

Fulcrum Publishing Society Board of Directors MINUTES

Sunday, January 25th, 2014
4006 Faculty of Social Sciences, 10:30 a.m.
Meeting #7 2014-2015 Publishing Year

Attendance

Directors: Simon Gollish (Chair), Keeton Wilcock (President), Benjamin Miller (Chief of Staff), Freya Boyle Bauer, Chris Radojewski (VP), Jon Rausseo, Brent Holloway
Ex-officio: Sabrina Nemis (EIC), Deidre Butters (Ad Manager), Andrew Hawley (GM and NASH coordinator), Mackenzie Gray (NASH coordinator), Julia Duncan (JHM coordinator)
Absent: Varsha Seeram

1. Opening of Meeting

S. Gollish called the meeting to order at 10:40 AM.

2. Approval of Agenda

S. Gollish noted that there would be no Finance Committee report and there would instead be a Human Resources Committee report. J. Rausseo motioned to approve the agenda with the above stated amendments. F. Bauer seconded the motion. All approved. The motion carried.

3. Approval of November Minutes

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

4. Standing Action List

B. Miller gave a summary of the Standing Action List. A number of changes were made, including:

- A zero draft had been created for the ad bible;
- Benjamin reported on week-prior meeting reminders.

5. Ad Manager Report

D. Butters stated that the Fulcrum had made approximately \$92,000 in year-to-date sales and the Fulcrum was on track to surpass budgetary projections. She went on to say that her NASH presentation was a great success and that many participants have asked

for a copy of her presentation. She explained that this extensive presentation, which covers all aspects of her work, and all the lessons she had learned over the past seven years would form the basis of the “ad bible”.

K. Wilcock asked why the issue-by-issue numbers in her report did not add up to her reported \$92,000 total. D. Butters explained that those numbers reflected the already printed ads, whereas the \$92,000 figure reflected total sales to date. She further explained that the reports were structured this way in order to keep track of year-over-year publishing.

6. NASH Update

A. Hawley began by stating that between 285 and 290 delegates had attended NASH. These delegates came from more newspapers than ever before, and that many papers had come for the first time ever, but on average papers sent far fewer delegates each.

A. Hawley and M. Gray proceeded to give an account of conference highlights day by day. These included:

- The Peter Mansbridge Q&A was highly engaging and lasted an hour;
- Social events were well attended;
- Both delegates and speakers casually observed, without prompting, how professionally administered the conference was;
- A. Gibbard’s work on the conference “look” was very well received with speakers and delegates requesting to take posters home, and passports well-received;
- Daytime keynotes were very strong;
- The Retaeh Parsons panel was both candid and compelling, leaving some delegates in tears, which strongly recommends the panel keynote format.

They further commented that neither delegates nor speakers noticed many of the small issues that were managed by conference coordinators and volunteers. They took this opportunity to state how worthwhile Jessica Eritou’s position was, and what a fantastic job she did managing volunteers.

A. Hawley and M. Gray went on to discuss some of the relatively small issues, including:

- It was not clearly communicated to delegates that breakfast would not be included;
- Some small papers complained that the JHM awards were unfair and insufficiently transparent;
- The Saturday night dinner included many uninvited guests and ran late into the following panel.

In the case of the first, although this led to #breakfastgate on Twitter, the complaints were few and far between and many defended against them. In the case of the second, S. Nemis added that these complaints were perennial. In the case of the third, suggestions for future conference include buffet-style dinner, or requiring conference passes for admission.

S. Gollish asked if there were any negative consequences as a result of the complaints. M. Gray explained that there would not be.

J. Rausseo suggested that a JHM award category be introduced for small papers. M. Gray explained that no specific requests had been made, and in fact this year had seen the widest national participation in award submissions.

Coordinators' relationship with CUP was identified as the most disappointing aspect of conference. It was stated that they contributed very little, and that their actions led to protracted negotiations that distracted from conference business.

C. Radojewski stated that it would be necessary to have a discussion around CUP membership for next year.

A. Hawley went on to explain that, although all funds had not yet been processed, there would likely be a roughly \$20,000 profit, \$6,500 of which would go to CUP, \$6,750 would go to the conference coordinators' bonuses, and \$6,750 would go to the Fulcrum.

7. President's Report

K. Wilcock updated members on J. Evenchick's resignation from the Board and his nomination of M. Gray to replace him. He proceeded to give an account of general committee business. K. Wilcock then announced that Volume 75 would be included in the UOttawa Alumni Week's website, reinforcing the imperative to organize an event. He congratulated Fulcrum editorial staff on being nominated for 5 out of approximately 19 categories in the JHM awards and winning in two categories. Overall, the past two months had been very successful, most notably with NASH, and that the next large project would be Volume 75.

K. Wilcock then suggested that the Strategic Planning session had been very useful last year and he recommended doing it again this year.

B. Miller asked for an update on strategic commitments. K. Wilcock committed to giving this in the future.

S. Gollish asked that the Strategic Planning Session question be added to Other Business.

8. General Manager's Report

A. Hawley began by stating that the documents he provided, besides the GM Report, were out of date due to the recent completion of NASH. He went on to say that all expenses related to the conference had been paid off and that there only remained certain revenues to be collected including some delegate fees and sponsorship.

A. Hawley went on to report that the 2013-14 audit was nearly complete, but that there had been some problems finding minutes for most 2013-14 meetings. He proceeded to discuss national advertising, explaining that Free Media had done 1/3 of the sales of this time last year (\$4,000 versus \$12,000). D. Butters had accumulated about \$3,600 in national advertising, which was the only source of funds keeping national advertising on track to meet budgetary projection.

