

# Fulcrum Publishing Society Board of Directors MINUTES

Sunday, March 29<sup>th</sup>, 2015  
Fulcrum Publishing Society Headquarters, 2:00 p.m.  
Meeting #9 2014-2015 Publishing Year

## Attendance

**Directors:** Simon Gollish (Chair), Keeton Wilcock (President), Benjamin Miller (Chief of Staff), Freya Boyle Bauer, Jon Rausseo, Brent Holloway

**Ex-officio:** Sabrina Nemis (EIC), Deidre Butters (Ad Manager), Andrew Hawley (GM)

**Presenter/New Director Candidate:** Mackenzie Gray, Lindsay MacMillan

**Absent:** Chris Radojewski (VP), Varsha Seeram

### 1. Opening of Meeting

S. Gollish called the meeting to order at 2:15 PM.

### 2. Approval of Agenda

K. Wilcock motioned to approve the agenda. J. Rausseo seconded the motion. All approved. The motion carried.

### 3. Approval of February Minutes

K. Wilcock motioned to approve minutes. J. Rausseo 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.

### 5. NASH Final Report

A. Hawley explained that it was not yet finished. The item was delayed.

### 6. M. Gray Board Candidacy

K. Wilcock motioned to go in-camera J. Rausseo seconded the motion. All approved. The motion carried.

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

K. Wilcock explained that the Board cannot accept someone who has not met all conditions set out by a previous motion of the Board. He added that the Board looks forward to a full Board being filled as soon as possible and in the most expedient way possible.

#### 7. Advertising Manager Report

D. Butters stated that it has been an incredible year. Bookings this month approximated \$15,500, which beat last year's target by approximately \$1,000 and places the Fulcrum to reach \$6,000 above the annual target. She proceeded to give a list of new clients. She further explained that the Canadian University Press is now purchasing ad space in order to publish articles as part of their MediaWorks program, in conjunction with CWA and Media Guild.

D. Butters added that there has been no movement from Free Media and that most national advertisement contracts still come from her own efforts. She expressed some reservations about booking these clients at a national rate when no additional service was provided. It was agreed that this would be placed on the forward agenda.

#### 8. President Report

K. Wilcock gave an update on various activities. He lauded the fact that the advertising target had been met and surpassed. He reported that the audit review had been completed successfully and thanked A. Hawley for this. He specified that the HR and Finance Committees are quiet; however, the Policy Committee is busy and the Readership Committee will also report. He noted that although the Volume 75 Taskforce is moving it needs to move quicker. K. Wilcock thanked S. Gollish and A. Hawley for a successful Strategic Planning Session. He concluded by explaining that Business Department and Board recruitment were both going well.

#### 9. General Manager Report

A. Hawley began by stating that there was current \$152,000 in the Fulcrum chequing account. This reflect strong advertising revenue and an early GSAED levy deposit. The 1-year GIC has matured and A. Hawley will be making a bank appointment soon to discuss renewing it.

A. Hawley went on to explain that the Fulcrum had not yet received the March payment for national advertising, but that they were expecting \$7,000 more in payments. With D. Butters' efforts the Fulcrum will surpass the national ad target. The increased ads have however resulted in printing costs going above target.

Giving an account of hiring, A. Hawley went on to say that one application from a non-staff member had been accepted, but that this could not be considered until the staff member application period had closed. The Fulcrum has received applications for all other positions except News and Visual Editors.

He continued by saying that the average pick-up rate was 30.8%, which was approximately 1% lower than last year, a lower decline than the year before.

With regards to technology spending, A. Hawley notified members that going forward there would be a new technology company that, although charged significantly more per hour, but that the service was more prompt and effective. The Fulcrum will also be moving phone and internet service away from the University of Ottawa plan to a Rogers package. This will lower cost from \$240 to \$140 per month with better service. The downside will be the loss of University of Ottawa phone numbers.

A. Hawley then notified members that the Policy Manual had been updated and posted online as well as made available to Directors. He added that the Annual General Meeting would soon be scheduled.

He closed by announcing his departure next year to begin a master's degree in Industrial Relations out of town. He assured members that he would remain long enough to oversee the next AGM and assist with his or her training.

#### 10. Editor-in-Chief Report

K. Wilcock motioned to go in-camera, including ex-officio Directors. J. Rausseo seconded the motion. All approved. The motion carried.

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

#### 11. Volume 75 Taskforce/Finance Committee

J. Rausseo began by stating that there had been a little bit of progress in determining the location. There were still two options with a very large price differential. No precise cost had been determined for food.

S. Gollish then notified members that he and L. MacMillan had gone through many decades of issues up to the 60s. Because those editions are housed on Microfiche, the work was significantly slowed by the need to go during work hours, but that would not be required going forward as later decades were stored differently.

A. Gibbard explained that he found an 11x17 printer/scanner at Staples that would be very useful for this project and for future Fulcrum endeavours. He recommended its acquisition. He continued that he had spoken with Imprimerie Gauvin who are able to

print covers separately in case more issues are required after the initial print run. They, however, require more specifications before they can provide a firm quote. What is known for sure is that the dimensions of the book would be 10x10.5in. Although there is a need for specific budget numbers soon, getting a quote before design needs are established, establishing a quote first will be highly restrictive.

