

Fulcrum Publishing Society  
Board of Directors  
MINUTES

Sunday, February 28<sup>th</sup>, 2016  
FSS4004, 10:30 a.m. - 2:17 p.m.  
Meeting #9 2015-2016 Publishing Year

*Minutes amended after approval without change from February's meeting.*

**Present:** Dayne Moyer (ex-officio), Simon Gollish, Nadia El-Bouzaidi (ex-officio), William Hume, Deidre Butters (ex-officio), Lindsay MacMillan, Mackenzie Gray, Benjamin Miller, Kate Murray, Carolyn Mutis, Jon Rausseo

**Partially Present:** Jasmine van Schouwen (external presenter)

**Absent (with reason):**

**Absent (without reason):**

1. Opening of Meeting

B. Miller called the meeting to order at 10:34 a.m.

2. Approval of Agenda

W. Hume motioned to approve the agenda with the following amendment:

- Move the Ombudperson's Role Report Presentation until the item after she arrives.

L. MacMillan seconded the motion. All approved. The motion carried.

3. Approval of January Minutes

S. Gollish motioned to approve the minutes. J. Rausseo seconded the motion. All approved. The motion carried.

4. Standing Action List

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

5. President's Report

M. Gray announced that the big news in the Business Department is that D. Butters is leaving The Fulcrum. D. Moyer has stepped in to the Ad Manager role and The Fulcrum will be getting an Ad Intern soon. M. Gray explained that The Fulcrum won't be hiring a new Ad Representative for the end of the year, but that The Fulcrum will take a look at the position again closer to the summer.

He mentioned that B. Miller sent a proposal from the Policy Committee for the budget parameters, which the Finance Committee will go over. M. Gray invited any Board member who is interested in being involved in the budget discussions to come to the Finance Committee meeting.

M. Gray noted that the election is coming up and The Fulcrum has four candidates running for the position of Editor-in-Chief. He is pleased that EIC candidates have been implementing suggestions from the Strategic Planning Session into their platforms. M. Gray also stated that it bodes well that a majority of the Editorial Board members and support staff are looking to return next year.

M. Gray concluded by mentioning that he wasn't able to finish the Strategic Planning Report yet. He wants to add specific timelines for each actionable item proposed and plans to have it ready for the next Board meeting so that The Fulcrum can have those priorities going forward with the budget discussions.

## 6. General Manager's Report

D. Moyer began by stating that he received a letter from the bank saying that The Fulcrum's GIC is maturing in March and the Board will have to decide what to do with it. He suggested that now is the time to think about starting a Fulcrum scholarship.

D. Moyer noted that The Fulcrum is a little over budget on the Nash line. He mentioned that he's thinking about charging people GST next year, so that The Fulcrum doesn't go over budget on that line.

D. Moyer then announced that the audit is done and the Finance Committee will review it. D. Moyer stated what The Fulcrum's accountant said The Fulcrum made last year, but he disagrees with the amount because The Fulcrum postponed some expenses from last fiscal year into this year and they can't be adjusted. It was still a surplus year even with those expenses.

D. Moyer then gave an update on the ads that he sold last week. He explained that the Human Resources Committee remade his contract and they are currently working on rebuilding some small sections of the rate card.

D. Moyer said that he is behind on collections, but he'll be sending out more collection notes next week. D. Moyer further stated that at the end of the fiscal year, he will have some advice on which accounts we should write-off versus collect.

He emphasized that now is the time to start having a discussion on what The Fulcrum can do with the pick-up history wise. He proposed that it would be a good idea to reevaluate how many issues The Fulcrum prints, what The Fulcrum's rates are, etc. at a time when The Fulcrum doesn't have a lot of fixed costs in those areas. Industry and rate analysis might also be a great thing for The Fulcrum's Ad Intern to work on if that's something they're interested in learning about.

D. Moyer concluded by highlighting that the Election Committee has decided to make him their chair, which means that nobody will lose their vote. He then welcomed any questions.

M. Gray asked why The Fulcrum employees got paid late this month. D. Moyer explained that the payroll timed out. He processed the payroll, but the system didn't actually process it. D. Moyer stressed that he emailed the employees as soon as he knew.

B. Miller asked D. Moyer to explain the pre/post tax decision that D. Moyer made with regards to NASH. D. Moyer stated that he didn't charge any of The Fulcrum's NASH participants on their train tickets or their registration. He further explained that at the end of the year, The Fulcrum takes all the HST that it's both collected and spent, and then submits the extra HST that The Fulcrum's collected, minus all of the HST that it's spent. Because the HST collections go against what The Fulcrum pays, The Fulcrum doesn't pay HST. D. Moyer noted that because The Fulcrum gets the money back, that's why he opted not to charge The Fulcrum's NASH participants HST.