F. Bauer stated that the Board should discuss the Fulcrum's standing with Free Media. S. Nemis added that there was apparently a resurgent competition in national advertising. A. Hawley explained that the deadline to give notice of leave for next year was January 30th, 2015. It was agreed that this would be added to Other Business.

9. Editor-In-Chief's Report

S. Nemis explained that meeting production deadlines had become a major issue, which had begun to risk affecting the Fulcrum's relationship with its printer. As a result, the production schedule would be changed so that design would begin earlier and language editing would take place within InDesign files. S. Gollish asked that the Board be updated at February's meeting.

S. Nemis went on to state that the editorial team would be tabling on campus to recruit photography volunteers and increase Fulcrum exposure. She added that a campus distributor had not yet been hired, but this would need to be done.

S. Nemis added that the usual stories were attracting attention, i.e. sex and breaking news. She expressed a worry over how poorly supplemental content does online. C. Radojewski suggested that this may be due to the fact that the online format does not cluster content in such a way that it is clear which articles are supplemental content. Consequently, improving physical pick-up of supplemental issues should be the focus.

10. Human Resources Committee

S. Gollish explained that the mid-year reviews had been completed to the satisfaction of all involved. He noted that A. Hawley's bonus had been approved by an online vote with six in favour (four at the committee level and two online). There was some question as to whether quorum had been met, and S. Gollish committed to confirming this fact. There are no financial implications for the Editor-in-Chief or Ad Manager at this time.

C. Radojewski reiterated the importance of responding to online votes in a timely fashion.

11. Readership Committee

J. Rausseo explained that he had combed through Google analytics provided by S. Nemis and had established that social media was a key area for discussion, with Facebook in

particular providing 80% of all social media recommendations. He speculated that at some point the Fulcrum would have to make a large online transition. At this point, S. Nemis remarked, that at NASH other Editors-in-Chief (of smaller newspapers) had said that it was possible to transition to completely online without suffering in advertising. S. Gollish commented that this online transition should be a big part of the strategic planning session. C. Radojewski both added that these questions should go to the next readership committee, and that it should be announced to all Board members.

F. Bauer asked if there had ever been a survey to see how the website was being used. S. Nemis answered that revisiting the general Fulcrum survey was being discussed.

J. Rausseo commented that online engagement works in peaks, with certain days gathering a huge number of views compared to others. He commented further that the Readership Committee should be focusing on marketing some of the success around NASH and the JHM Awards, as there still remains a branding issue. S. Nemis explained that she was technically responsible for marketing, but that it was not feasible for her to begin a whole host of new duties.

J. Rausseo added that he had had a map made of all non-Fulcrum newspapers on campus.

B. Miller and S. Gollish asked for something akin to a study of readership matters, with some concrete recommendations to be voted on. This should be ready in time for the Strategic planning session.

12. Policy Committee

B. Miller explained that, similarly to the Policy Manual Review, the Policy Committee had begun a review of the Bylaws to be presented at the AGM. A. Hawley explained that such proposals would need approval at the Board level first. B. Miller then presented a number of proposed changes (see Appendix). B. Miller motioned for the approval of each substantive proposal on an individual basis K. Wilcock seconded these motions. Each proposal was approved unanimously, with the exception of changes to 4.03, which were sent back to the committee level. K. Wilcock motioned to approve stylistic changes in an omnibus vote. J. Rausseo seconded the motion. All approved.

B. Miller explained that he was seeking the Board's approval in principle to pursue the revision of job descriptions in the Policy Manual for both stylistic and substantive reasons. This work would be done in conjunction with editorial staff. J. Rausseo commented that the University was changing how it formatted job descriptions to include a general intent paragraph followed by tasks. B. Miller motioned for the Board's approval in principle of the project stated above. B. Holloway seconded. All approved.

13. Board Manual

B. Miller presented an update on Board Manual materials submitted to date. He confirmed with K. Wilcock, J. Rausseo, and A. Hawley, that these draft materials would be ready by February 14th. J. Evenchick's parts would be taken over by the next community representative.

S. Gollish asked what the editing process would be. B. Miller explained that once draft 1 had been completely collected, he would then put one document on Google Drive for all to comment on. He would also have an in-person session during which people could share and discuss feedback.

14. Skill Building Session

Due to time constraints this item was eliminated.

15. Other Business

Board Candidacy

M. Gray submitted himself for Board candidacy. K. Wilcock proceeded to ask the following questions: have you ever been declared mentally unsound by a medical professional; Do you currently work for the SFUO, GSAED, or University of Ottawa; Have you ever declared bankruptcy? M. Gray responded negatively to all questions.

C. Radojewski motioned to go in-camera to discuss the candidacy. B. Miller seconded the motion. All approved. All non-Board members left the room. K. Wilcock motioned to go out of camera. F. Bauer seconded the motion. All non-Board members re-entered.

K. Wilcock explained to M. Gray that Board members thought he was a great candidate, but they could not offer him a seat until he had completed his employment with the Fulcrum and he had submitted an official letter of intent. Once he had received his last pay and his final report had been accepted, and an official letter of intent had been received, then he would be considered for Board membership again.

Strategic Planning Session

S. Nemis began the discussion by explaining that it should take place after the Editor-in-Chief election to ensure input and a sense of ownership from the editorial staff. She added that last year, the elections had taken place in early March.