B. Miller presented C. Radojewski's report in his absence which summarized all of the above.

J. Rausseo asked who he should present cost proposals to, either the Finance Committee or the Board as a whole. K. Wilcock responded that if he wanted the proposal to be discussed then the Finance Committee. If he was confident in the proposal, and needed to move ahead quickly, then he could present them to the Board.

## 12. Readership

J. Rausseo reported that Building Managers generally reported being amenable to removing all non-campus papers. S. Gollish requested that cleaning and rebranding paper stands be added to the Standing Action List.

J. Rausseo notified members that the readership survey was now completely developed and could be launched any time. S. Nemis said that they could coordinate this once the Credit Card was free.

## 13. Policy Committee

B. Miller presented the March By-Laws proposal. J. Rausseo motioned to adopt the proposal with the amendments listed below. B. Holloway seconded. All approved. The motion carried.

### General Amendments:

- Remove 8.4 a.ii
- Add contra as a shared responsibility for both Ad Manager and General Manager Job Description
- Add to 11.01 that it only needs to happen every three (3) years
- In 12.01 change all pronouns to female and change the word person to individual.
- Scrap amendment to BL2-12 empowering the Board to make stylistic changes without general approval of members.

### Sick/Personal Leave

- Specify that the sick/personal leave is "paid" leave
- Add to the Staff Contingency Fund the possible conditions "personal leave, overtime"
- Revisit the amount required for Staff Contingency Fund
- Review grammar for Multi-Year section

## Marketing

- Add to Visibility Coordinator that it need not be hired each year
- The Managing Editor proposal was rejected
- Change staff status to a new category “marketing staff status”

## 14. Other Business

No Other Business was raised.

S. Gollish adjourned the meeting at 4:45 PM.

## Appendix

Advertising Representative Report  
February 22nd, 2015

Hello Board,

Dudes and dudettes – we are having an incredible year! Since last meeting we’ve sold \$15,475.00!

## SALES

Total: \$121,692.29

| <b>2014-15</b> |            | <b>2013-14</b> |            |
|----------------|------------|----------------|------------|
| 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 |
| 29-Jan         | \$4,076.00 | 30-Jan         | \$3,644.00 |

|                         |                   |                        |                   |
|-------------------------|-------------------|------------------------|-------------------|
| 05-Feb                  | \$3,428.00        | 06-Feb                 | \$3,584.25        |
| 12-Feb                  | \$6,731.00        | 13-Feb                 | \$6,436.00        |
| 26-Feb                  | \$4,078.00        | 27-Feb                 | \$4,665.00        |
| 05-Mar                  | \$5,206.00        | 06-Mar                 | \$2,942.00        |
| 12-Mar                  | \$4,022.50        | 13-Mar                 | \$2,410.00        |
| 19-Mar                  | \$4,938.00        | 20-Mar                 | \$3,949.00        |
| 26-Mar                  | \$6,878.00        | 27-Mar                 | \$4,419.00        |
|                         |                   |                        |                   |
|                         |                   |                        |                   |
| <b>Total (printed)</b>  | \$107,756.90      |                        | \$96,320.45       |
| <b>Average \$/Issue</b> | <b>\$4,310.28</b> | <b>Average #/issue</b> | <b>\$3,852.82</b> |
|                         |                   |                        |                   |
| <b>Contra</b>           | \$3,345.00        |                        |                   |
| <b>National</b>         | \$5,678.00        |                        |                   |
|                         |                   |                        |                   |
| <b>Online</b>           | \$2,399.39        |                        |                   |

We are currently \$11436.45 ahead of last year, which is really great. WE HAVE EXCEEDED TARGET BY \$7692.29.

New Contracts:

One Eleven  
Cupe2626  
GSAED  
CD-VRCC15-152 UROP  
SFUO Back the Tap  
OPIRG  
St. Alban's  
SFUO Poutine Fest  
SFUO Back The Tap  
CD-TLSS  
Dymon Self Storage  
Media Plus – U of O Grad Studies  
SUNY Potsdam Centre for Graduate Studies (national)  
BLS – Adventures in Wonderland  
BSL – Leahy Family  
First Choice Hair Cutters  
Greyhound  
MediaWorks

New Clients:

One Eleven  
SUNY Potsdam Centre for Graduate Studies (national)  
MediaWorks

One Eleven is a residence close to campus – they spent \$6000 on full page ads!

FREE

No movement here.

ONLINE

Jane Lytvenenko has purchased some online and print space for her project MediaWorks.

Since we have a long meeting today I'll sign off here. But what a year!

PERSONAL UPDATE

I have been attempting to keep my band together since people are fairly unhappy. This may be the end of The PepTides. In the meantime I have gained an incredible helper for my vintage clothing business. All will resolve itself in due time, but I am unhappy and exhausted while also elated and excited.

Have a great meeting all,  
DeeDee

Deidre Butters  
Advertising Representative,  
The Fulcrum

## President Report #8 – March 29, 2015

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

### **Board of Directors:**

Nothing to report.

### **Board Manual:**

I think the goal is to have a draft completed for this month's meeting. Thanks Ben for leading this, a large undertaking, in addition to continuing with all the super work you're already doing – the FPS is blessed! Personally, I'm down to only one outstanding item that I still hold out hope of completing before Sunday.

