

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, January 31st, 2016
FSS4004, 1:00 p.m. - 3:31 p.m.
Meeting #8 2015-2016 Publishing Year

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

Partially Present: Jaclyn Tokarewicz (external presenter), Andrew Hawley (external presenter)

Absent (with reason):

Absent (without reason): Jon Rausseo

1. Opening of Meeting

S. Gollish called the meeting to order at 1:17 p.m.

2. Approval of Agenda

L. MacMillan motioned to approve the agenda with the following amendments:

- Move the JDC Presentation to item 3;
- Human Resources Committee will be presented by S. Gollish, not S. Nemis;
- Board will have to elect a new Vice President in item 18;
- B. Miller will propose an online study for our production schedule in item 18;
- M. Gray will present two proposals, one in item 16 and one in item 18.

B. Miller seconded the motion. All approved. The motion carried.

3. JDC Results Presentation

J. Tokarewicz began by explaining that the JDC put together a case study on The Fulcrum, which highlighted some of the marketing, human resource, and financial issues that it has been encountering. She stated that their study pointed to a decline in print readership and slow growth of The Fulcrum's online platform, indicating that it needs to improve its visibility on campus. The following strategies that she presented aim to improve visibility on campus, increase readership and ad revenues, while engaging readers with complementary content across both platforms:

- Using the website as a source for additional information and multimedia content (i.e. print article follow-ups with update headers, links to an image gallery, "check online to read more about this", etc.);
- Updating articles more regularly and having social media integration, but having certain articles in print copies only;
- Creating a weekly newsletter highlighting key articles;
- Holding cross-platform contests with fewer prizes and bigger rewards.;

- Using more hashtags on social media. Creating a snapchat filter for The Fulcrum. Holding a newspaper stand redesign contest;
- Having a volunteer Brand Ambassador from each faculty represent The Fulcrum at social and networking events on campus;
- Connecting with a group from the Optimize Operations (ADM 3301) Business class, as they have an assignment where they have to optimize an organization's operations; and
- Creating video ads to attract some different advertisers.

J. Tokarewicz outlined an ongoing element of concern for each of the main areas of strategy:

- Cross-platform: ensuring that the content quality doesn't deteriorate and that it stays sharable;
- Contests and promotions: ensuring that The Fulcrum advertises throughout social media; and
- Brand Ambassadors: continually looking for new ways to engage students.

J. Tokarewicz further stated that in terms of a timeline, the JDC recommended The Fulcrum start by developing a plan from now until August, then testing out the plan from September until April and reevaluating at the end of the year.

D. Moyer asked what the motivation is for volunteers to become brand ambassadors? J. Tokarewicz responded that many first and second year students want to get involved and this is a really good opportunity to do so. She also suggested that The Fulcrum could consider offering a scholarship for volunteers at the end of the year.

D. Butters asked for more information on the online video ads. J. Tokarewicz explained that instead of just having web banners, there could be a video ad for one of The Fulcrum's advertisers at the end of an article that somehow relates to the article.

Finally, B. Miller asked if there is any costing for any of these strategies. J. Tokarewicz explained that the JDC teams tried to keep their budgets under \$10000. She then listed price quotes for a few of the strategies that they proposed, all of which can be found in their slide presentation.

4. Approval of November Minutes

B. Miller motioned to approve the minutes. W. Hume seconded the motion. All approved. The motion carried.

5. Vote on May 31st (b) and June 30th Minutes

M. Gray motioned to approve the following amendments to both month's minutes:

- For May 31st (b): "Meeting #12" changed to "Meeting #1"; "2014-2015" changed to "2015-2016";
- For June 30th: "May 31st" changed to "June 30th"; "Meeting #1" changed to "Meeting #2"; "2014-2015" changed to "2015-2016."

B. Miller seconded the motion. All approved. The motion carried.

6. Standing Action List

S. Gollish presented the Standing Actions List and K. Murray made the necessary changes.

7. President's Report

M. Gray began by saying that the Board will elect a new Vice President at the end of the meeting. M. Gray stated that the focus now is on getting an Ad Intern.

M. Gray noted that he bought some new photography equipment. He apologized to the Board for not consulting before, but he believed it was a time-sensitive situation. He explained that all items were discounted sale items and Dayne has the receipt. B. Miller asked if these items were physically accounted for. M. Gray stated that they were.

M. Gray and E. Davidson chatted with the CHUO program director. Both parties believe a partnership between CHUO and The Fulcrum should happen. E. Davidson mentioned to M. Gray that both volunteers and staff members are interested. He noted that training will happen next week. M. Gray then stated that the goal is to do a weekly five (5) minute segment, eventually building up to a 30-minute show hopefully by next September.

M. Gray declared that the Fulcrum's headquarters is still out of commission. Discussion ensued on why it's condemned.

M. Gray highlighted that the big takeaway at the Board level from NASH is that CUP seems to have a chance. He applauded Dayne and Sabrina for their work in sending clear metrics for what the membership can expect from CUP. His recommendation was that the Fulcrum reevaluate its membership in CUP at the end of the year.