S. Gollish explained that Board meetings were not a forum for much discussion or debate and that the Strategic Planning Session would be a good time for long-format discussions.

It was agreed that the Strategic Planning Session should take place on the same day as the March Board meeting (March 29th). Some discussion ensued on the question of which should happen first. It was agreed that the Strategic planning session should take place first so that the Board could vote on anything necessary immediately after.

S. Gollish volunteered to organize the strategic planning session. J. Rausseo motioned to hold the strategic planning session on March 29th and for S. Gollish to be responsible for organizing it. K. Wilcock seconded the motion. All approved. The motion carried. S. Gollish stated that he would prepare a draft agenda for the February Board meeting.

Volume 75 Taskforce

C. Radojewski stated that he had done much work on the Volume 75 book, but that it was becoming increasingly hard to do research without being physically in Ottawa. He asked for volunteers. S. Nemis volunteered.

Budget Process

A. Hawley remarked that budget talks would have to take place before next Board meeting. B. Miller requested that an information package be created to support a well-informed budget process. S. Nemis asked to be included in those discussions.

Free Media

J. Rausseo motioned to authorize K. Wilcock to send an official letter to Free Media stating our intent to withdraw from their services for 2015-16. F. Bauer seconded the motion. All approved. The motion carried.

B. Miller added that we should investigate the other national advertising company that S. Nemis had raised earlier.

C. Radojewski motioned to close the meeting at 1:15 PM.

Appendix

Some documents pertaining to the NASH update are excluded due to the sensitive nature of information pertaining to ongoing negotiations.

Advertising Representative Report
January 25th, 2015

Hello Board,

Happy New Year! We've come quite a long way in sales since our last board meeting. We have sold \$15,134.50.

SALES

Total: \$92,005.29

2014-15		2013-14	
14-Aug	\$2,550.00	01-Aug	\$1,842.00

28-Aug	\$7,054.70	29-Aug	\$5,775.00
05-Sep	\$8,096.70	05-Sep	\$5,305.00
11-Sep	\$4,033.00	12-Sep	\$3,495.00
18-Sep	\$4,889.25	19-Sep	\$4,679.25
25-Sep	\$4,461.75	26-Sep	\$3,010.00
02-Oct	\$3,095.00	03-Oct	\$3,769.95
09-Oct	\$1,560.00	10-Oct	\$6,318.00
23-Oct	\$5,925.00	24-Oct	\$5,875.00
30-Oct	\$3,285.50	31-Oct	\$2,555.00
06-Nov	\$6,088.50	07-Nov	\$3,250.00
13-Nov	\$0.00	14-Nov	\$1,185.00
20-Nov	\$2,493.00	21-Nov	\$1,405.00
27-Nov	\$2,733.00	28-Nov	\$1,380.00
04-Dec	\$4,508.00	05-Dec	\$5,250.00
08-Jan	\$3,818.00	09-Jan	\$6,492.00
15-Jan	\$3,808.00	23-Jan	\$2,685.00
Total (printed)	\$68,399.40		\$64,271.20
Average \$/Issue	\$4,023.49	Average #/issue	\$3,780.66
Contra	\$3,345.00		
National	\$5,218.00		
Online	\$1,779.39		

Last year we had a very full January issue, so our Average \$/Issue took a bit of a hit, but as you can see, we are still up \$4128.20 which is fabulous! We are looking on track to hit target and then some this year, which is wonderful.

New Contracts:

Oxford Properties
First Choice HairCutters
SFUO Elections (multiple)
SFUO Best Idea
SFUO General Assembly (multiple)
Lunenburg Pub
Saint Paul University
Hollyburn Properties Ltd.

SFUO Green Week
CD-VCCL-15-124
Al Basha Shawarma
SFUO Black History Month
BSL NAC Face 2 Face
Sprott School of Business
SFUO iHouse

New Clients:

Hollyburn Properties Ltd.
Lunenburg Pub
Sprott School of Business

NASH

Congratulations to Andrew, Mack, and the rest of the NASH team for putting on a professional and well-planned NASH77.

I experienced my first conference speaking engagement in my Ad Rep talk, and lead the round table.

I prepared a 54 slide power point presentation which I've had several requests for since conference. Because it is difficult to determine what paper size and organizational structure the ad reps/managers/publishers are working in at their respective publications, I chose to cover everything I could.

My slides covered the following topics:

Your Paper
Your Ad Rep
Media Kit/Rate Card
How are you making this rate card available to your clients?
How do you communicate with your clients?
What kinds of clients do you have? (industries listed)
New vs. Returning Clients
Selling!
Opening a relationship
Once your sale is open
Clarifying the Buy
Upselling
Quoting and Closing (Now stop talking!)
Follow Through
Going to Contract!
Admin your sale!
Spreadsheet
Ad Design
Writing Ad Copy
Things clients send you
Basics on Printing

Time to interface with your Production Manager (or whoever does your layout)
 Competitors and Placement Requests
 Checking and Re-checking
 Errors in printing and how I deal with them!
 My personal errors and how I deal with them
 Contra and Sponsorship
 Admining Contra
 Contras as a way to open sales
 Maximizing the sales that come from your own institution
 National Ads
 Words vs. Words
 Media Agencies in your city
 Other Institutions
 Online Ads
 Designing Web Ads
 Reporting to your Board
 Special Editions and Supplements
 Some interesting things we've done
 Ad Internship

So basically I will use this super-comprehensive presentation as the basis for my Ad Rep Bible. Win.

FREE

No movement here, although it was pleasant to see them at the conference.