B. Miller wondered how the Board can help make the interview with the Ad Intern happen as soon as possible. D. Moyer replied that he thinks it would be prudent to have a Board member that's interested participate in the interview process. C. Mutis expressed interest. B. Miller mentioned that as a Human Resources best practice, it is a good idea to have two interviewers, one of each gender, so he thinks it would be a good idea if C. Mutis is one of the interviewers.

B. Miller questioned if the Board can start to address accessibility concerns now that The Fulcrum's Headquarters construction is pending completion. D. Moyer responded that the University will not be changing the stairs for a ramp, they're permanent. J. Rausseo highlighted that there are two parts on the topic of accessibility: the physical space and the content. At the very least, the accessibility of the content can go forward.

S. Gollish asked what the \$18000 figure referred to in terms of the total money collected in D. Moyer's report. D. Moyer stated that it is the total dollar value 60 days over.

## 7. Ombudperson Role Report

Overall, J. van Schouwen noted that the responses from the Strategic Planning Role Report were very positive. The surveys showed that members of the Editorial Board read their job descriptions and said that their responsibilities were clear and well-explained to them in advance. The one area that seemed to be deficient was the transition reports. J. van Schouwen explained that some members said they didn't receive a report or that their role had changed since the report had been written and therefore it was outdated. She recommended that The Fulcrum enforce the writing of these reports by Editorial Board members. She also suggested looking at the guidelines for these reports and ensuring that they are updated to reflect the changing roles and that incoming members are informed of them.

J. Rausseo wondered if there is a template that outlines what should be included in transition reports. J. van Schouwen said that there are instructions on the questions that should be answered. N. El-Bouzaidi suggested having the deadline for the transition reports earlier in the year, perhaps April, so that they're easier to acquire. B. Miller mentioned that he spoke with S. Nemis about the idea of making templates for the transition reports at the beginning of the year, but that it hasn't happened yet. B. Miller recommended that N. El-Bouzaidi send an email including a plan for the transition reports where members can comment on the details of how it would work.

For the worker's rights project, J. van Schouwen stated that The Fulcrum wants to create a powerpoint and some literature explaining the worker's rights of Ontario, an outline of the main responsibilities of employers. She said that the research is underway and what she has right now is an almost-complete document that has everything available online on worker's rights in Ontario. J. van Schouwen highlighted that the next thing to do is to determine the scope of what The Fulcrum wants this project to be.

J. Rausseo noted that the University has a suite of online training that he could share with the Board. He explained that anyone with a UOttawa account can take them.

J. van Schouwen explained that the objective for the anti-oppression document is to draft a statement of anti-oppression principles that The Fulcrum follows, based on the AODA. J. van Schouwen said that she's still in the preliminary stages of the project, but that she's compiled a list of suggested principles and practices that other organizations have published. She suggested two proposals for the project: one for a constitution of general principles and the other a more specific strategy for what The Fulcrum's goals are for the next few years.

S. Gollish offered that with regards to the worker's rights initiative, he thinks it would be a good idea to have the anti-oppression information summarized at an Editorial Board meeting as well as at a Board of Directors meeting. S. Gollish added that The Fulcrum could present the general anti-oppression principles, eventually moving on to addressing more specific problems. There was a consensus to have both the Human Resources internal element of the anti-oppression document as well as with what The Fulcrum sends out.

J. van Schouwen suggested that The Fulcrum sign up for the AODA's email list to potentially liaise with them to help bring The Fulcrum up to accessibility standards. J. Rausseo also noted that the University of Ottawa has a Human Rights Office, so there's a chance that The Fulcrum could potentially liaise with them as well. J. Rausseo offered to be the point person on this project and K. Murray and D. Moyer said they would help him. J. Rausseo stated that they could work alongside the Accessibility Committee on this and have some significant work done on it by the end of April and then try to finish it for September.

## 8. Editor-in-Chief's Report

N. El-Bouzaidi began by stating that the attendance at the last volunteer meeting was better than the previous one.

N. El-Bouzaidi noted that she has several events planned for March, such as a Working at The Fulcrum workshop, where Fulcrum volunteers will have a chance to job shadow various positions as well as a Freelancing Workshop. She stressed that the main upcoming event is The Fulcrum EIC election this Thursday. N. El-Bouzaidi explained that the Election Committee has decided to use the STV style voting system this year. With this system, there's a much smaller chance for there to be a tie, which is good because then the vote won't have to be decided by the Chair of the Election Committee. N. El-Bouzaidi emphasized that if people don't number their votes from 1-4, then it's going to count as a spoiled ballot. S. Gollish stated that the Elections Committee should be mindful of that stipulation because if someone still took the effort to vote, even just for one candidate, they still participated. B. Miller noted that this discussion will be moved to a more detailed one later in the meeting with the caveat in mind that this is an Editorial Board constitutional matter.

