He did make a payment this month, but still has 9 outstanding invoices from last year. His owed total is \$5,913.29.
- 2) SFUO: They owe us \$1637.65. I had emailed Nicole twice in July about this and then at our meeting with her in early August she said a cheque would be on the way shortly. We haven't received it, so I'll have to follow up.
- 3) Connoisseur Hair Salon: They owe us \$180.80. He said business was going very slowly this summer and we could ask for payment in September. This was after I had contacted him in May and he had said July. If he refuses to pay next month, I'll tell him we're going to collections.
- 4) The Draft: He owes us \$1,186.50. We had talked on the phone a few weeks ago and said that he would call me back, but he didn't. I'll follow up with him this week.
- 5) Black Kat Entertainment: They owe us \$621.50. I had called and emailed Liz in early July, sending her a copy of the invoice. On July 29 I followed up by email but haven't heard. I'll get in touch this week.
- 6) Coventry Connections: They owe us \$124.30. On July 30 I emailed them a copy of the invoice but we haven't received payment yet. I'll follow up this week.

In terms of this year, our invoice was updated to include the new logo and design. Invoices for the summer issue have all been sent out.

HR

Everyone has been hired and almost everyone is on contract. Congrats to Sabrina!

On the website, we are now fully up to date on the Board, Policy, and Audits pages. We just need to gather the Board minutes from last year. The Orientation Weekend went well, the new team hung out at Dow's and Pub Italia on Fulcrum dime and we gave everyone welcome packages containing notepads, job descriptions, transition reports, the editorial vision document, office info sheets, and a basic InDesign guide.

DISTRIBUTION

Danny Salem returned to distribute his half of the summer issue. He will return to be a Fulcrum distributor this year. Thanks to Mackenzie Gray who distributed the other half! Sagar Darar will be back in town next week and return to be our other distributor this year. A brand new distribution dolly was purchased to help them out and passed the initial test of the summer issue.

SOFTWARE/EQUIPMENT/SUPPLIES

The Capital Assets committee met and determined the necessary purchases to make for this year: a new lens for our Canon camera, new computers for Opinions and Managing editor, a new iPad mini, more RAM for EIC and Production Manager. We have the lens; everything else is on the way and should be here this week. We also bought two new recorders. A projector was also purchased but proved to be defective, unfortunately, so that needs to be returned to Canada Computers. They will order a new one and give it to us for free.

PRINTING

First issue was printed without... issue. We are on budget.

101 WEEK.

Much of this month has been and continues to be about planning for 101 Week. We secured a silver table in the UCU from Tuesday, September 2 to Friday, September 5. We will be having a silent auction fundraiser on our table on the Friday. In addition to this, we will have 4,350 issues in the 101 week kits. With the logo redesign and expanded A&P budget line, we went on a promotional product blitz. We will have pens, bottle openers, condoms, and new banners in place for 101 week. Everyone now has their business cards as well. Huge thanks to Production Manager Adam Gibbard for doing all the designing work and helping me with the orders.

In the next week we will prepare everything for 101 week.

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

—ANDREW HAWLEY, FPS GM

COMMITTEE REPORTS

Policy Committee Report August 2014

On the evening of August 18th, the Policy Committee met to discuss the second phase of the policy manual review. The following questions, considerations, and proposals came out of that discussion.

Proposal	Section	Text
(1)	7	Change "Disciplinary Committee" to "Human Resources Committee"
(2)	7.2a, b	Consider changing language of "Progressive Disciplinary Procedures" as "progressive is ambiguous"

		Add after “progressive disciplinary procedures “as defined in section 7.6 in order to make clear that the term has a special and limited meaning.
(3)	7.2a	<p>“The Disciplinary Committee may, at its discretion, enact additional measures if the issue is sufficiently severe.”</p> <p>The above line is currently in 7.2b, but not 7.2a, for clarity’s sake it should be in both.</p>
(4)	7.4	Add a time limit of 6 weeks by which time the EIC’s obligatory report must be filed
(5)	7.7	<p>Add to the “Interpretation” section that “access entails access to all accounts (e.g. bank, social media, etc.), privileges, and physical spaces (e.g. offices, meeting rooms) that an employee would have as a result of their employment at the Fulcrum.”</p> <p>Specify that all actions required to insure this suspension is completed must be overseen by the President or VP</p>
(6)	7.7	<p>Replace “The Board shall notify the employee of its decision.” With “the Board shall make a reasonable effort to notify the employee of its decision in a timely manner.”</p>
(7)	7.8	<p>Add quotation marks as follows: The employee must also receive a letter of dismissal outlining the reason for dismissal (“no cause” is considered a reason in this context), a breakdown of all monies paid to them, and the signatures of the President and at least one (1) director of the Corporation.</p>
(8)	9.2	<p>We would like clarification that “This policy” refers to section 9.</p> <p>If this policy refers to section 9, then we propose that “This policy” be replaced by ‘This section.’</p>
(9)	10.2b	Add a period after “...winter break)”
(10)	11.1a	<p>Add “and social media profiles” to “The design of the Fulcrum’s website”</p> <p>At J. Rausseo’s suggestion changed to “web presence.</p>
(11)	12.1	Add “any other documents or information that will serve as the object of a meeting motion that may require substantive review, analysis, and discussion before Board members can cast informed votes.”
(12)	12.2	Change VP Internal Communications to “Chief of Staff”
(13)	12.2c	Add a period.

Report to the Board – Human Resources Committee
Chair: Simon Gollish

Since the last meeting of the Board, the Human Resources Committee has met twice, the first time being on July 28th, the second being on August 21st. Both meetings dealt with the issues of establishing criteria for both the General Manger's bonus as well as that of the Editor-in-Chief. The committee was also looking to determine how a President's honorarium should be awarded. The first meeting which was attended by all committee members as well as Andrew Hawley and Sabrina Nemis was productive. Based on previous discussions at the Committee's June 27th meeting, the Committee was able to develop significant proposal outlines. At the end of the meeting, both the General Manager and the Editor-in-Chief were asked to evaluate the proposals and report back so that they could be finalized in August. For the President's honorarium, a rough proposal was agreed upon in July, which was also to be firmed up in August. Prior to the August meeting, both the General Manager and the Editor-in-Chief reported back to the Committee with their views on their respective proposals. This feedback proved helpful.

The August 21st meeting was effective and the Committee was able to come to agreement quickly. The only member not in attendance was Keeton Wilcock. Discussing the Editor-in-Chief's bonus, Sabrina Nemis noted that due to the fact that there was no arrangement with regards to distribution funding, the numbers which had previously been negotiated would have to be reviewed. Jonathan Rausseo indicated that he was going to ask the Board for funding during the following Board meeting. In the event that it was agreed upon, Sabrina Nemis stated that the Bonus was agreeable. The proposal was therefore tentatively approved. The General Manger's bonus was agreed to after some discussion, awarding two-thirds of the bonus to proper management, with the remaining third being rewarding based on the FPS' fiscal performance. The President's honorarium proposal was deemed acceptable. It was agreed that the honorarium would be worth \$1000.

Overall, the committee worked well together when discussing what the bonuses should focus on and how they should be awarded. Both the General Manager and the Editor-in-Chief's input was extremely helpful and their collaboration was greatly appreciated. The three proposals which the Committee is putting to the Board are thought-out and seek to foster a culture of hard-work and excellence.