M. Gray finished by revealing that the Fulcrum is not going to be getting upstairs anytime soon. D. Butters asked what the expected timeline for the move upstairs is. S. Gollish responded that the University said soon.

8. General Manager's Report

D. Moyer gave a summary of the YTD. He went on to state that The Fulcrum is down in revenue this year. If The Fulcrum had made as much revenue as it had last year, there would have been a smaller deficit than last year. The Fulcrum's spending is down this year.

S. Gollish asked what the main revenue difference is. D. Moyer responded that advertising revenue is down this year, both locally and nationally. D. Moyer learned at NASH that Free Media has been actively taking the advertisers that they were selling ads for The Fulcrum to and moving them to

create revenue for universities. D. Moyer expects this number to decline to 0. B. Miller wondered if there was anything we could do. D. Moyer said no.

A discussion then ensued on the possibility of working with the other national firm that's selling ads. D. Moyer mentioned that The Campus Network recently asked if The Fulcrum be willing to allow them to advertise with us. S. Gollish argued that if Campus Network is prepared to sell us ads without exclusivity, The Fulcrum needs to take it. D. Moyer replied that if The Campus Network came and offered to pay The Fulcrum a little less than our rate card to make up for our commission, then that's what he would bring to the Board for approval.

D. Butters asked what would happen if, for example, Humber also placed an ad with Campus Network and then The Fulcrum would have two sets of Humber ads. Does The Fulcrum have a responsibility to the client and are we responsible for the oversight or not? B. Miller answered that as far as client relations goes, he thinks so. He personally thinks first come, first serve. There's no reason on The Fulcrum's part to favour one over the other and we shouldn't be double booking. Both S. Gollish and M. Gray echoed these statements.

D. Moyer noted that The Fulcrum is doing par to last year financially, despite the deficits. S. Gollish asked if there is any other revenue that The Fulcrum is waiting on. D. Moyer clarified that The Fulcrum is still waiting on the second half of the GSAED levey, but that it should come in soon. The Fulcrum should expect to be in a deficit year.

D. Moyer concluded by saying that he had a meeting with La Rotonde to allocate space on the third floor. Discussion ensued and further details on the allocated spaces can be found in the General Manager's report.

S. Gollish wondered how The Fulcrum members would book the space. D. Moyer answered that they discussed the possibility of having a white board calendar. Discussion then ensued about how this plan is contingent on the university actioning this.

B. Miller noted that regarding pick-up numbers, the decline was previously a consistent 0.5-1%. Dayne's numbers are still showing a consistent decline, but those numbers are on 8,000 rather than 10,000, indicating a 20% decline. This is huge compared to last year. Discussion on the reasons behind the decline then ensued. B. Miller agreed that while The Fulcrum has a very dedicated readership, it has reached it's saturation point.

B. Miller then asked Dayne for an update on how the CPM implementation went. D. Moyer gave an update on their progress. He explained that he asked Reine chose her favourite model and implemented it, but then they realized that their organizational knowledge of managing it is limited for it to work, so they asked the Campus Network, who uses the same plug-in, for some guidance. He further explained that at NASH, he spoke with Free Media about giving The Fulcrum access to the system that they use, which they are currently evaluating how to make that happen.

S. Gollish asked D. Moyer what the ideal timeframe is. D. Moyer replied that because The Fulcrum is working with a third party, it could be done as quickly as next week or as slow as this summer.

9. Editor-in-Chief's Report

N. El-Bouzaidi noted that it looks like most everyone from the Editorial Board is going to be coming back next year, but they are looking at applying for different positions. She also explained that there has been a lot of interest in the Editor-in-Chief position.

N. El-Bouzaidi said that she asked Jackie, the Assistant News Editor to take on a bit more work over the next few weeks.

N. El-Bouzaidi explained that there has been an issue with volunteer attendance. She surmised that part of the problem could be that The Fulcrum's headquarters is still under construction, but also said that she was thinking of changing the time of the meetings to accommodate more volunteers who have classes or co-op at that time.

N. El-Bouzaidi spoke with a Digital Journalism professor as well as a few students at Saint Paul's University about Fulcrum employment opportunities. She also stated that she's thinking of preparing a newsletter to advertise this.

N. El-Bouzaidi noted that the Multimedia Coordinator is hoping to have a weekly podcast segment soon. Online numbers are down, but she attributes this to the fact that The Fulcrum's first issue after break wasn't until January 21st. She concluded by stating her goals for the upcoming month.