### **Business Department:**

Business is good. Things have seemed rather quiet again in March, and I think this is thanks to the great job that the business team's been doing, in particular DEEDEE FOR HITTING TARGET!!!! This is a huge boon to us as an organization, as it puts us in great fiscal shape. Local advertising is our biggest revenue line aside from the SFUO levy, so thank you DeeDee for delivering on that line in a huge way. We also received a clean bill of health from Brad at Connelly and Koshy in March, and Andrew deserves kudos for this as the finances that that Brad reviewed were under Andrew's umbrella of responsibility.

### **Committees:**

#### *Finance Committee:*

- Nothing to report, except for the committee's considerations regarding Volume 75, which are not yet complete.

#### *HR Committee:*

- Nothing to report.

*NASH Committee:*

- Nothing to report. Once final reports are approved, I'll move to disband this committee.

*Policy and Bylaws Committee:*

- Great work was done by this committee in again in March. We followed up on the work that was done in February on pregnancy/parental leave, sick days, and personal leave. We also have options for the board to consider on marketing and multi-year contracts. We are breaking new policy ground, and Ben and the committee are to thank for this.

*Readership Committee:*

- Nothing to report.

*Volume 75 Task Force:*

- Progress is continuing as Jon has looked into venues and tentatively secured Café Nostalgica for the Alumni Week event. We are on the Alumni Week website, and I've been told by Chris that the task force will be presenting a cost estimate and funding proposals at this board meeting for all Volume 75 related tasks. I believe we should quickly finalize cost and funding, and then turn our full attention to the ambitious undertaking of completing a draft version or proto-type of the Volume 75 product for the next board meeting at the end of April. This may sound incredibly rapid, but this is the timeline we're dealing with due to the Alumni Week event and the fact that we are nearing the end of our Volume 75 publishing year.

**Editorial Board:**

Things from the editorial side seem to be good. I checked in with Sabrina and there were no issues at the time that she felt needed any board support to resolve, however there was one legal matter which, although it absolutely needs to and will be dealt with, was not in our opinion hugely troublesome. I'll let Sabrina provide us with the latest. As far as the content of the paper goes, I've been personally appreciative of the breaking news provided in March – the SFUO GA coverage was... informative.

**Strategic Planning Session:**

This month we have our SPS! Thank you Simon for overseeing everything, Andrew for your help coordinating, and all board members for your input on how to organize the session. I'm hopeful that it will be just as productive as last year's.

This month's report has been rather brief again, as things, from where I sit, have been operating smoothly in March. Business-wise, Editorial-wise, and BoD-wise. With the SPS over, we can turn our full attention to Volume 75 while beginning to consider the Annual General Meeting in April and recruiting for BoD and at least one business position for next year. Thanks for everyone's hard work in March. Until April...

Onward.

Keeton Wilcock,  
President of the FPS

PS,

On a somewhat-related personal note, I'll be away for at least a week in April (13-19ish) to attend the International Monetary Fund-World Bank Spring Meetings in Washington, DC. This is usually around the time we have our AGM and do a few other end-of-year things, so hopefully this isn't too much of an inconvenience.

**General Manager Report #009**  
**March 30, 2015**

**FINANCIALS**

As of March 27, there is now \$ \$152,402.54 in our chequing account, which is great for this time of year. That's attributable to both all the local advertising revenue that has come in as well as the fact that the GSAED levy for winter was also deposited. That's right, the GSAED levy was actually prepared before the end of fiscal year, which was a huge but pleasant shock.

It's actually at the low point in the year for cash flow, as in the next few weeks we will be receiving the SFUO winter semester levy and we also will no longer be paying for printing or editor salaries.

Our one-year Security GIC of \$45,200 matured on Friday. I have an appointment with TD on Monday to discuss renewing. Our three-year Financial GIC is at \$21,113.19.

**NATIONAL ADVERTISING**

We haven't yet received our March deposit from FREE Media, which keeps our amount collected so far at \$6,285.18. As of March 15, total payables from FREE to come in are \$7,621.05. This would lead to total national advertising revenue of just under \$15,000 for the year. I anticipate receiving just about \$15,000 total from FREE this year, which would fall under the national advertising budget projection of \$17,500 by itself. However, the Fulcrum has sold \$5,708 in national advertising. Thus, we should finish the year over budget at roughly \$20,000.

**COLLECTIONS**

Collections have been pretty good, especially given the ridiculously amazing volume of local ad sales. Attached is the Outstanding List. There aren't too many major concerns; I just need to do some more follow ups in the coming weeks. WBK will be paying for this year's ads in 2015-16 as we're still working on his campaign from 13-14.

**HR**

The application deadline for Production Manager was Friday, March 20. We received an application from a non-staff status member, so their application is being held for second round, which will be open until mid-April. The deadline for all other Editorial board positions was this Friday, March 27. We'll be scheduling candidate tests in the next week and a half.

This week I'll be notifying all employees of final pay and transition procedures. The final pay day is April 16<sup>th</sup> and payment will be in the form of cheques as opposed to direct deposit. Employees must complete all their transitional duties before I can give them their last cheque.