#### 9. Advertising Manager's Report

D. Butters thanked everyone for their continued support over the years as a Board. D. Butters explained that she wanted to build a couple of documents to populate the Advertising Representative Bible. She mentioned that she included the report that she generated for NASH in the physical Advertising Representative Bible at The Fulcrum Headquarters, but she realised that that format wouldn't really express some of the things that The Board will need to know. D. Butters stated that she created three documents: a general concepts document, a gantt style document outlining advertising representative activities by time across the year, and a supplemental document with everything that D. Moyer might need to know having taken over from D. Butters in the middle of the year. D. Butters then proceeded to go through the categories of each document in detail.

D. Butters also noted that she set up several Google reminders for clients, but also for D. Moyer and D. Orsini.

#### 10. Human Resources Committee

S. Gollish motioned to give the Human Resources Committee update. J. Rausseo seconded the motion. All in voted in favour. The motion carried.

S. Gollish motioned to go in-camera. K. Murray seconded the motion. All voted in favour. The motion carried.

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

B. Miller motioned for a recess. J. Rausseo seconded the motion. All voted in favour. The motion carried.

## 11. Finance Committee

D. Moyer stated that he would like to talk about WBK. J. Rausseo added that he would like to discuss the scholarship and what to do with the GIC.

M. Gray asked what the repercussions be if when the GIC ends, of not rolling over and then cutting money for a month as The Fulcrum deals with the scholarship logistics and then if The Fulcrum doesn't get the money back, simply getting another GIC right before the end of the year. D. Moyer replied that as long as it's done before the end of the year. D. Moyer also stressed that he wasn't comfortable with how low the checking account dropped in December and he would like to have a conversation with The Fulcrum's auditor in person about it. M. Gray said that he wasn't sure if there would be any fees that The Fulcrum would incur if The Fulcrum rolled over considering how much money it is and the things that The Fulcrum wants to do with it.

D. Moyer replied that if The Fulcrum doesn't reinvest it, it looks like an amount of revenue and then the tax can repopulate it. S. Gollish stated that The Fulcrum definitely should be reinvesting it because depending on how much money is available, The Fulcrum could set up a rolling scholarship on the interest. J. Rausseo noted that for scholarships, it's possible to either have a one-time \$5000, for example, or an in-perpetuity scholarship where The Fulcrum would give around \$30 000, for example, and it automatically generates money every year in perpetuity. The Finance Committee sets a time to meet this Saturday morning to further discuss these items.

## 12. Accessibility Committee

J. Rausseo highlighted that he had a capacity conversation with the Includent Office at the University and they'd be willing to help The Fulcrum with its accessibility standards.

J. Rausseo also mentioned that he sent the training that the University requires for accessibility this morning. There are two trainings: one on Customer Service and the other on the AODA. They're both online through the University of Ottawa.

B. Miller asked all Board members to commit to take this training by next meeting.

M. Gray asked if there are any pressing accessibility issues to deal with. B. Miller responded that he thinks The Fulcrum is already non in compliance with the AODA's training requirements. B. Miller further elaborated that all Fulcrum employees are supposed to have accessibility training for an organization of The Fulcrum's size. J. Rausseo added that The Fulcrum's headquarters isn't up to standards either.

Discussion then ensued about what The Fulcrum could do about the headquarters being a non in compliance issue. J. Rausseo suggested that The Fulcrum could lower their billboards inside the space. The Fulcrum could also set up desktops and areas to an accessible standard. D. Moyer further

proposed that when buying assets, The Fulcrum could consider whether or not there's a version of the asset that is more versatile and also ensuring that The Fulcrum's production system isn't limited to being at the headquarters.

### 13. Policy Committee

L. MacMillan explained that the Policy Committee worked on the budget policy this month. L. MacMillan mentioned that she sent the draft that the Committee came up with and the Committee would like to propose a motion to adopt the changes made. S. Gollish wondered whether The Board is going to be adopting the changes as an omnibus because there were a couple that he would be open to discuss or amend.

S. Gollish noted that with regards to the significant unapproved overspending for appendix A, 5.7.11, while he agrees that a meeting will automatically be triggered with any line, he finds it slightly excessive because a line is quite small. Instead, S. Gollish suggests to amend it so that there would have to be a meeting once a month or before a Board meeting to address it.

S. Gollish that the other item he wanted to discuss is 5.10. S. Gollish argued that The Fulcrum should always be budgeting to break even, except in the event of special projects which would be exempt from that calculation. Discussion ensued over possible amendments to this item.

J. Rausseo suggested amending it to read that The Fulcrum can go into deficit for one or two years, but it still has to be part of a plan that shows The Fulcrum is coming back to even. M. Gray noted that The Fulcrum has a lot of money in the bank and to keep banking on a two or three thousand dollar deficit is not a lot of money, but at the same time it's building a structural deficit. He acknowledged though that it's different if The Fulcrum is going to spend money on a special project. D. Butters recommended that there could be a percentage limit of how much into deficit The Fulcrum is willing to go. J. Rausseo continued that if The Fulcrum budgets for a deficit, it doesn't necessarily mean that The Fulcrum will be in a deficit, it just has to remain prudent with its decisions.