10. Advertising Manager's Report

D. Butters began by stating that The Fulcrum has had a little bump since January, which has been good. She outlined how much The Fulcrum has sold since last week and attributed the "dead zone" of ad sales to the Christmas holidays. D. Butters then revealed the average dollars sold this year compared to last year. While The Fulcrum is not close to where it was last year, she explained that The Fulcrum is closer to its dollar per issue the year before last, which was a more standard year. D. Butters stated the total print sales and noted that The Fulcrum is starting to catch up a bit. She went over internal tracking and how she tracks her sales. Online sales have come up from last year. CPM notwithstanding, The Fulcrum is getting a lot of requests for digital selling a lot more.

D. Butters mentioned that she's been keeping an eye on Metro and has been calling everyone who's been advertising in their publications. Other advertising targets that D. Butters has been focusing on include: sex supplements, housing, storage, language services. She started another more targeted geo-visit run at the highway end of Bank St. and is planning to move up to the financial district in her next area of focus, then move over to Elgin and the Rideau Centre.

D. Butters indicated the contracts that have been signed since last report. The Fulcrum is currently only missing nine (9) out of 72 signed contracts. She emphasized that a lot of follow-up will be needed to receive The Fulcrum's contra deals this year.

D. Butters commented that she began having technical issues with the CRM database when she was working on filling in details from the past three years.

D. Butters concluded by highlighting her objectives for the next month.

11. Finance Committee

S. Gollish asked what the timeline for the budget is.

D. Moyer responded that his goal is to have all of the banking reconciliation completed for the next Board meeting. The Board can then pass the policy suggestions that the Policy Committee has made so that the new budget procedure is in place and then the Finance Committee can start budgeting by the beginning of March. He mentioned that ideally, the plan is to propose the draft budget at the Annual General Meeting, but the Policy Committee needs to meet this month to discuss the Budget Policy.

12. Human Resources Committee

B. Miller motioned to go in-camera including D. Moyer. W. Hume seconded the motion. All approved. The motion carried.

S. Gollish motioned to excuse D. Moyer from the in-camera discussion. M. Gray seconded the motion. All approved. The motion carried.

B. Miller motioned to go out of camera. K. Murray seconded the motion. All approved. The motion carried.

13. Accessibility Committee

There were no updates from the Accessibility Committee as J. Rausseo was not present.

14. Free Media Contract

No further discussion was needed on the Free Media Contract as it was discussed at length during the General Manager's report and was removed from the Forward Agenda.

15. Debriefing Strategic Planning Session

M. Gray declared that he was really impressed with how the Strategic Planning Session went and that everyone had great ideas.

B. Miller noted that in prior years, what came out of the Strategic Planning Session was a list of goals. Instead, he suggested that The Board have an implementation plan. This plan would include the goals of each subject areas, who will do what, how long it should take, and when it should be completed by so that there are very specific guidelines for each action item and The Board would know very specifically if they have the capacity to do them or not.

S. Gollish suggested that the Board can go over the report to decide it's timeline together and then amend the report every so often.

M. Gray further proposed that the Board could look at it again for the Pre-Planning meeting for next year's Strategic Planning Session in order to see whether The Fulcrum has really committed to these items. The Board could also use them as discussion topics to really build on them.

16. Fulcrum Project Presentation

A. Hawley began by saying that his Strategic HR Management group project did a case study on The Fulcrum as a business and looked at finding ways to improve the HR function of the organization.

In terms of training and development, they divided it into three areas: administration, the Editorial Department, and the Board of Directors.

Administrative suggestions included:

- Updating the annual welcome package and having distribution to new hires something that's mandated in policy;
- Full-time employees in the Business Department need to be in compliance with two separate government acts: the Occupational Health and Safety Act and the Accessibility for Ontarians with Disabilities Act.

Board of Directors suggestions included:

- Having some kind of financial literacy training. This could include a handout ready for new directors to review who have never sat on a Board before. Something could be done with the auditors to help or there might be something online with the government in terms of a financial literacy training package.

Editorial Board suggestions included:

- Having team meetings with not just the Editorial Board, but also section editors and volunteers;
- Assembling a handout that could include: interview techniques, writing conventions, and finding sources for stories;
- In terms of cross-training, having the section editors rotate spots one issue per year. Also, offering a promising volunteer the chance to become a section editor for a week in the Winter Semester and have one of the section editors take on the role of the Editor-in-Chief.

With regards to awards and recognition, A. Hawley outlined several recommendations, which included:

- Having the online metrics and a readership survey considered for the Editor-in-Chief bonus review and comparing it weekly or monthly instead of annually;
- Taking some of the General Manager's bonus and shifting it to salary and strategic development opportunities;
- Partnering with the university to set up a scholarship for the volunteers.

For performance management, A. Hawley emphasized the importance of modernizing management more. Suggestions included:

- Eliminating the semesterly performance reviews that the Editor-in-Chief has with the section editors and instead, having bi-weekly meetings with individual members of staff during office hours;
- Trying to emphasize the changing environment of journalism and having staff members actively think how they can change and add new innovations in their roles;
- Trying to use technology to their advantage.