ONLINE

I have been working on an overview of Online stuff in all the major student papers across Canada, and here's where we are at right now.

Paper	Frequenc y	Print Circulatio n	Web Metric	Stat	Online Booking Timeframe	Rebate
Maratimes						
The Xaverian	?	?	?	?	?	
The Brunswickan	weekly	5000	unique visitors/ month (during school year)	10,000	Leaderboard - \$120/month, Med Rectangle - \$100/month	none
The Dalhousie Gazette	weekly	2000	impress ions/we ek	5582	Leaderboard - \$150/1week, \$125/4week, \$75/8weeks, Med Rectangle \$100/1week, \$80/4week, \$50/8weeks, Footer banner \$75/1week, \$60/4week, \$40/8weeks	50% Web with print purchase
Quebec						

The McGill Daily	weekly	7000	?	?	Leaderboard/BigBox - \$25/1000 impression, BigBox \$21/day, Tall box \$19, Impulse \$16, Text Ad \$6/day, Mobile Phones + App \$2/day	30 days 10% off, 90 days 20% off
The Link	No rate card - requested via email					
The McGill Tribune	weekly	7000	views/month	30000	Leaderboard - \$17.5/cpm, \$175/week; Med Rectangle - \$17.5/cpm, \$140/week	none
Ontario						
The Cord	weekly	6000	monthly visitors + Monthly page views	13,772 + 25,732	Monthly Leaderboard or Side Box \$250 (stationary), \$125 (rotating); Per semester: \$500 (stationary), \$300 (rotating)	none
The Varsity	weekly	20000	unique visitor/month	20000	Leaderboard - \$35/day, Front Page med rectangle \$30/day; Article med rectangle \$25/day; Half-page (300x600) \$25/day	14 days online gets 2 free additional days
The Silhouette	No rate card - requested via email					
The Charlatan	weekly	8500	??	??	Leaderboard \$275/month; Big box \$185	
The Imprint	weekly	8000-7000				
The Queen's Journal	twice weekly	??	??	??	??	none
Prairies						
The Sheaf	weekly	4000-6000	visitors/month + hits/month	20000 + hits	Top Banner, \$225/week; Top Box - \$175/week; Bottom box - \$125/wk; Skyscraper \$300/week; Bottom banner \$100/week	none
The Carillon	??	??	unique visitors/day	1000		
The Manitoban						
Alberta						
The Gateway						
The Gauntlet						

The Weal	Weekly	Min 4000	none	none	Per Month	Skyscraper \$200, Leaderboard \$200, Med. Rectangle \$100
BC						
The Ubysey	Twice Weekly	10000	All!	90,000+ Unique Monthly Visitors, 200,000+ Monthly Page Views, 4000+ Average Daily Visitors, 7500+ Average Daily Visitors, 2.18 Secs Average Visit Duration	/CPM	Leaderboard \$15/CPM (sponsor buyout \$367/week), In Line Display \$18/cpm (sponsor buyout \$441/week), Front Page Box A \$15/CPM (sponsor Buyout \$367/week), Front Page Box B \$10 CPM (Sponsor buyout \$318/week)
The Martlet						
The Cascade	Weekly	1500	none	none	none	

It is overwhelmingly varied, but once I get a sense of what our comparable papers are, I will feel better.

PERSONAL UPDATE

The PepTides are remounting our musical that we wrote last summer in a much larger festival called Undercurrents. I am costuming, acting, and co-producing because we did not get the proper team on board at the appropriate time. It is eating my brain. It's like my very own NASH77, but without the pay. Ah well. The dates are February 12th, 14th, 15th, 21st. We are also performing January 31st at the Blacksheep Inn. Jesus Take The Wheel.

Have a great meeting all,
DeeDee

Deidre Butters
Advertising Representative,
The Fulcrum

President Report #6 – January 25, 2015

The developments since the last President's report are as follows:

Board of Directors:

We were fortunate to welcome a new Director at the last meeting, on November 30, 2014 – Varsha Seeram, who now occupies a Fulcrum Staff seat. With Varsha, we are at 9 Directors.

Unfortunately, I did receive a letter of resignation from Jon-Rhys Evenchick, who occupies/ed the Community Rep seat, on January 23, 2015 – it is disappointing to see Jon go, but I thank him for his contributions to the organization and wish him all the best with his new business (LIVE! On Elgin). Jon's suggestion for a replacement is NASH Co-coordinator Mackenzie Gray. I am waiting to hear from Mackenzie about his intentions in regards to the FPS BoD.

Board Manual:

Ben has been leading this, and from what I can tell things are going well. Personally, I've been delinquent on this, but I thank everyone who's made contributions thus far.

Business Department:

Business is good. I've been in fairly regular contact with DeeDee and Andrew in December and January, and things are going well. I'll let them fill you in with their own reports and meeting updates. In addition to the business of the newspaper, there has also been the business of NASH in recent months. Here, too, I've been in regular contact with Andrew and Mackenzie, and things have also gone well on that front. Their reports have details here.

Committees:

Finance Committee:

- Nothing to report.

HR Committee:

- Andrew and Sabrina's Fall Semester reviews have been completed. The committee was happy with both employees' performances – I'll let Simon, HR Committee Chair, provide the details.

NASH Committee:

- Nothing to report. Despite the fact that NASH actually happened since the last board meeting, no NASH issues have required a board-level meeting. Because final reports have yet to be submitted by the NASH co-coordinators, I believe it makes sense for this committee to continue to exist – once these reports are submitted to the BoD's satisfaction, I believe it makes sense to disband this committee.