B. Miller summarized that there are two proposals: the first is to strike 5.10 and the second is to change 5.10 so that you can't run a deficit for four consecutive years and in the fifth year you must avoid a deficit at all allowable costs. Two Board members voted for the first proposal, while four Board members voted for the second one.

L. MacMillan motioned to accept the entire budget policy as a omnibus. S. Gollish seconded the motion. All voted in favour. The motion passed.

### 14. Insertion Order Contract

D. Moyer presented a graphic of The Fulcrum's print insertion order contract in detail. He said that he has no concerns with it. D. Moyer explained that the reason that he is discussing it with the Board is

because The Fulcrum doesn't have a contract with Free Media and there was some confusion over whether Free Media has to pay The Fulcrum or not.

D. Moyer noted that the print insertion order is the purchase order that Free Media sends The Fulcrum saying what they are buying from The Fulcrum and how much they owe. He emphasized that as long as The Fulcrum supplies Free Media with a printed copy of The Fulcrum showing their ads they way they asked The Fulcrum to present them, then they must pay the money that they owe.

B. Miller asked if it's a problem that The Fulcrum is time-bound from the day that The Fulcrum receives it from it the printer. D. Moyer reassured him that it's not.

#### 15. Mini-Cutting Session

B. Miller presented the Forward Agenda and K. Murray made the necessary changes.

#### 16. Human Resources Committee

S. Gollish motioned to go in-camera. L. MacMillan seconded the motion. All voted in favour. The motion carried.

M. Gray motioned to include D. Moyer in the in-camera discussion. W. Hume seconded the motion. All voted in favour. The motion carried.

J. Rausseo motioned to include N. El-Bouzaidi in the in-camera discussion. K. Murray seconded the motion. All voted in favour. The motion carried.

S. Gollish motioned to go out of camera. K. Murray seconded the motion. All voted in favour. The motion carried.

#### 17. Other Business

J. Rausseo motioned to ajorn the meeting at 2:17 p.m. All voted in favour. The motion carried.

## Appendix

### **President Report – February 28th, 2016**

#### **Board of Directors:**

No one has left the board. I'd like to thank everyone for that.

#### **Business Department:**

It's with mixed emotions that we bid goodbye to Dee-Dee today. With nearly a decade of service at the Fulcrum, few people have been as instrumental in solidifying what this organization has become. The positivity and energy that Dee-Dee has brought to the paper has been unmatched during my time and will be sorely missed around the office. It is not often that a student paper is able to keep an employee for as long as we've had Dee-Dee but Metro's gain is the Fulcrum's loss.

On behalf the board, I'd like to wish Dee-Dee the best of luck at Metro and in the future. I hope you can take what you've learned at the Fulcrum and continue your growth with your new challenges.

Dayne has taken over day-to-day ad rep duties and he has said that things have gone smoothly. Hopefully we are able to finalize getting an ad intern in soon to help take the burden off him completely. We have an agreement in place to have Dayne continue the ad rep duties on top of GMing until the end of the year, as we evaluate what we'd like to see the ad rep position look like in the future.

#### **Committees:**

*Finance Committee:* With the policy committee now having made recommendations to changes to our budgeting process, it's time to get down to business! Let find a time to meet this week (Tuesday?) to be able to discuss what can be done. I'll also be scheduling a meeting with Dayne to discuss what he'd like to see change for next years budget.

#### **Editorial Board:**

EIC elections are upon us and I'm happy to note that we have a strong roster of 4 candidates running. It's great to see so many ed board members joining the race and sharing their ideas. With a number of strong regular volunteers and nearly all of the current ed board members coming back, we will be in tremendous shape heading into next year.

#### **Other Business**

We have steps again to the front door! Too bad it's not a ramp...

I'd like to apologize for not having the strategic planning report in time for this meeting. This last week has been insane at work but as soon as we are done here, I'll focusing on getting everything together. Thanks to everyone else for taking notes and getting them to me so quickly. I think last week was a valuable excise for the Fulcrum to undertake and thanks to everyone who made it happen!

Cheers,  
Mackenzie Gray

### **General Manager Report #008 February 28, 2016**

#### **FINANCIALS**

**BANK BALANCE:** The Chequing account currently has \$168,144.33 in it with \$21,113.19 in one GIC and \$66,217.00 in the other with the larger one maturing this March 30th. It

would be prudent to create a proposal for a fulcrum scholarship and meet with University administration in time for next board meeting as TD bank will want to schedule a meeting to review what we choose to do with this money in one month's time.