### **DISTRIBUTION**

The last month or so has seen a slight decline in pickup numbers compared to last year. Our average for this year is 30.8%. That's barely less than one percent from last year's mean of 31.75 at this time.

### **SOFTWARE/EQUIPMENT/SUPPLIES**

My Sage 50 Accounting software was unable recently for two weeks. At first, it wouldn't open because it's no longer compatible with Windows XP, which is the OS I was using in Virtual Box. So I had to purchase Windows 8 and install it. However, Virtual Box wouldn't read the CD for some reason. I contacted Martin from OTS and it took 8 days for him to come in and fix it. Once he finally installed it, there were USB drive recognition issues, and I still couldn't use Sage because all the files before the OS upgrade were saved on USB that Windows 8 couldn't read (despite resetting/updating drivers, etc.).

Anyway, I looked around and gave a tech support company called Lara-Tech Company a shot instead. Though I did need to purchase a new virtual program (VMware Fusion), they were able to resolve the issues in a timely manner. I've discovered that nobody charges less per hour than OTS (\$42, compared to \$110 for Lara Tech), but given some of the dismal service we've received not only in this case but prior to, I'm thinking we may want to go forward with Lara Tech as our support option.

Also, we'll be upgrading our Internet and phone services for next year (though starting this month). We'll be cancelling our U of O phone plan and moving to Rogers. This is because of an Internet + phone bundle promotion they were offering. We'll still have three phone lines (business, EIC, editors) and a fax line, but each phone will now have call display/waiting/forwarding/transfer, and a much simpler voicemail system. We'll also get 300 NA long distance minutes included per line instead of paying as we go.

We will need to get new phone numbers and lose our ability to simply the dial U of O extensions to speak with university employees, but the savings will be substantial. We currently spend \$240/month on Internet and phones combined; it will be \$140/month going forward and the Internet will also be faster. I tried to get 613-FULCRUM but it was unavailable.

### **POLICY**

I finally finished updating the Policy Manual. It's a 44-page document, so 25% of the work time on it was just opening it.

**PRINTING**

Due to the high volume of ads this year, we have had to expand recent issues from 24 to 28 pages to accommodate them. This will mean that we can expect to finish slightly over budget on the printing line. While this is normally discouraged, because it correlates to directly to more ads and revenue, we don't really have a choice but to allow it.

**ANNUAL GENERAL MEETING**

The schedule for this will be difficult since exams run late this year, all the way until April 28. I'm thinking we may want to schedule this on Monday, April 27, before too many people have to go back home. The plan is to have an End-of-Year party afterwards for all employees and volunteers. Last year's drink ticket deal with the Draft went well, but we can consider other options. Keeton will need to recommend a Chair for the AGM and any amendments to the Bylaws will need to be finalizing in the coming weeks if they are to be presented at the AGM.

**BOUND EDITIONS**

This week I'll be emailing employees/volunteers about ordering this year's bound editions.

**VOLUME 75**

I'll need to touch base with my team on this as I haven't had much time yet.

**MOVING ON (FINALLY)**

Sadly, my year seven-year odyssey with the Fulcrum will finally be coming to end. This week I was accepted into Queen's University for my masters beginning in September. I'm still waiting to hear back from the U of T, but in any event, I'll be back in school next year and not here, which is very weird to say. I'll save my emotional speech for the May meeting/AGM. I just wanted to alert the Board of this for now, so that hiring for the GM position can begin in mid-to-late April.

And that's how we dealt with mean green this month. The Fulcrum now has green-coloured cheques, so I'm finally speaking literally.

—ANDREW HAWLEY, FPS GM

**The Fulcrum Publishing Society**  
**Budget 2014-15 YTD**

|                   | <u>2014-15</u><br><u>Budget</u> | <u>Year-to-Date</u> | <u>N</u>           |
|-------------------|---------------------------------|---------------------|--------------------|
| <u>REVENUE</u>    |                                 |                     |                    |
| -                 |                                 | -                   |                    |
| Sales Revenue     |                                 | -                   |                    |
| Local Advertising | \$114,000.00                    | \$110,162.39        | Amount<br>invoiced |