A. Hawley concluded with some recommendations regarding change management:

- Having more shorter meetings to allow for more change and collaboration;
- Establishing the Strategic Coalition, an initiative headed by the three department heads (Editor-in-Chief, General Manager, and the President) that could meet weekly or bi-weekly. It could either be voluntary or mandatory (i.e. must attend 2-3 meetings in a year, just so that there's participation from everybody) for individuals at the paper;
- Creating an annual external readership online survey;
- Creating an internal employee survey that every departing employee would take at the end of April. Those results then go back to management and then can decide how to use this feedback to improve the organization.

M. Gray asked what A. Hawley thought about the adoption of a mascot. A. Hawley agreed wholeheartedly about this.

17. Skill-building Presentation

B. Miller gave a presentation on how to improvise a skill-building session. He explained that the purpose is to equip the learner with an extra tool to help them accomplish what they want to accomplish. This could be a way of thinking, a technique, or a resource of some other kind. It is important that you start with the end goal and work back on a strictly need-to-know basis. Teaching isn't all about you as the teacher. Next, you need to understand it as a tool, focusing on the things that are going to accomplish that goal. Finally, it is important to note that everybody is an asset. Teaching becomes compelling when there's a narrative and when it's personal because it builds in an element of trust. If people don't believe you, what you say won't matter. Trust is at the core of teaching.

18. Other Business

S. Gollish announced that the Board needs to fill the position of Vice President. S. Gollish noted that the Vice President is a signing authority for the organization and is expected to fill the roles of the General Manager and the President if either of them are unable to fulfill their duties. He asked if anyone would be interested in either nominating themselves or someone else. M. Gray nominated S. Gollish. No one else was nominated. S. Gollish accepted to take the position. M. Gray wondered if anyone else wanted to be the chair. B. Miller replied that he'd happy to be the chair.

B. Miller then motioned to have in principle support to pursue the Operations Management project with Cody Miller and his group. M. Gray asked if he could tell the Board a little bit more about the project. B. Miller explained that the group is looking to work with a business to optimize some internal process of theirs, preferably an online process. B. Miller reiterated that he is only seeking in principle support to pursue the discussion. The motion carried.

M. Gray stated that M. Gollish would like to be involved with the Board while she's in Australia and then rejoin after she returns. He proposed that the Board create an exofficio position for her so that she can stay involved. B. Miller didn't think that the Board should create a position because that would mean creating a new seat. S. Gollish offered that, instead the Board could just add her to the exofficio email list. It was agreed that this didn't require a vote.

C. Mutis motioned to ajorn the meeting. All voted in favour. The motion carried.

Appendix

President Report – February 1st, 2016

Board of Directors:

No news is good news on this front!

Business Department:

Dee-Dee has been working hard at going and reaching out to new clients, as has previously been discussed. She's also been working on building a client database to help catalogue our interactions and contracts in a more formal way.

Dayne did lots of great work in helping plan the strategic planning session! He and Gunther have also been taking care of the usual daily dealings at the Fulcrum.

An application has been submitted to an Algonquin program to see if we'd be able to find a new ad intern. Dayne and Dee-Dee have handled this file and I don't know much about it, but it is good news that the program is going forward.

Committees:

Finance Committee: Assets have finally been purchased! I was urged at NASH by our visual editor to buy a few items, including a new lense for one of our cameras. We did this in Toronto prior to leaving NASH. Our associate editor then informed us that Henry's in Orleans was going out of business and liquidating their stock. Kim, Marta and I then went down and purchased a number of things, including a new camera for the paper. In total, all of the purchases cost us just under \$3,000. Every single thing we purchased was on sale. In Toronto, we received a 10% discount because we are a student organization and at Henry's we got a 10% discount on a number of items (including the camera) because they were the last in stock.

My apologies to the finance committee for not discussing with them prior to this. I feel as though I did a very thorough consultation with editorial board, over a number of months to come to a point where we knew that spending on Camera and video equipment was where we wanted to spend our money. With the combination of Kim's urgent need to get a few of these items, and the opportunity to get an excellent deal, I feel it was in the papers best interest to move swiftly.

If you would like a full accounting and costing of the items, I can provide them for you by email.

Editorial Board:

I've had the chance to spend a considerably amount of time with this group of people throughout the last two months, and I'd like to echo my previous statements that they are a fantastic group. The quality of the paper has been steadily improve and after NASH, there have been a number of new ideas implemented.

Our News Editor, Eric Davidson, has arranged to start a Podcast/radio show at CHUO. I went with him and 7 others for a meeting at the CHUO stations and was impressed with the dedication and ideas that the group has. CHUO also mentioned that they are excited about the partnership and noted the professionalism that Eric and the rest of the gang brought. Next step is to have those interested in joining the program go through the CHUO training.

It is the goal of the group to be producing 5 minute segments that can be played throughout the week and eventually build up to having a 30 minute weekly show next year.