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

Assets: These don't appear on YTD reports but we have spent 3,356.07 in total this year. \$2,983.94 on our recent purchases and 372.13 in May on our new phones and Scanner for Diamond Edition.

Fundraising: is low because of how it was documented into our accounting software. We did process \$3,500 from the University of Ottawa for Nash and are waiting on \$1,500 from the SFUO for Nash still.

Nash: we are at \$4,747.90 which puts us \$2,747.90 over. Once we receive \$1,500 from the SFUO, we will be \$1,247.90 over. This is for a few reasons. The first being that my registration and transport is covered in that line though I believe we chose to cover it with another expense line. (this can be adjusted through a transfer) and also because I charged all our staff on a pretax rather than post tax amount. I did this because we will receive that tax back at the end of the year though, I don't believe we've done this historically. The tax portion of what we've spent in that account amounts to \$1,277.90.

**AUDIT:**

A draft audit has been forwarded to me and it ready for review by the finance committee. The numbers they've reported for last year are a surplus of \$21,078.00

*Now that we have accepted the changes suggested for drafting a budget it is time to get down to drafting a budget*

*I hope this month that both HR and Finance Committee can meet to get this project started!*

**AD DEPT UPDATE**

My first week supervising the Advertising Department has gone well, invoices went out on time and all ads printed properly. Ad artwork came in normally (with a few stragglers as usual) and I've been able to keep responses on both email accounts in reasonable time.

I've remade advertising contracts with myself as the signer and we've began redesigning the rate card to include proper up to date contact information.

I've also signed four new advertising contracts for a total of \$3,262.25

I'd like very much to have the ad intern applicant in for an interview sooner than

later. They are available to begin end of March and it would be good to gauge exactly what they'd like their focus to be so we can building something valuable for them. Perhaps one board member could participate in the interview and work with me to develop the exact tasks they will take responsibility for and exact projects we expect them to complete ( an assessment of industry standard rates based on circulation would be a great project for example)

We also managed to get a refund on our Parking space of \$255.00 which is great because it puts us closer to being within budget in the parking line.

## **COLLECTIONS**

We are struggling to maintain a payment schedule with WBK which is our bigger debtor by far right now. I've had a conversation with Mack about next steps but think this should be an item of discussion at our next finance committee meeting.

Our transition weeks of planning for Dee's exodus and taking over the ad desk has delayed a round of collection letters going out of our office but we did collect just under \$7,000 of outstanding invoices this week leaving \$18,523.44 worth of over 61+ overdue in invoicing.

All clients with a 61+ overdue account will be getting a letter in the mail next week if we are not already in discussions with regards to processing a payment.

## **EIC Report – February 2016**

### **Staff**

Things have been going well with the staff, I don't have anything to report. I'm very lucky to work with such a great group of people!

### **Volunteers**

We've had about 15 volunteers renew their staff status for this semester, which is an improvement from last month. I hope I can get between 20-25 before the end of the year.

Attendance at volunteer meetings is slightly better with the new volunteer time. With the front door back hopefully it will continue to improve, but at the last meeting wasn't too great, which I attribute that the weather resembled the shooting conditions of *The Revenant*.

### **Events**

March is going to be a busy month. First thing, we have the Oscar Party tonight at the Royal Oak on Laurier (feel free to stop by). I'm also organizing a "Working At The Fulcrum" Workshop, Freelancing

Workshop, and Tour of the CBC. Spencer is also organizing some sort of bar night/social event for basketball playoffs.

For the Fulcrum workshop, we will also be organizing job shadowing for volunteers with (hopefully) an FNS breakfast.

This week I also visited a journalism class at Saint Paul to tell them how fabulous the Fulcrum is. Their professor, Heather McIntosh was really passionate about her students getting involved with the Fulcrum, and I think the next EIC should definitely get in contact with her and organize some events.

### **Election**

We have four candidates up for election next Thursday March 3rd. At this point they've all written their tests and we'll finish up marking them.

The EIC Election Committee has decided to use an STV style voting system (Check out this video, there's hamsters [https://www.youtube.com/watch?v=WfingO\\_mvLw](https://www.youtube.com/watch?v=WfingO_mvLw) ). After some discussion we thought this would be more democratic and fair than the traditional method of voting. We felt that it is most likely going to be a tight race, so if for example, a candidate wins by a slight majority, there could be a situation where the majority of the room didn't actually vote for that person to be the EIC. We also thought this way would make a tie much less likely.

We've also informed staff and volunteers that they can appeal this decision if they have any issues, as well as appeal after the election.

### **Online**

See attached documents.

### **Moving Forward**

My goals going ahead is to wrap up the election, as well as help the new EIC with the hiring process. I also want to see our remaining events well-attended with at least 15 people at each (staff and volunteers), depending on the event.