Readership Committee:

- Nothing to report.

Volume 75 Task Force:

- Progress is happening, as Anne-Marie Fontaine, the Alumni Association Reunion Coordinator, has confirmed with Jon Rausseo, Task Force Chair, and I that a) the Alumni Week website will be live by the end of this month and b) the website will have some basic information on the Fulcrum's Volume 75

event in early May. This drives home the fact that work on this front will now need to ramp up drastically.

Editorial Board:

From the conversations I've had with Sabrina since our last meeting, and the conversations I've had with Editors while at NASH, things from an editorial side seem to be running well. Congratulations to the editorial team on its great issues since November 30, 2014, and for its presence on the awards finalists list (5!) and for its wins (2!) at this year's JHM awards.

Strategic Planning Session:

Another thing that should happen in between now and the end of the school year is a Fulcrum Strategic Planning Session. A SPS was held for the first time in 2014, and the Business Department, Editorial Board, and BoD successfully got together to consider Fulcrum strengths, weaknesses, opportunities, and threats; discuss the constitution, bylaws, and policy manual; and begin to formulate strategic plans for the next publishing year. Due to the session's success, I believe it would be a good thing to have another such session this year – but this decision should be up for BoD discussion. I'm aware of the fact that the BoD has a busy Winter planned and that there are capacity considerations.

To wrap up, there have been a number of positives since the last meeting in November, 2014, chief among them being NASH. From what I can tell, both the Fulcrum and the Canadian University Press are coming away from NASH in stronger financial positions than they went in, and all of the participants – delegates, speakers, coordinators, volunteers – thoroughly enjoyed the conference. Huge congratulations are due to all the Fulcrumites involved in NASH, with special thanks, obviously, to the conference's co-coordinators: Andrew and Mackenzie.

Lest we get too relaxed though, the production of a Volume 75 product is something that the FPS has committed to, and this needs to be done now. I'm confident the organization is up to the task, and the BoD will be hearing about the great progress that has happened on this front at our next meeting, on February 22. Until then...

Onward.

Keeton Wilcock,
President of the FPS

General Manager Report #007
January 23, 2015

FINANCIALS

As of Friday, January 23, there is now \$183,883.69 in our chequing account. This is very close to where we are normally at this time of year. All the NASH payments have been made at this point (including salaries) while there is still a small percentage of revenue still to collect (delegate fees here and there, sponsorship money). We should be seeing close to another \$10,000 in revenue from NASH (half coming from FREE Media). The Society remains in great health financially.

The Security GIC Plus remains at \$45,200. The Three-Year Financials GIC Plus is at \$21,113.19.

The audit for fiscal year 2013-14 is nearly complete. Like all audits, they require our minutes from the Board meetings that took place during that fiscal year. Unfortunately, we are missing some. I was able to find minutes for four meetings in the GM email. That means we're missing six more. I've asked Keeton and Ben to look at their emails as well, as the remaining minutes should be there. I know at times during the 13-14 year that Kyle (ex-President) and Mike Robinson (ex-VPIC) took the minutes for meetings. Once we send Connelly & Koshy the minutes, they said the audit would be complete in a matter of days.

NATIONAL ADVERTISING

As of January 23, FREE Media has sold \$4,701.45 worth of national advertising for us so far this year. This number is significantly down from last year, when they had sold roughly \$12,000 by this point in the year. We've seen one online ad from them so far, compared to four last year. While Humber College remains their biggest client this year as they were last, Loblaws has not returned and Follet has come back on a much smaller scale. Refuel and the Appraisal Institute are also clients who spent last year who have not returned.

Thankfully, up to this point DeeDee has sold a solid number of national clients. As of the last meeting we had sold just over \$3,600 in national ads. I didn't have time this week to get the last figures but I will look into it and let the Board know.

COLLECTIONS

The list of outstanding ad payments from 2013-14 remains as it did at the last meeting. The list is attached to the email. Now that NASH is over, I will have the time again to continue pursuing clients.

The collections report for this year is attached in the email. Once again, I'll have now have time again to start pursuing clients and updating the list.

HR

The Fulcrum-paid NASH staff have now received all conference pay.

DISTRIBUTION

The figures remain as they were at the last report (need more time to add the numbers for issues 14, 15, and 16). The overall percentage as of issue 13 is 31.6%. Last year at that time it was 32.5%. Here are the results per issue:

- 1 – 37% (Summer)
- 2 – 73% (Frosh)
- 3 – 23%
- 4 – 22%
- 5 – 29%
- 6 – 26%
- 7 – 25%
- 8 – 37% (Food Issue)
- 9 – 22%
- 10 – 30%
- 11 – 26% (Travel Issue)
- 13 – 29%

SOFTWARE/EQUIPMENT/SUPPLIES

The Fulcrum has some new speakers and stamps thanks to NASH.

PRINTING

We are currently at budget for printing.