|   |                     |                     |  |
|---|---------------------|---------------------|--|
| National Advertising                                      | \$17,500.00         | \$11,993.18         |  |
| <b>Net Sales Revenue</b>                                  | <b>\$131,500.00</b> | <b>\$122,155.57</b> |  |
| <b>Levy Revenue</b>                                       |                     |                     |  |
| SFUO Student Levy   | \$207,000.00        | \$113,616.15        |  |
| GSAED Student Levy  | \$12,500.00         | \$11,805.98         |  |
| <b>Net Levy Revenue</b>                                   | <b>\$219,500.00</b> | <b>\$125,422.13</b> |  |
| <b>Other Revenue</b>                                      | -                   | -                   |  |
| Revenue from Fundraising                                  | \$4,500.00          | \$1,862.00          |  |
| Interest Revenue  | \$500.00            | \$78.74             |  |
| 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          |  |
| <b>Total Other Revenue</b>                                | <b>\$9,870.00</b>   | <b>\$9,555.42</b>   |  |
| <b>TOTAL REVENUE</b>                                      | <b>\$360,870.00</b> | <b>\$257,133.12</b> |  |
| <b><u>EXPENSES</u></b>                                    |                     |                     |  |
| -   | -                   | -                   |  |
| <b>Payroll Expenses</b>                                   |                     |                     |  |
| Wages & Salaries  | \$210,670.00        | \$151,672.35        |  |
| EI Expense  | \$5,310.00          | \$3,936.05          |  |
| CPP Expense   | \$7,810.00          | \$5,786.95          |  |
| WSIB Expense  | \$1,100.00          | \$465.56            |  |
| Ceridian payroll expense                                  | \$1,550.00          | \$1,221.04          |  |
| <b>Total Payroll Expense</b>                              | <b>\$226,440.00</b> | <b>\$163,081.95</b> |  |
| <b>General &amp; Administrative Expenses</b>              |                     |                     |  |
| Accounting & Legal  | \$6,600.00          | \$5,322.30          |  |
| Advertising & Promotions                                  | \$4,000.00          | \$3,894.67          |  |
| 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          | \$3,574.84          |  |
| CUP National Conference Expense                           | \$2,000.00          | \$2,000.00          |  |
| Contingency Fund  | \$0.00              | \$0.00              |  |
| Courier & Postage   | \$600.00            | \$491.74            |  |
| Credit Card Charges                                       | \$1,500.00          | \$1,450.72          |  |

Fulcrum:  
\$5708.0  
0

Includes P

|  |                     |                     |
|--|---------------------|---------------------|
| Distribution Expense                       | \$500.00            | \$168.00            |
| Employee Appreciation                      | \$1,500.00          | \$1,241.74          |
| 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            | \$881.87            |
| Bank Charges                               | \$150.00            | \$0.00              |
| Content Enhancement                        | \$200.00            | \$99.82             |
| Office Supplies                            | \$3,000.00          | \$2,300.25          |
| Parking (Ad Rep)                           | \$1,150.00          | \$1,150.00          |
| Printing                                   | \$84,000.00         | \$75,225.54         |
| President Honorarium                       | \$800.00            | \$0.00              |
| Recruitment and Training                   | \$800.00            | \$564.23            |
| Repair & Maintenance                       | \$500.00            | \$113.00            |
| Tech Support                               | \$1,000.00          | \$676.87            |
| Telephone (Office)                         | \$1,500.00          | \$1,436.85          |
| Telephone (Ad Rep Cellular)                | \$550.00            | \$400.46            |
| EIC Cell Phone                             | \$300.00            | \$300.00            |
| Transportation                             | \$200.00            | \$78.00             |
| Website expenses (accessibility)           | \$1,000.00          | \$11.99             |
| <b>Total General &amp; Admin. Expenses</b> | <b>\$131,150.00</b> | <b>\$108,603.36</b> |
| <b>TOTAL EXPENSES</b>                      | <b>\$357,590.00</b> | <b>\$271,685.31</b> |
| <b>NET INCOME</b>                          | <b>\$3,280.00</b>   | <b>-\$14,552.19</b> |

## **EIC Report—March 29, 2015**

### **Staff**

Breakdown in communication with Production Manager. For the last two weeks, I will be referring issues directly to the General Manager.

Sarah Nolette got a job in British Columbia and will not be physically present for the final production days, but will have her section ready and will only need someone to input edits for her on those two days.

Everyone else will be here to finish the year out, and they're continuing to do a great job!

### **Staffing for next year**

We received an application for Production Manager, but she does not have staff status, so we'll be reopening the position to those without staff

status and considering her application along with any other we receive. The new date is April 17.

I won't know what is received for the other positions until after I've submitted this report, but before the board meeting, so I'll update in person (or Andrew will since he usually presents first).

### Staff Status

We have 28 staff status members for second semester as of Thursday, March 26, 2015.

### Distributor

This has been a failure overall and we'll need to discuss how to change it so it can be successful in the coming year in a Readership Committee meeting.

### Online Stats

Attached separately.

| Feb 23–March 25       | Jan 23–March 22       |
|-----------------------|-----------------------|
| Sessions              | Sessions              |
| 20137                 | 0.0162                |
|                       | 20,137 vs 19,816      |
| Users                 | Users                 |
| 15175                 | 0.0548                |
| Pageviews             | 15,175 vs 14,386      |
| 34116                 | Pageviews             |
| Pages / Session       | -0.0313               |
| 1.69                  | 34,116 vs 35,217      |
| Avg. Session Duration | Pages / Session       |
| 0:01:44               | -0.0467               |
| Bounce Rate           | 1.69 vs 1.78          |
| 0.1415                | Avg. Session Duration |

|                |                      |
|----------------|----------------------|
|                | -0.1092              |
| % New Sessions | 00:01:44 vs 00:01:57 |
| 0.6545         |                      |
|                | Bounce Rate          |
|                | 0.1117               |
|                | 14.15% vs 12.73%     |
|                | % New Sessions       |
|                | 0.0544               |
|                | 65.45% vs 62.07%     |

### Board Report for Ad Hoc Committee of Volume 75 Commemorative Book

Currently the committee is well under way doing research. We've been approaching the material from both ends and are hoping to have classified all the potential material for the book within the coming weeks.