Other Business

The front of the building is currently out of commission. If you do need to come to the Fulcrum, you can do so by going through the backdoor. It looks like crap and is a major inconvenience but soon we will have brand new steps! We can look forward to a similar circumstance when the University decides it should build a ramp, in a year or so.

NASH was a resounding success on a number of fronts. Major credit goes out to Dayne and Sabrina for single handily saving CUP. They did a fantastic job to push for major reforms, that saw the vast majority of the old guard be removed from the organization completely and set concrete targets that need to be accounted for and met. At this point in time, I think it is in the best interest of the paper to stay with the organization for another year to be able to see if the

goals we've put in place can be achieved. I know in personal experience and in talking with everyone else who went, it was an excellent time and lots was learned by everyone!

Dayne has informed me that the upstairs at the Fulcrum should be ready this month. That is considerably quicker than the 2017 timeline that was given to us by the University. Hopefully we should be able to move the business department up there by the end of the month and get going on transforming the basement. I was doing measurements the other day and noted that a pool table would fit down there perfectly...

Cheers,
Mackenzie Gray

General Manager Report #007 January 31, 2016

FINANCIALS

BANK BALANCE:

The Chequing account currently has \$184,552.30 in it with \$21,113.19 in one GIC and \$66,217.00 in the other with the larger one maturing this March 30th. Between Nash, construction and some expense mitigation research that I'll speak to later, I haven't completed banking reconciliation but it will be complete by our next BOD.

YTD:

I've attached a YTD to this report but also put together a YTD without Nash lines visible. This is because our current YTD versus last year is really bad (a deficit of \$44,298.06 this year versus a deficit of \$3,313.67 last year) but without Nash included the years' line up much more similarly and tell a story of us being very much on course. One thing to mention is that revenue is down by \$18,572.76 but our deficit is only \$12,210.54 higher than last year. Suffice to say our revenue IS down but so is our spending. By \$6362.22 to be exact.

ASSETS:

I have not listed asset spending here because I was not involved in the most recent asset purchases and they were not approved by finance committee. According to our Visa card, we have spent \$3,014.42 on assets in two separate purchases one exceeding my discretionary spending limit. The receipt for the first purchase was lost but I was able to contact the store where the purchase was made and they emailed me a copy. We spent \$366.65 on a much needed lense, a case and 2 lense caps. These purchases will be recorded upon receipt of our credit card statement and the items will be added to our asset list and amortized over the next select number of years at the discretion of our auditor. (revenue Canada dictates amortization based on the nature of the item and the intricacies of asset amortization aren't known to me) I cannot report on what was included in the second purchase but I understand we purchased a camera as

I had advised in my September report, a photo/video studio, a monopod, and perhaps some lights. These items are not at the office so I cannot accurately report on the nature of the items or their value. I've requested receipts but at time of writing I do not have access to them.

EXPENSE MITIGATION:

Some of the lines that I outlined in our last board meeting as expected to exceed our budget I've spent some time investigating through December and into this month. Originally we had planned to bring down both the payroll expense and Credit Card expense by integrating those services into our existing Sage Accounting software. Unfortunately, in order to integrate payroll and direct deposit services the bank would be adding charges exceeding \$50 / month so it was not cost effective to migrate those services at this time however, we have been able to set up an account with Moneris and credit card payment integration is almost complete. Not only will this save us money on Credit Card service fees (\$466 between August and October alone) but we will have a significantly more secure way of storing client credit card data and keeping track of credit card payments for audit purposes. Due to our current spending this year (the credit card fee budget line is already \$1,425.25 of \$1,600.00) I don't think we'll be able to make drastic enough of a change to stay under in this fiscal.

BUDGET:

Benjamin has worked tirelessly and rallying the policy committee into making meaningful changes to the budgeting process. We are nearly completely done in our reform work and I believe we should be able to begin the draft budget process as soon as banking reconciliation is complete. (Assuming we present and pass the changes at the Feb BOD) I still hope we can have a draft budget for the AGM and am planning to build 12 month cash flow estimates to help better understand our spending and expected monthly targets.

AUDIT:

I'm still working with Doug at Connelly & Koshy on our audit. It's still really messy but getting better. Currently, we have just under \$4,000 missing from Nash registrations. The money was recorded as going into our savings account but that account is empty. We have reason to believe the funds are in a paypal account but I wasn't left with a password to log in and in order to reset the password, I require the name of Andrew's childhood pet. I've emailed him and am waiting for a response. Hopefully we can clear this detail up and it's smooth sailing from here. I'm confident the 2016 audit will go much more smoothly.