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

—ANDREW HAWLEY, FPS GM

The Fulcrum Publishing Society
Budget 2014-15 YTD

	<u>2014-15</u> <u>Budget</u>	<u>Year-to-Date</u>
<u>REVENUE</u>		
-		
Sales Revenue		
Local Advertising	\$114,000.00	\$55,443.95
National Advertising	\$17,500.00	\$7,586.49
Net Sales Revenue	\$131,500.00	\$63,030.44
Levy Revenue		
SFUO Student Levy	\$207,000.00	\$18,553.42
GSAED Student Levy	\$12,500.00	\$6,337.88
Net Levy Revenue	\$219,500.00	\$24,891.30
		-

Other Revenue		-
Revenue from Fundraising	\$4,500.00	\$412.00
Interest Revenue	\$500.00	\$0.00
Bound Editions Revenue	\$1,250.00	\$315.00
Miscellaneous Revenue	\$20.00	\$1,166.08
Campus Plus Receivables (40% of min expected for 2014-15)	\$3,600.00	\$6,133.60
Total Other Revenue	\$9,870.00	\$8,026.68
TOTAL REVENUE	\$360,870.00	\$95,948.42
<u>EXPENSES</u>		-
-		-
Payroll Expenses		-
Wages & Salaries	\$210,670.00	\$102,822.92
EI Expense	\$5,310.00	\$2,683.30
CPP Expense	\$7,810.00	\$3,955.00
WSIB Expense	\$1,100.00	\$465.56
Ceridian payroll expense	\$1,550.00	\$853.99
Total Payroll Expense	\$226,440.00	\$110,780.77
General & Administrative Expenses		-
Accounting & Legal	\$6,600.00	\$0.00
Advertising & Promotions	\$4,000.00	\$3,113.24
Bad Debts	\$1,000.00	\$0.00
Bound Editions Expense	\$2,500.00	\$2,443.63
Business department insurance benefits	\$1,400.00	\$0.00
Capital Assets	\$5,000.00	\$1,754.60
CUP National Conference Expense	\$2,000.00	\$0.00
Contingency Fund	\$0.00	\$0.00
Courier & Postage	\$600.00	\$395.69
Credit Card Charges	\$1,500.00	\$45.00
Distribution Expense	\$500.00	\$168.00
Employee Appreciation	\$1,500.00	\$1,026.22
CUP Membership Fees	\$3,500.00	\$3,051.00
GST/HST	\$3,200.00	\$0.00
Insurance	\$1,800.00	\$1,725.84
Internet expenses	\$900.00	\$561.19
Bank Charges	\$150.00	\$0.00
Content Enhancement	\$200.00	\$50.79
Office Supplies	\$3,000.00	\$1,837.31
Parking (Ad Rep)	\$1,150.00	\$1,150.00
Printing	\$84,000.00	\$47,766.11
President Honorarium	\$800.00	\$0.00

Recruitment and Training	\$800.00	\$63.21
Repair & Maintenance	\$500.00	\$113.00
Tech Support	\$1,000.00	\$0.00
Telephone (Office)	\$1,500.00	\$1,101.69
Telephone (Ad Rep Cellular)	\$550.00	\$303.05
EIC Cell Phone	\$300.00	\$300.00
Transportation	\$200.00	\$22.00
Website expenses (accessibility)	\$1,000.00	\$11.99
Total General & Admin. Expenses	\$131,150.00	\$67,003.56
TOTAL EXPENSES	\$357,590.00	\$177,784.33
NET INCOME	\$3,280.00	-\$81,835.91

EIC Report—Jan. 25, 2015

Editorial board

We are working on getting our production deadlines met. Up to now we've been late several times because our layout hasn't been completed in time. I've been concerned both with unnecessary lateness for support and editorial staff, but also with damaging our paper's reputation and relationship with our printer.

With some feedback from other production managers at NASH, the production manager and I discussed changing the order of the copy chain so that he is laying out pages earlier in the chain. We'll be tweaking this over the next production or two so that we are prepared to take on the additional work of the sex issue in February.

We are also looking to set up a table on campus to attract photography volunteers, as well as increase Fulcrum visibility.

Volunteers

We ended the winter semester with 26 staff status contributors. Many of them have already contributed and renewed their staff status in second semester. I look forward to encouraging all of them to do so, as well as working toward recruiting new volunteers.

Campus distributor

I was ill for most of December, and Andrew was busy planning NASH, so we did not hire a campus distributor, as previously discussed. We will be working on completing this as soon as possible.

Online stats

To be provided in a separate doc.

#

 # thefulcrum.ca
 # Pages
 # 20141204-20150107

25 Top stories — Dec. 4–Jan.
 7. Holiday Issue/Holiday break

Overview
 Dec. 4–Jan.
 7. Holiday
 Issue/Holi
 day break

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit
/	2247	1712	0:01:27	1482	0.2189	0.3769
/news/bisaillon-files-lawsuit-1-million/	2038	1830	0:05:48	1556	0.1029	0.7659
/sports/gay-rights-gee-gees/	1225	1151	0:06:57	1120	0.1364	0.8955
/news/yaneric-bisaillon-resigns-sexual-harassment-allegations/	589	445	0:05:53	325	0.1074	0.6655
/features/orgy-etiquette/	425	404	0:13:04	403	0.079	0.9271
/category/dear-di/	405	190	0:00:20	68	0.1304	0.1111
/dear-di/dear-di-14/	311	297	0:05:09	296	0.101	0.9164
/opinions/letters/letter-editor-opt-opirg/	311	284	0:04:51	184	0.1135	0.701
/features/how-to-make-a-good-porno/	265	237	0:08:29	236	0.1891	0.8868
/opinions/acronym-anxiety-running-rampant-campus/	179	163	0:02:23	91	0.1383	0.6034
/dear-di/dear-di-12-days-sex/	167	156	0:02:45	42	0.119	0.3892
/news/sexually-violent-conversation-between-student-officials-leaked-online/	167	153	0:06:56	138	0.2464	0.8563
/contact-us/	156	141	0:01:48	41	0.3571	0.6731
/opinions/canadians-do-not-all-drink-beer/	137	95	0:00:47	95	0.3229	0.6934
/features/study-drugs-putting-the-high-in-higher-learning/	131	126	0:20:09	125	0.1667	0.9618