However, while we have consulted costs for the book, we do not have a figure to provide to the board. This is because, although we have a fairly concrete idea of what we are going to produce in size, layout, and material; it is really hard for the company to be able to give us a quote without seeing some actual pages and a little more detail. At this point we have a potential company (Imprimerie Gauvin) that was investigated by Adam Gibbard. While we are still looking at other companies for comparison, Gauvin is able to provide us with all our requests for design and printing. We are looking to provide them with as much information so we can at least achieve a ballpark quote as soon as possible.

Additionally, as part of this project, we will be putting forward a request to the Capital Assets Committee for the purchase of a scanner. A more heavy duty and larger scanner will help facilitate the process of creating the commemorative volume while having long term practical use for the editorial staff in future years. Going forward, we look to present at the next Capital Assets committee following the Easter weekend. Second, when a request for funding is needed from the board, we will submit an electronic report and request for funds at that point after consulting the General Manager.

### Policy Committee Report

This month was another busy month for policy owing mainly to left-over and new conversations from last month. A number of roundtables and

policy committee meetings, as well as 1-on-1s yielded much talk on previously proposed policies and new endeavours.

## **Maternity and Parental Leave Policy Proposal**

The Policy Committee recommends that in the immediate this policy be incorporated into Section 8 (Transitions), since it would entail a transition; however, in the long-term, it is recommended that the Policy Committee look into creating a new section on Human Resources Guidance including Maternity/Parental Leave, grieving, and a more general mental health policy (see below).

**8.4 Pregnancy/Parental Leave.** All employees of the Fulcrum shall be, at minimum, entitled to such unpaid pregnancy and/or parental leave as is required by the laws of Ontario and Canada, provided they meet the qualifications stipulated by such laws, with the sole exception that they need only work for the Fulcrum for three weeks before they become eligible for leave. This minimum may be exceeded as allowed by both the General Manager and Editor-in-Chief. In order to apply for these benefits, the following criteria must be met:

- a. The employee should notify both the Editor-in-Chief and General Manager in writing of their intention to take leave sufficiently in advance so as to allow adequate time for a hiring process to take place. This notification may be no less than three (3) weeks prior to the leave.
  - i. An employee who takes leave before the period agreed to may be considered in contravention of her duties and may therefore be subject to disciplinary action, unless such early leave is attributed to some pregnancy-related health concern, or the early delivery/custody of the child, in which case the laws of Ontario offer guidance.
  - ii. This time limit applies even if a replacement has not been hired within five (5) weeks.
- b. If deemed appropriate by the Editor-in-Chief, the employee must write a transition report according to Fulcrum templates in time for her replacement to begin work.
- c. The employee can demonstrate that they have received adequate information on the entitlements of pregnancy/parental leave from the relevant authorities and that they understand the consequences for themselves.
  - i. The General Manager may ensure this condition has been met by providing the employee with relevant resources and explaining as required.
- d. The employee may provide a return date, but they are not obliged to do so. If a return date is given and the employee wishes

to change it at a later time, they must provide at least four (4) weeks notice to the General Manager and Editor-in-Chief in writing.

e. The Fulcrum must provide half-pay of what they would have been paid for the first month of leave, quarter-pay of what they would have been paid for the second month of leave, and no pay for any months thereafter.

i. For positions where pay is partially constituted by commission (e.g. Advertising Manager, General Manager), monthly pay is determined by base salary (B) plus the appropriate commission percentage (AC). Appropriate commission is calculated by adding the commission for returning clients (R1) and the commission for new clients (R2) for the annual target divided by twelve (12), assuming that 75% of clients are returning and 25% are new. i.e.  $P=B+AC$ ,  $AC=(((T/12)*0.75)*R1)+ (((T/12)*0.25)*R2)$ .

ii. Employees hired to replace an employee who earns commission will have their commission calculated at the same rate, by with previous employee's sales from their target.

f. The General Manager is required to provide the employee with all employment documentation required to access federal and provincial benefits in a timely manner. Timely manner here means that the documentation must come with the employee's final paycheque or within three weeks of their notification of pregnancy/parental leave.

To be added in Section 5 of the Policy Manual

5.4.1 Staff Contingency Fund. The budget passed by the Board shall include a line designated as "Staff Contingency Fund" and which:

- a. Shall be no less than 2% of the total salaries line;
- b. Shall be used to pay for unexpected expenses, including, but not exclusive to: maternity/parental leave and raises.

## General Manager Job Description Revised

### *General*

- Oversees the Business Department *and all of its employees*
- Acts as a link between the Board and the Business Department
- Acts as a liaison between the Fulcrum and Canadian University Press *or any equivalent organization* for administrative matters
- Implements any resolutions passed by the Board of Directors, *e.g. room bookings, policy updates, etc.*
- Attends all Board meetings

- Acts as the Office Manager<sup>1</sup> of the Corporation
- Helps with the general upkeep of the office
- Provides a report to the Board at all regular meetings *according to provided template*<sup>2</sup> and as requested by the Board
- Provides adequate training to the incoming General Manager, *including updating the Business Bible*
- Writes a transition report for the incoming General Manager *according to provided template*<sup>3</sup>
- *May be required to hire editorial staff as required by the Constitution (sec. 8), and supports President in the hiring of business staff*
- *Oversees disciplinary procedures in accordance with Policy Manual and By-Laws*
- *Conducts new employee orientation including maintaining and delivering information package, tour, keys, etc.*
- Oversees and maintains distribution of the Fulcrum's equipment *in conjunction with the Editor-in-Chief*
- Performs any tasks assigned by the Board