## Human Resources Committee Report February 2016

The departure of Deidre Butters as the Fulcrum's Advertising representative was undoubtedly the most significant Human Resource note for the month. Prior to Deidre's departure, the Committee had a positive conversation with her about several issues including the possibility of her departure. While there are several issues that remain to be definitively defined, issues such as Deidre's pay can be considered resolved. I feel that we are in a position where we will be able to tie up loose ends easily, a benefit for both Deidre and the organisation.

As was presented to the Board, Deidre's vacancy will be temporarily filled by a number of measures. I would be happy to provide further clarifications along with other members who were present if it is needed.

In the month to follow I will ask that all Committee members do their best to make themselves present as there is a need to deal with several subjects.

Lastly, I will be presenting a motion following my report.

Simon Gollish  
Chair

### Policy Committee Report - February 2016

There has been one meeting of the Policy Committee (February 2, 2016) since the last board meeting.

#### List of Ongoing Activities

- Information Audit (Lindsay)
- GM Proposals - The Cord (Benjamin)
- Quick Reference Policy Guide (N/A)
- Ad Manager Job Description (PENDING)
- Appendix Consistency (N/A)
- Ethical Investment (Lindsay)
- Ad Manager Role in GM Hiring (Mack)
- Salary (???)
- ONCA Review (Pending 2018)

#### Policy Proposals

##### **Budget Policy - Section 5**

A new 5.2 and 5.2.1 should be added in order to determine who the responsibility of drafting the budget falls to.

5.2 Responsibility for Drafting. The Finance Committee in conjunction with the General Manager should be responsible for drafting the budget.

5.2.1 Supporting Documents. The Finance Committee and General Manager are also responsible for preparing the following supporting documents in up-to-date and accessible format accompanying the proposed draft when applicable: the previous annual budget, budget notes from Board and Committee meetings, strategic vision documents with budgetary impact, costs/income projection rationales, product and service estimates, pertinent maintenance, renewal or fixed costs, as well as any comments and recommendations made in the consultation process.

The current 5.2 should be moved down to 5.3. 5.2.1 will be moved to another policy due to its irrelevance to the budget, and replaced with 5.3.1.

5.3 Approval. The draft budget shall be presented with all pertinent supporting documents to the Board at a meeting preceding the Annual General Meeting. Once approved by the Board, the Draft Budget must be presented to the Membership for approval at the Annual General Meeting.

5.3.1 Supporting Documents at AGM. Supporting Documents need not be provided at the Annual General Meeting.

A new 5.4 and 5.4.1 should be added to determine who should be consulted in the budget-making process.

5.4 Consultation. The General Manager and a member of the Finance Committee must provide a draft budget and supporting documents to the following individuals at least seven (7) days before submission to the Board for comments and recommendations:

- a. Editorial Board
- b. Editor-in-Chief
- c. Advertising Manager
- d. President
- e. Board of Directors

5.4.1 Incorporation of Consultation Feedback. The Finance Committee and General Manager should meet to decide how to incorporate feedback given during consultation, before approving the draft that will be presented to the Board.

A new 5.5 should be added to outline the process of consultation for the budget.

5.5 Drafting the Budget for Consultation. The following process should be followed to draft the initial budget that will be the object of consultation.

- a. Beginning at the start of the third quarter, the General Manager should present the Finance Committee with the current fiscal year's budget, adjusted only by rate increases on current services i.e. printing, and other services, as an initial draft, accompanied by all pertinent supporting documents.
- b. The Finance Committee should then meet to discuss in general terms the current year's operations and project proposals for the subsequent year.
- c. The Human Resources Committee should review current year's salaries & wages in conjunction with the President, Editor-in-Chief, and General Manager.

- d. Based on the conclusions and directives reached by the Finance and Human Resources Committees, the General Manager should draft a new budget, including all new projects, advised cut backs, new wage lines, etc.
- e. The Finance Committee should meet to approve this draft (from part d) for consultation.

A new 5.6 should be added to ensure that required budget lines are included every year. The current 5.3 and 5.5 will be integrated into this section.

5.6 Required Budget lines. The following lines, under the circumstances provided below, must be provided for in the budget:

- a. Contingency Fund. If less than ten (10) per cent of the organization's projected annual expenses is available in the form of liquid assets, the organization will be required to include in the annual budget a Contingency Fund line equivalent to at least one month's operating expenses.
- b. Melanie Wood Commemorative Fund. The budget passed by the Board shall include a line designated as "Melanie Wood Commemorative Statue Fund" and which:
  - i. Shall be of an amount no less than pi dollars;
  - ii. This fund will be used to erect a statue in front of the Fulcrum offices or in another suitable location in commemoration of Melanie Wood.

5.7, 5.7.1, 5.7.1.1, and 5.7.1.2 should be added to determine when the budget should be reviewed in a fiscal year.

5.7 Budgetary Review. The budget with year-to-date spending must be reviewed by the Finance Committee, General Manager, and President on at least a quarterly basis.