Sessions
12
Users
10
Pageview
19
Pages / Session
1
Avg. Session Duration
0:01
Bounce R

/dear-di/dear-di-nov-27/	122	114	0:01:45	4	0	0.2705
/category/news/uottawa/	115	98	0:00:35	12	0.1667	0.1826
/news/respect-equality-task-for-ce-considers-code-conduct/	115	106	0:03:33	37	0.0811	0.4783
/news/former-hockey-players-trial-extended-new-year/	100	91	0:02:56	52	0.0385	0.57
/news/mens-rights-event-disrupted-by-protest/	99	93	0:11:47	92	0.2151	0.899
/news/101-week-budget-red-second-year-running/	87	83	0:06:08	69	0.0429	0.6092
/news/talks-start-summer-upass/	83	81	0:01:51	12	0.1667	0.3855
/uncategorized/unconventional-study-spaces/	82	74	0:07:53	74	0.2432	0.8659
/news/u-o-prof-dies-car-crash/	80	66	0:05:21	64	0.1562	0.8
/opinions/the-university-of-ottawa-officially-ruled-greater-than-carleton/	77	73	0:19:59	73	0.1757	0.9481
	19734	17205	0:02:40	12475	0.1587	0.6322

Overview
— Jan.
8–22

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit
/news/students-petition-impeachment-ikram-hamoud/	2682	2571	0:05:41	2310	0.0453	0.7946
/	1823	1348	0:01:13	1091	0.1673	0.3001
/opinions/sfu-exec-crowd-sources-job/	758	699	0:03:15	425	0.0304	0.5554
/news/u-o-makes-way-247-dining-hall-mandatory-meal-plans/	574	538	0:04:50	351	0.0722	0.7056
/news/u-o-students-enjoy-extended-holidays/	548	528	0:05:49	476	0.0626	0.8504
/news/former-hockey-players-sue-6m-university-lawsuit/	547	512	0:05:39	412	0.0835	0.7916

0.1
% New Sessions
0.

Overview Jan. 8–22
Sessions
10
Users
8
Pageview

/news/u/	352	325	0:01:54	184	0.0806	0.517
/category/dear-di/	242	142	0:00:28	38	0.1282	0.1653
/contact-us/	169	145	0:04:18	57	0.2281	0.7456
/news/u-o-student-joined-isis-killed/	169	160	0:03:36	128	0.0787	0.7751
/features/orgy-etiquette/	157	143	0:06:48	143	0.0769	0.8917
/features/how-to-make-a-good-porno/	129	110	0:05:38	110	0.1182	0.8295
/features/mindful-matters/	124	108	0:06:37	81	0.1463	0.7258
/opinions/professors-cheat/	116	110	0:02:28	24	0.1667	0.4052
/category/news/	115	94	0:00:37	2	0.3333	0.1913
/news/sexually-violent-conversation-between-student-officials-leaked-online/	101	95	0:06:30	87	0.2273	0.8911
/dear-di/dear-di-jan-8/	99	93	0:02:26	17	0.25	0.3434
/opinions/u-of-o-admin-leave-ignoring-the-arts-to-the-government/	99	91	0:04:06	91	0.0769	0.899
/category/news/uottawa/	97	81	0:00:46	4	0	0.1546
/news/yaneric-bisaillon-resigns-sexual-harassment-allegations/	89	68	0:05:09	48	0.0625	0.573
/category/sports/	86	68	0:00:41	6	0.3333	0.3488
/news/police-release-photos-missing-ottawa-man/	81	75	0:01:25	32	0.0938	0.5062
/category/opinions/	78	63	0:00:43	1	0	0.1923
/news/news-briefs-fss-honoured-charges-laid-flu-season-ottawa/	77	67	0:04:49	44	0.0667	0.5714
/news/men-dalhousie-dentistry-scandal-take-separate-classes-external-investigation-starts/	71	65	0:03:35	30	0.1667	0.5775
	16789	14850	0:02:34	10093	0.1118	0.6012

16
Pages / Session
1
Avg. Session Duration
0:01
Bounce R
0.1
% New Sessions
0.7

Human Resource Committee Report

For the months of December and January, the Committee was tasked with evaluating both the EIC and the GM. We also briefly looked over the case of the advertisement manager as the Committee mandate requires.

With regards to the GM review, the Committee used the rubric which was approved by the Board in October. After going over the results with Andrew and discussing a few areas for improvement, the Committee decided to recommend to the Board that the GM be awarded the full \$750 which Andrew was eligible for. This reflected the fact that the Committee was impressed with his overall performance.

The Committee also discussed the performance of the EIC, using the rubric that the Board approved in November. Overall the Committee is very happy with Sabrina’s efforts, particularly in the two areas that the Committee and the EIC agreed to focus on, volunteer engagement and online readership.

Finally, the Committee commented that they were happy with the performance of the advertisement representative and that Deirdre should continue her efforts.

Overall, the Committee found the review process to be a positive experience. We are pleased with the performance of the various FPS employees and look forward to our end of year reviews.