COLLECTIONS

We currently have nearly \$21,000 outstanding as account receivable with \$18,000 of which being over 90 days old. \$11,000 coming from last publishing year, WBK representing more than \$8,000. We did not get a very good response from our collection letters which were sent out in November and are still receiving small payments from WBK. That being said, we have \$10,000 outstanding from this publishing year (\$7,000 over 90) and I expect to finish with at least a 90% collection

rate. Excluding WBK, We could write off 50% of the bad debt left over from last publishing year and not exceed our bad debt budget line. I'm confident much of that is recoverable with a bit more aggressive of a tactic but will write off anything not collectible from our past publishing year before the 2016 fiscal ends.

PICK UP HISTORY

Since our last report we've had 4 issues averaging 32.25% pick up but these last 4 issues aren't a great sample because one of our distro staff accidentally lost a report for one week and the last December issue was on stands 6 weeks. That issue only had 36% p/u (this was a 10,000 issue) Based on our data, I would advise bringing feature issues down to 8,000 as we don't seem to run a risk of running out. It is not a good idea to change circulation more than once/ 5 years as big changes often is never good for advertising clients but I believe we should enact 8,000 circulation on all issues next publishing year and I do not believe this would affect our client base too severely.

HR

With some heavy weeks for content coming up, Nadia and I have decided to utilize some of the funds we saved earlier in the year by having vacant positions to increase our paid pieces with existing staff. We will be doubling the pay and piece request for our Associate news editor at the news editor's discretion and continuing to use reporter wages to pay staff to fill that position. I expect that from this decision we will be able to evaluate more effectively how a freelance structure may work here at the Fulcrum.

631 KING EDWARD

CONSTRUCTION UPDATE:

The construction will be slightly delayed due to weather but is expected to be complete no later than mid February. By my last update, a structural engineer was expected to evaluate the building's integrity while it was open. The construction staff have now closed the areas being evaluated so it's my assumption that the building passed inspection. Great job building.

Also, the contractors or "the wind" somehow tore our rogers line out of the building. Protection was on site and made a report including the harrowing tale of a protection officer climbing the electrical pole on the other side of our parking lot and cutting the rogers line down entirely then tossing it out "for our safety" they then decided not to let anyone at the Fulcrum know that they did any of that. We went without phone or internet for 2 days and I missed the HR law webinar as a result. The rogers tech that showed up shared my disbelief.

3RD FLOOR UPDATE:

I met with Marc Duval, a staff member from facilities and the interim manager at La Rotonde right before Nash and we discussed use of the third floor. Some key points from this meeting are that

- The renovations should be happening rather quickly and we should expect to be upstairs before our next publishing year. (fingers crossed)
- La Rotonde will receive an office room, half of the archive shelves in rear and 80% usage rights of the meeting space
- We will receive 2 large office rooms, half the archive shelves and 20% usage rights of the meeting space
- We will be taking used furniture from University storage for free as to avoid investing in property with La Rotonde.
- We have asked that the third floor access door be keyed with the same locks as the front door so that La Rotonde will not have access to our main or second floor. The Fulcrum GM will also be issued a unique key for their office in order to augment our document security with regards to personnel and financial documents.

SAFETY INSPECTION:

We recently had our annual safety inspection and didn't do too badly at all. The biggest issue identified was that all filing cabinets over 3 feet tall must be secured to a wall or floor. In order to secure these cabinets, a stage 2 asbestos ticket needs to be made so it is not our responsibility. The staff in charge of asbestos at the University are requesting our deadline to satisfy the safety changes be delayed until after the 3rd floor renovations are complete as many basement cabinets will need to be secured on the third floor and screwing them to a wall in the basement as well as agitating all the asbestos just to do it again in a few months is..... dumb.

PROFESSIONAL DEVELOPMENT

My workshop fever has subsided and I've only been able to attend one workshop which was on financial forecasting. One of the key exercises we did was monthly cash flow statements and how incredibly useful they are. I am hoping to make 12 months worth as a tool to help us shape our budget for the next fiscal year.

Goals for February Include:

Follow up on Collections

Bank reconciliations

Integrating our new credit card processing system

Wrapping up all remaining issues re: the Audit

And I pretty much have Facilities on speed dial now.

—DAYNE MOYER, FPS GM aka Head Fella

EIC Report—Jan. 31, 2016

Editorial board

Things have been running very smoothly for the first two issues of the year. We've finished by 10 p.m. each issue. There were a few errors in the first issue, but it was resolved for the second issue.

Things with ed board in general have been really great. Since NASH I've also spoken to pretty much everyone and it looks like we're going to have a very high turnover rate (I don't think I've talked to anyone who isn't interested in coming back next year in some capacity!). I've also heard four separate staff members express interest in the EIC position next year.

With the SFUO election coming up we've asked our associate news editor to take on a little more work so that she's now writing 3-4 stories a week.

Volunteers

We have had trouble attracting volunteers this semester. We had around 20 volunteer members at the end of the last semester, but only around half have re-newed staff status so far. One issue is the front door construction, a lot of people simply don't know how to get into our building so hopefully during February that won't be an issue.

We did host a journalism & photography workshop but it only attracted about five volunteers.