5.7.1 Overspent budget line. If a budget line is exceeded, it must be reported to the Board in the General Manager's monthly report, and at the next possible Finance Committee meeting for discussion.

5.7.1.1 Significant Unapproved Overspending. If a budget line is exceeded without approval by \$2000 or 25%, whichever comes first, then a meeting of the Finance Committee will automatically be triggered. The Board may, by a general vote, determine that this meeting is not required.

5.7.1.2 Detailed Report of Activities. The Board may require from the General Manager a detailed report of all activities under the overspent budget line.

5.8 and 5.8.1 should be added to govern surplus funds and budget lines for special projects.

5.8 Surplus Funds and Flexible Spending. If it becomes clear to the Board that there will be a significant surplus at the end of the year, allocations may be made to special projects.

5.8.1 Consideration of special projects. The Strategic Planning Session is the primary place to set priorities for surplus funds. Outside of the Strategic Planning Session, a detailed and costed proposal, with an assessment of budgetary impact should be presented to the Board at a monthly meeting.

5.9 and 5.9.1 should be added to oversee how and when copies of the budget are delivered when requested.

5.9 Requests for Copy of Budget. The General Manager is obligated to present the budget with year-to-date spending to any Member, Director, or Employee who requests it.

5.9.1 Timeframe for Delivery of Budget. The General Manager must provide the requestor with the most up-to-date available budget with year-to-date spending within five (5) days. If the requestor specifies that the year-to-date spending must be as up to date as possible, the General Manager must fulfill the request within fourteen (14) days.

5.10 should be added to govern how often the Fulcrum Publishing Society budget for a deficit.

5.10 Deficit Budgeting. The Corporation must not budget for a deficit for four (4) consecutive fiscal years.

## Appendix A - Draft Budget Policy

5.1 Annual Budget. The Corporation shall create and approve a budget for each fiscal year.

5.2 Responsibility for Drafting. The Finance Committee in conjunction with the General Manager should be responsible for drafting the budget.

5.2.1 Supporting Documents. The Finance Committee and General Manager are also responsible for preparing the following supporting documents in up-to-date and accessible format accompanying the proposed draft when applicable: the previous annual budget, budget notes from Board and Committee meetings, strategic vision documents with budgetary impact, costs/income projection rationales, product and service estimates, pertinent maintenance, renewal or fixed costs, as well as any comments and recommendations made in the consultation process.

5.3. Approval. The draft budget shall be presented with all pertinent supporting documents to the Board at a meeting preceding the Annual General Meeting. Once approved by the Board, the Draft Budget must be presented to the Membership for approval at the Annual General Meeting.

5.3.1. Supporting Documents at AGM. Supporting Documents need not be provided at the Annual General Meeting.

5.4 Consultation. The General Manager and a member of the Finance Committee must provide a draft budget and supporting documents to the following individuals at least seven (7) days before submission to the Board for comments and recommendations:

- a. Editorial Board
- b. Editor-in-Chief
- c. Advertising Manager
- d. President
- e. Board of Directors

5.4.1 Incorporation of Consultation Feedback. The Finance Committee and General Manager should meet to decide how to incorporate feedback given during consultation, before approving the draft that will be presented to the Board.

5.5 Drafting the Budget for Consultation. The following process should be followed to draft the initial budget that will be the object of consultation.

- a. Beginning at the start of the third quarter, the General Manager should present the Finance Committee with the current fiscal year's budget, adjusted only by rate increases on current services i.e. printing, and other services, as an initial draft, accompanied by all pertinent supporting documents.

- b. The Finance Committee should then meet to discuss in general terms the current year's operations and project proposals for the subsequent year.
- c. The Human Resources Committee should review current year's salaries & wages in conjunction with the President, Editor-in-Chief, and General Manager.
- d. Based on the conclusions and directives reached by the Finance and Human Resources Committees, the General Manager should draft a new budget, including all new projects, advised cut backs, new wage lines, etc.
- e. The Finance Committee should meet to approve this draft (from part d) for consultation.

5.6 Required Budget lines. The following lines, under the circumstances provided below, must be provided for in the budget:

- a. Contingency Fund. If less than ten (10) per cent of the organization's projected annual expenses is available in the form of liquid assets, the organization will be required to include in the annual budget a Contingency Fund line equivalent to at least one month's operating expenses.
- b. Melanie Wood Commemorative Fund. The budget passed by the Board shall include a line designated as "Melanie Wood Commemorative Statue Fund" and which:
  - i. Shall be of an amount no less than pi dollars;
  - ii. This fund will be used to erect a statue in front of the Fulcrum offices or in another suitable location in commemoration of Melanie Wood.

5.7 Budgetary Review. The budget with year-to-date spending must be reviewed by the Finance Committee, General Manager, and President on at least a quarterly basis.