Simon Gollish
Chairman of the Human Resources Committee

Review of Fulcrum Publishing Society Bylaws
Part 1: Sections 1-7

Content

Article	Change
2.02	Change the official seal to be inline with branding change.
4.03	Currently: “An Authorized Representative shall be entitled to act as a director of the Corporation.” Recommended: “An Authorized Representative shall be eligible to act as a director of the Corporation providing all other general requirements of directorship are met.”
5.09a	Currently: “Voting members of the Corporation shall be allowed to proxy their vote to other voting members by filling out a form and presenting it to the chair of the meeting of members.” “Voting members of the Corporation shall be allowed to proxy their vote to other voting members by notifying the Chief of Staff in advance of the meeting, who will then be responsible for notifying the meeting’s Chair.”
7.12	Currently: “All decisions made by the Board via email vote shall be presented at the subsequent meeting.”

	<p>Recommended: “All decisions made by the Board via email vote shall be presented at the subsequent meeting except in cases where that vote was called for at the prior meeting. In which case, the vote will be recorded in the minutes of that prior meeting.”</p> <p>This change is required to bring the By-Laws in line with the changed policy manual.</p>
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Form

Article	Change
1.01i, 0	Add a period
3.01	<p>Currently: “The membership shall consist of the applicants for incorporation of the Corporation and such other individuals and such corporations, partnerships and other legal entities as are admitted as members by the Board.”</p> <p>Recommended: “The membership shall consist of the applicants for incorporation of the Corporation and such other individuals, corporations, partnerships, and other legal entities as are admitted as members by the Board.”</p>
5.07-5.08	There is a line of empty space missing between this articles.
6.04	<p>Currently: “Any vacancy in the Board, howsoever caused, so long as a quorum of directors remains in office, may be filled by the directors if they shall see fit to do so;”</p> <p>Recommended: “Any vacancy in the Board, howsoever caused, so long as a quorum of directors remains in office, may be filled by the directors if they see fit to do so;”</p>
6.08	<p>“All directors must hold seats in accordance with the qualifications outlined for such seat in Section Four of Bylaw Two.”</p> <p>Not clear what this citation is pointing to.</p>

This manual is intended to compile basic and up to date information about the Fulcrum as an organization and the Board as it specifically fits into that organization.

The deadline for first drafts is the January board meeting.

Section	Page Length	Person Responsible (suggested)	Status
1-Introduction			
President's Statement	1	Keeton	
2-The Fulcrum			
Mission and Vision Statement	1	Benjamin (from pre-existing documents)	DONE
Strategic Commitments	1	Benjamin (from pre-existing document)	DONE
A brief history of the Fulcrum	1-2	Chris, Andrew	
Quick Stats (e.g. employees, circulation etc.)	0.5	Andrew	
Org Chart (whole organization)	1	Keeton, Andrew	
Org Chart (editorial)	1	Sabrina	DONE
Job Descriptions	X	Benjamin (from pre-existing document)	DRAFT 1 ONGOING
3-The Board			
Function/Role of the Board within the Fulcrum	0.5-1	Simon, Jon	DRAFT 1
Org chart of Board	1	Keeton	
Officer Job Descriptions	1	Benjamin (from pre-existing documents)	DRAFT 1 ONGOING
Committee Descriptions (including average meetings required,	0.25 each	Committee Chairs	

examples of business, etc.)			
Member contact list	1	Benjamin (from pre-existing document)	DONE
Meeting Schedule—OR—Calendar with key activities and benchmarks	1	Deidre, Jon	
Description of meetings, frequency, length...	1	Simon	
4-Appendix			
Links to all relevant websites (e.g. policy, by-laws, etc.)	1	Chris	
Sample Minutes (with notation)	4	Benjamin	DONE
Last year budget and relevant accompanying documents	1	Andrew, Chris	

How to be an Excellent Board Member

This document is meant to convey peer to peer advice to future members on how to fill their role well. Whereas the first manual is centred on the organization, this manual is centred on them.

Section	Page Length	Person Responsible (suggested)	Timeline
1-Introduction			
President's Statement	1	Keeton	
2-General Membership			
Board work 101	1	Benjamin	
Expectations of Board Members (list format)	0.5	Keeton, Simon	DRAFT 1 DONE
Contributing effectively to	1-2	Benjamin, Jon, Simon	

meetings (effective listening, brainstorming, staying on topic, etc.			
Being Community Rep.	0.25	John	
Being Student Rep.	0.25	Freya, Brent	DRAFT 1 DONE
Being University Rep.	0.25	Jon	DONE
Being Staff Rep.	0.25	Varsha	
Being Continuity Rep.	0.25		
Being Alumni Rep.	0.25	Chris	
Editor-in-Chief	0.5	Sabrina	
General Manager	0.5	Andrew	
Ad Manager	0.5	Deidre	
3-Committee Membership			
Joining Committees (too many, too few, choosing, etc.)	0.5	Chris	
Contributing to policy	0.5	Benjamin	DRAFT 1 DONE
Contributing to finance	0.5	Chris	
Contributing to readership	0.5	Jon	
Contributing to Human Resources	0.5	Simon	DRAFT 1 DONE
Contributing to Capital Assets	0.5	Andrew, Chris	
Chairing Committees (success factors common to all committees)	2	Benjamin	DRAFT 1 DONE
4-Executive Membership			

Being a good Chair	1	Andrew (Ben Myers, Dez Fisher)	
Being a good Chief of Staff	1	Benjamin	DRAFT 1 DONE
Being a good vice-president	1	Chris	
Being a good President	2	Keeton	
5-Conclusion			
Concluding Remarks	1	Benjamin	
Appendix			
Sample Committee Agendas	1 each	Committee Chairs	
Other Supporting Documents			