I think the time of our meetings is also an issue. I know of at least 5-7 volunteers who either have class or co-op at that time. I'm consulting with ed board if we should change the time of our meetings. After that I want to speak with volunteers about what time would work best.

I did go speak at an info session for the university's new digital journalism class. While it wasn't very well attended, I did get two of the four students who were there express interest in volunteering (50% return rate!). Jessica (who runs the program) seemed really eager to work with us, and offered to circulate any news we have to her students. I think we should really work on setting up a good relationship with the program.

I'm also going to speak at St. Paul's next week, so hopefully I can entice some volunteers from there as well.

Online

We have been attempting to get our content out earlier, but it is difficult because everyone's Monday and Tuesday is extremely hectic, so at this point the majority of our content is still coming out later in the week.

Our multimedia coordinator is beginning weekly news segments soon which will definitely be a boost to our online/video presence.

Online stats

To be provided in a separate doc. Our numbers were down in the past month because of both the long winter break and because we didn't start publishing until the 21st. I hope that with the election next month we'll get a lot more traction online.

Upcoming

Dayne and I have been working on the EIC election and we already have all the dates ready and have already informed staff and volunteers about it.

I have a CBC tour set up for late February as well as a freelancing workshop planned for late March.

My goals are to continue working on increasing our online presence and to get more volunteers at our meetings.

Advertising Representative Report
January 31st, 2016

Hello Board,

SALES

Sales have come along another good way since last report. We've had \$9529.75 of sales since November 29th. We've had a bit of a bump in activity since the deadzone of the holidays has ended.

Total: \$81,850.36

2015-1 6		2014-1 5		2013-1 4	
6-Aug	\$768.75	14-Aug	\$2,550.00	1-Aug	\$1,842.00
n/a	n/a	28-Aug	\$7,539.70	29-Aug	\$5,775.00
3-Sept	\$7,873.28	5-Sept	\$8,096.70	5-Sept	\$5,305.00
11-Sept	\$4,256.30	11-Sept	\$4,033.00	12-Sept	\$3,495.00

17-Sept	\$6,497.81	18-Sep	\$4,889.25	19-Sep	\$4,679.25
24-Sept	\$3,001.00	25-Sep	\$4,461.75	26-Sep	\$3,010.00
1-Oct	\$2,119.25	2-Oct	\$3,095.00	3-Oct	\$3,769.95
8-Oct	\$2,249.06	9-Oct	\$1,560.00	10-Oct	\$6,318.00
15-Oct	\$1,618.86	23-Oct	\$5,925.00	24-Oct	\$5,875.00
22-Oct	\$4,081.03	30-Oct	\$3,635.50	31-Oct	\$2,555.00
5-Nov	\$4,263.10	6-Nov	\$6,088.50	7-Nov	\$3,250.00
12-Nov	\$2,251.13	13-Nov	\$0.00	14-Nov	\$1,185.00
19-Nov	\$2,127.71	20-Nov	\$3,193.00	21-Nov	\$1,405.00
26-Nov	\$1,801.71	27-Nov	\$2,733.00	28-Nov	\$1,380.00
3-Dec	\$1,761.71	4-Dec	\$4,833.00	5-Dec	\$5,250.00
10-Dec	\$5,582.77	8-Jan	\$3,818.00	9-Jan	\$6,492.00
21-Jan	\$6,713.27	15-Jan	\$3,808.00	23-Jan	\$2,685.00
28-Jan	\$2,243.96	29-Jan	\$4,076.00	30-Jan	\$3,644.00

Average \$/Issue	\$3,482.98	Average \$/Issue	\$4,129.74	Average \$/issue	\$3,773.07
Total (printed)	\$59,210.70	Total (printed)	\$74,335.40	Total (printed)	\$67,915.20

These numbers give me some sense of hope that we can cover some of the distance to target with an aggressive second semester.

Internal Tracking:

TBD \$\$\$	Local Sales	TBD Contra	Contra	Nat. Sales	Online
	\$81,276.6 1		\$4,939.0 0	1081	2271.6 7
The Draft	\$573.75				
	\$81,850.36		\$4,939.00	1081	2271.6 7

Reachouts and conversations:

Revole EPS Holdings	remind					x						
FreeTrek.ca	reactive				x	x	x	xxx	x			x
CUPE	remind					x						
Bastient Prizant Optometry	remind					x						
The Bowery	remind					x	x	x	x	x		
St. Alban's	remind					x						
Solidarite Jeunesse	remind					x						
Clothing Secret	remind					x						
City of Ottawa	remind					x						
Banfield Agency	remind					x						
Royal Oak	remind					x						
National Capital Freenet	remind											
Saint Paul	response						x	xxxx	x			x
First Choice HC	admin					x	x	x				x
Imaginus	reactive					x	x		x			
Saint Paul	response						x	x	x			x
Venus Envy	renew					x	x			x		
Wicked Wanda's	renew					x	x	x	x			x
Black Kat Shows	renew				x		x	xxx				
Sell Off Vacations	Follow-up						x					
Money Mart	Follow-up				x		x					x
Nordstrom Rideau Centre	Prospect	(x)					x					
The Bay Rideau	Prospect	(x)					x					
Sephora Rideau	Prospect	(x)										
	(x					
GSAED	reactive					x	x	xx	x			
Ski Vorlage	Follow-up					x						