#### *Bookkeeping and Administration*

- *Oversees and maintains, in a timely manner, accounts payable, regular payments, corporate credit card*
- Maintains accounts receivable in conjunction with the *Advertising Manager and communicates with other signing authorities*
- *Can veto any advertising contracts, if in best interest of Fulcrum*
- Administers payroll
- *Oversees all Fulcrum bank accounts and other financial holdings, including petty cash and investments*
- Maintains relations with *any company contracted for the purpose of handling national advertising sales* to ensure the Fulcrum receives remittances for national advertising
- Communicates with *any Fulcrum banker, auditor, or financial/legal representative*
- Maintains *and updates* Corporation's files to ensure that continuity is maintained *smoothly* from year to year<sup>4</sup>
- *Preserves digital assets of the Fulcrum and is responsible for back-up files*
- Acts as a signing authority
- Coordinates production of bound editions *by preserving and organizing each Fulcrum edition and overseeing production and distribution of the editions*
- *Performs monthly bank reconciliations*

#### *Budgetary*

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<sup>1</sup> Andrew will write a proposal for a description of this role

<sup>2</sup> Andrew will develop a template for the report, and we should do something similar for other reports

<sup>3</sup> Andrew will develop a template for the report, and we should do something similar for other reports

<sup>4</sup> Benjamin will discuss file management with Andrew

- Drafts Corporation’s budget in accordance with budgeting policy<sup>5</sup>
- Assures adherence to the annual budget allowing for flexibility depending on actual revenues and costs
- Approves all expenditures within the parameters set by the Board

## Review of Fulcrum Bylaws Part 2: By-law 1 8-12, By-law 2 1-13

### Content

| Article        | Change   |
|----------------|--|
| BL1-9.03-9.04  | <p>This section seems to imply that is possible to be a board member while being employed by the Corporation or owning/investing in a company that the Fulcrum employs.</p> <p>These articles should be stricken and the following should be added: to BL1-6.02 “No Director shall be an employee of the <i>Fulcrum</i>, own or invest in a company contracted by the <i>Fulcrum</i>.”</p>   |
| BL1-Section 10 | This section should be cut.  |
| BL1-11.01      | <p>This policy requires that at least 3 auditors be considered before one is selected. I remember that this did not take place last year and that I requested that it be done this year. I highlight this in case, we want to give additional guidance of who is responsible for presenting these auditors (e.g. GM or Finance Committee)</p> <p>The following line should be added after the first sentence. “The General Manager is responsible for presenting the profiles of auditors to be considered.”</p> |
| BL1-11.03      | <p>This article calls for the Board determining what the remuneration should be. This did not happen last year as I recall.</p> <p>The following should be added: “The General Manager is responsible for gathering and presenting estimates from potential auditors.”</p>   |
| BL1-12.01      | <p>It offers a list of official ways to deliver notices.</p> <p>The following should be added: “Any notice... shall be sufficiently given if delivered personally to the person to whom it is to be given, if delivered to her recorded address, or if mailed to him at</p>  |

<sup>5</sup> The budgeting policy should be reviewed establishing stricter timelines so as to establish budget prior to start of fiscal year

|             |   |
|-------------|---|
|             | <p>her recorded address by prepaid air or ordinary mail, if sent to him at her recorded address by any means of prepaid transmitted or recorded communication, <b>or, where legal requirements permit, by e-mail.</b>”</p>  |
| BL1-12.03   | <p>It currently says that when calculating the time of notice, we should exclude the day of delivery and include the day of the meeting. I don't think this makes sense given that (1) our Board meetings are in the morning and (2) it is not useful to count in whole days if a document is delivered at 11:59 PM.</p> <p>Computation of time should be in hours not days, so as to account for the difference in when the meetings happen and when the documents are actually sent.</p>  |
| BL2-11.05   | <p>Unclear if the person who the complaint might be about counts as one of the objects of complaint. If so, do they get fair and equal time to be heard?</p>  |
| BL2-12.03   | <p>Current: “If any member of the Corporation requests a copy of the Constitution, Policy Manual, or Bylaws of the Corporation they must be provided to said member in any form that the Board or President of the board Deems appropriate within twenty-four (24) hours of the request.”</p> <p>It should not be up to the Board or president to deem what is appropriate. If this measure is about accessibility it should be determined by the expressed and reasonable needs of the person requesting a copy.</p>   |
| BL2-Sec. 12 | <p>We should add the following: “12.08 <u>Amendments to Style or Grammar of By-Laws</u>. Amendments to the By-Laws due purely to style, format, or grammar may be implemented by the Chair of the Policy Committee, or, if none exists, the President, without being voted on by the staff and membership, so long as they do not affect the substance of any measure. A vote by the Board is required for the confirmation that all changes are not substantive.”</p> <p>There are just so many problems and inconsistencies (e.g. Bylaws, bylaws, By-laws, etc.) that it would be too cumbersome to vote on them all separately; or to even have to wait to vote on it as an omnibus measure, since meanwhile it makes the Fulcrum look unprofessional for anyone who cares about such matters.</p> |
| BL2-13.01   | <p>Specifies that the Mastheads must contain what CUP and Campus Plus requires. The second must be taken out, but I think we should consider taking the first out, unless our agreement</p>   |

|   |
|---|
| <p>requires it to be there, since it should be adequate that their requirements are contained in whatever agreement we have with them.</p> <p>This section also specifies that the Board must ratify this prior to the first publication. I can't remember if we did this, but if the Board doesn't do this on a regular basis we should consider taking it out, or start doing it.</p> |
|---|

### Sick/Personal Leave

The Policy Committee recommends that the following policy be added to a new section of the policy manual entitled "Human Resources".