5.7.1 Overspent budget line. If a budget line is exceeded, it must be reported to the Board in the General Manager's monthly report, and at the next possible Finance Committee meeting for discussion.

5.7.1.1 Significant Unapproved Overspending. If a budget line is exceeded without approval by \$2000 or 25%, whichever comes first, then a meeting of the Finance Committee will automatically be triggered prior to the next Board meeting. The Board may, by a general vote, determine that this meeting is not required.

5.7.1.2 Detailed Report of Activities. The Board may require from the General Manager a detailed report of all activities under the overspent budget line.

5.8 Surplus Funds and Flexible Spending. If it becomes clear to the Board that there will be a significant surplus at the end of the year, allocations may be made to special projects.

5.8.1 Consideration of special projects. The Strategic Planning Session is the primary place to set priorities for surplus funds. Outside of the Strategic Planning Session, a detailed and costed proposal, with an assessment of budgetary impact should be presented to the Board at a monthly meeting.

5.9 Requests for Copy of Budget. The General Manager is obligated to present the budget with year-to-date spending to any Member, Director, or Employee who requests it.

5.9.1 Timeframe for Delivery of Budget. The General Manager must provide the requestor with the most up-to-date available budget with year-to-date spending within five (5) days. If the requestor specifies that the year-to-date spending must be as up to date as possible, the General Manager must fulfill the request within fourteen (14) days.

5.10 Deficit Budgeting. The Corporation must not run a deficit for four (4) consecutive fiscal years, and in the fifth year a deficit must be avoided at all allowable costs.

5.11 Deficit Budgeting Continued. The Corporation must not budget for a deficit for more than two (2) consecutive fiscal years, and cannot budget for a deficit of more than 2.5% annually.

**Recommendation:** The following passage should be moved.

5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of an Advertising Manager, they, in conjunction with the General Manager, must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the Advertising Manager and General Manager at a meeting called for that purpose. Should the advertising plan meeting between the Advertising Manager, the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.

## Appendix B - Current Budget Policy

5.1 Annual Budget. The Corporation shall create and approve a budget for each fiscal year.

5.2 Approval. On or before June 30 in each fiscal year, the Finance Committee shall present to the Board, for its approval, an operating budget for the present year, provided that the budget has been submitted to the Editorial Board, for their comments and recommendations at least seven (7) days before submission to the Board for approval. Editorial Board comments and recommendations shall be appended to the copy of the budget which is submitted to the Board.

5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of an Advertising Manager, they, in conjunction with the General Manager, must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the Advertising Manager and General Manager at a meeting called for that purpose. Should the advertising plan meeting between the Advertising Manager, the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.

5.3 Contingency Fund. If less than ten (10) per cent of the organization's projected annual expenses is available in the form of liquid assets, the organization will be required to include in the annual budget a Contingency Fund line equivalent to at least one month's operating expenses.

5.4 Editorial Salaries. The budget for editorial salaries for the upcoming publishing year is set by the Board in conjunction with the annual budget planning process. a. The General Manager, Editor-in-Chief, Production Manager, and President shall review the existing salary structure for the Editorial Board and propose changes to the Board.

5.5 Melanie Wood Commemorative Fund. The budget passed by the Board shall include a line designated as "Melanie Wood Commemorative Statue Fund" and which: a. Shall be of an amount no less than pi dollars; b. This fund will be used to erect a statue in front of the Fulcrum offices or in another suitable location in commemoration of Melanie Wood.

## **PICK UP HISTORY**

With only three issues since our last meeting, numbers are pretty standard. The report is attached.

I think it would be prudent to have a much more in depth discussion throughout the summer with our new EIC about page count as well as circulation and consider making a larger change. With our advertising dept vacant, right now is an excellent time to think about drastically cutting the number of issues we print. (since our fixed costs are temporarily gone and renegotiable)

## **ELECTION**

Nadia covered this rather well in her report but I would like to include that I was elected to chair this committee. One reason I chose to request election is because the chair's vote counts only if there is a tie and we've opted for an election method that's unlikely to result in one. This means my being elected chair creates the maximum number of eligible voters and keeps any ed board members or volunteers from losing their opportunity to participate.

## **631 KING EDWARD**

### **CONSTRUCTION**

**UPDATE:** Costruction is a wrap thank god! Now that the building is all unveiled..... it sure doesn't seem recognizable.... I have asked the University if we can install a large banner on the front of the building and if we can, I'll order one as we've got a good chunk left in our advertising budget this year.

Goals for March Include:

- Follow up on Collections
- Create a draft budget with Finance and Hr committee
- Have a meeting with the Finance committee (pretty please)
- Sit down with Nadia and our newly elected EIC to create some requests / suggestions for our future budget and policy adjustments.
- Interview the Ad intern and get them into the office

And no one called the Vet this month

—DAYNE MOYER, FPS GM aka Head Fella