King Sejong	reactive					X	X	X	X			X
Paul Mercs Concerts	renew	X										
GSAED	remind				XX	X		XXX	XX			X
Belair Direct	renew?			X								
City Of Ottawa	Sex					X		XXX				
Ottawa Scool of Art	reactive					X			X			X
Pizza Pizza (national)	reactive					X			X			
CD - GRAD	reactive					X	X		X			X
Office of the Ombudsperson	reactive			X	X				X			
Dare To Dream HR Consulting	reactive			X	X							
CD-CGES-16-371	reactive					X						X
Adult Fun Superstore	Prospect			X	X							
Pleasures N Treasures	prospect	X										
Brooklyn Hair	reactive			X								
Badaxe Throwing	prospect	X										
Room Escape	prospect	X										
Baronness Bridal	prospect	X										
Rag Time Vintage	prospect	X										
Instant Imprints	prospect	X										
Wilf & Ada's	prospect	X										
Condo Agency	prospect	X										
Dare To Dream HR Consulting	reactive					X	X	XXXXX	X			X
Candian Film Institute	reactive					X			X			
Ottawa Student Residence	prospect	X				X		X				
Education Permanante	prospect	X										
Willis College	prospect	X				X						
Fanshawe College	prospect	X										
Capital Hall Condos	prospect	X										
Claridge Condos	prospect	X										

This is 18 visits or emails prospecting to new businesses, 16 reachouts/visits to clients who were not with us last year (or are older than that), 12 conversations that began in a reactive capacity, as well as a few end of semester reminders and follow-ups, 13 pre-holiday reminders, 4 follow-up to visit conversations or meetings. I have not tracked the ad reminders that came along with the January 21st issue (which was quite large) but I started on those communications as soon as I returned so that we got all our files in on time. I've had positive responses from calls with Willis College, Ottawa Student Residences, a good meeting with Condo Agency. I have been keeping my eye on the Metro and calling all everyone who is advertising in their publications (Willis, Fanshawe College, Education Permanante, Pleasures N' Treasures all have placed ads with Metro). I will make a foray into Mobile/Car clients that are advertising there to see if we get any results. For now I am focused on the Sex Supplement, Housing, Storage, Language Services industries. I have started my visit run at the highway end of Bank street and will move up to the financial district in my next

area of focus. After that, I will target the financial area, then move over to Elgin. I may also return to the Rideau Centre to keep working on that segment.

Signed contracts since last report:

BRVC-15-323 Nomination du nouveau recteur	57
Freetrek Transport Inc.	58
King Sejong	60
Saint Paul University	61
Imaginus Canada Ltd.	62
JDC Contra Agreement	63
Wicked Wanda's Inc.	64
Pizza Pizza Limited	65
Ottawa School of Art	66
CD-GRAD - RECR-16-373	67
GSAED - Interdisciplinary Conference	68
Banfield - NAC Dance Face 2 Face	69
University of Ottawa - Office of the Ombudsman	70
CD-CGES-16-371	71
Dare To Dream HR Consulting	72

I don't usually report on this until the end of the year, but I am proud to say we are currently only missing 5 contracts out of 72 signed.

CONTRA:

There has been quite a bit of follow-up to conclude some contra details. We have finally received our tickets for the full year of sports services games. I did some legwork to get our New Years Eve tickets to in hand, and then, with Nadia's help over the holidays (and several trips to the bars) got the tickets to the winners. The JDC contract has finally been signed and their 2015-16 ad placed in the January 21st issue. We also did a ticket trade with Calabogie Peaks.

ONLINE

We are still in transition to the new back end as DFP has seemed more challenging than expected. Dayne is investigating Ad Butler further. So far \$2271.67 of our total is from online sales.

BENEFITS

I received my benefits card. Woohoo!

DATABASE

I have all clients from the last 3 years in the database and have started filling in all the various details. I hit a snag recently where I could not log calls into the activity section of the CRM (which is very frustrating because the activity section is what I was hoping to use most). I will look into resolving this with tech support next week. I have reviewed all the CRM tasks that I set myself before the break and have resolved or concluded a fair number of them.

OBJECTIVES FOR FEBRUARY:

Finish targeting Bank street visits then move forward as planned
Continue filling out database

Contact Tech support for Activity Section problem
Continue refining lead lists
Continue reading other publications to get lead ideas

Deidre Butters
Advertising Representative,
The Fulcrum