15.1 Entitlement to Leave. All Fulcrum employees are entitled to time-off due to illness or other legitimate personal reasons.

- a. Salaried employees shall be entitled to up to ten (10) sick/personal days over each period of 364 days starting from the first day of their employment as stipulated by contract.
- b. Contract employees shall be entitled to up to five (5) sick/personal days over each period of 364 days starting from the first day of their employment as stipulated by contract.

15.2 Notification of Leave. An employee taking leave must notify their Department head as soon as possible, in writing, orally, or by e-mail. The reason for absence must be given and proof may be required if deemed necessary by the relevant Department head.

15.3 Discipline. An employee may not be disciplined for taking a justified leave, however, they may be disciplined for failing to give notice. In circumstances where discipline is deemed appropriate, the procedures set out in Section 7 of this manual will be followed.

- a. If five (5) days of leave have been taken without proper notification, communication, or explanation, a disciplinary procedure with the possibility of dismissal will be undertaken.

15.4 Family Medical Leave. The Fulcrum is obligated to provide Family Medical Leave as per the requirements of *Employment Standards Act* of Ontario.

### Multi-Year Contract

The Policy Committee recommends that the following basic guidelines be added to the Policy Manual.

6.10

- a. The Hiring Committee may, with a resolution of the Board, offer an multi-year contract of employment.
- b. The candidate receiving the offer must have already completed one successful year-long contract with the Fulcrum. The contract need not be in the position for which they have applied.

- c. Terms of a multi-year contract may be re-negotiated annually at the request of either the Fulcrum or the employee.
- d. Employees under multi-year contract are subject to the Policies and By-Laws of the Fulcrum in the same way as all other employees.

### **Editor-In-Chief and Marketing**

The Policy Committee has developed the four following proposals for policy amendments that may be implemented so as to ensure that the marketing work, previously part of the Editor-in-Chief's job description, is accomplished more effectively in the future. The first two proposals are mutually exclusive. The third and fourth proposals are neither mutually exclusive nor necessary for one another. They may be accepted or rejected in any combination.

#### 1) Visibility Co-ordinator

Proposal 1 is the introduction of a new position into Appendix B of the Policy Manual. This position would be called the "Visibility Coordinator", they would report to the General Manager, and their job description would be as follows:

#### Marketing

- Works with the Online Editor to develop and implement a social media strategy for promoting the Fulcrum online
- Acts as the contact person for all external inquiries concerning the newspaper that do not fall within the bounds of other editorial or staff positions
- Maintains relations between the *Fulcrum* and outside organizations
- Develops internal and external strategies to increase the visibility of the paper on campus
- Investigates marketing opportunities for the paper throughout their term
- Develops an annual plan for the spending of the "Marketing" budget line

#### Administrative

- Reports weekly to the General Manager in whatever format deemed appropriate by the General Manager
- Liaises with Editor-in-Chief on regular basis
- Attends staff meetings

#### Volunteer Coordination

- Seeks volunteers for marketing activities
- Assigns marketing activities to volunteers
- Ensures key events and other timely marketing opportunities are taken advantage of
- Encourages contributors to attend staff meetings
- Makes herself available for in-person meetings for at least three (3) office hours per publishing week
- Regularly provides feedback to volunteers

## Miscellaneous

- Writes transition report according to Fulcrum templates
- Develops test for subsequent Visibility Coordinator
- Oversees physical marketing materials, e.g. posters, pull-outs, swag, etc.

**NOTE:** this proposal would also require changing the Editor-in-Chief job description to say that she would be responsible to support and coordinate with the visibility coordinator instead of direct marketing duties, and if necessary specify that the General Manager include marketing in his report.

### 2) Managing Editor

Proposal number 2 involves essentially adding the above duties to the Managing Editor's job description. This would likely also involve a budget increase, but that is for a finance meeting to decide.

### 3) Staff Status

Add to current criteria for staff status, that eligible activities include marketing. Marketing activities would be defined by the Visibility Coordinator, Managing Editor, or Editor-in-Chief depending on the model adopted.

### 4) Friends of the Fulcrum Club

This proposal would involve both changes to the Policy Manual and the By-Laws.

- A. If an autonomous club of the SFUO is initiated for the explicit purpose of celebrating, supporting, and spreading the work of the Fulcrum to the University of Ottawa student body, The Board may recognize the club as an official affiliate of the Fulcrum.
- B. The Visibility Coordinator, Managing Editor, or Editor-in-Chief would be responsible for liaising with the club depending on the model selected.
- C. An appointed representative of the club may occupy an ex-officio seat on the Board.