

Fulcrum Publishing Society Board of Directors MINUTES

Sunday, September 28th, 2014
4004 Faculty of Social Sciences, 10:30 a.m.
Meeting #4 2014-2015 Publishing Year

Attendance

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

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

Absent (with reason): Mercedes Mueller

1. Opening of Meeting

K. Wilcock called the meeting to order at 10:43 AM.

2. Approval of Agenda

J. Rausseo asked to add "hiring of distribution agent" to Other Business. K. Wilcock confirmed that "business insurance" would not be an item and "production manager compensation" would be. J. Rausseo motioned to approve the agenda with changes noted above. K. Wilcock seconded the motion. All approved. The motion carried.

K. Wilcock motioned for J. Rausseo to serve as chair for this meeting. B. Holloway seconded the motion. All approved. The motion carried.

3. Approval of August Minutes

S. Gollish motioned to approve minutes as presented. J. Evenchick seconded the motion. All approved. The motion carried.

4. Standing Action List

B. Miller gave a summary of the Standing Action List.

5. NASH Update

C. Radojewski and J. Willms entered the meeting by phone.

J. Willms explained that the keynote and general speaker list had been expanded. She added that sessions would vary in length from 45 to 75 minutes depending on the type of workshop (e.g. single speaker vs. panel, etc.). She was beginning to assess travel costs for out of town speakers and was confident savings could be found.

J. Willms notified members that she had accepted a journalistic position in Toronto and would no longer be living in Ottawa. She did not feel this would interfere with her work as much of it is carried on by correspondence anyway. In future, she would attend board meetings in person. J. Willms noted that she had received an e-mail from C. Radojewski asking for her resignation in light of these new developments. She clarified that she would not be resigning and questioned the procedural correctness and veracity of the charges of this e-mail.

C. Radojewski explained that the e-mail had been sent by K. Wilcock and was a suggestion not a request. He specified that this suggestion was within the President's purview and was not meant to undermine formal processes, but instead explore solutions to a number of reported concerns including J. Willms new work situation as well as past performance. These questions could be formally addressed by a Human Resources committee and Board process. K. Wilcock reiterated that it was a suggestion not a request and that a formal Human Resources process was now being initiated.

C. Radojewski left the meeting.

A. Hawley and M. Gray gave members an update on sponsorship progress (\$9,250). There remain many relationships still under negotiation. Contra offers range from mailing list access to app development. A. Hawley and M. Gray took special care to alert members of an ongoing negotiation with Free Media and the Canadian University Press, which had two previous and invalid sponsorship agreements that might have applied to NASH 2015. There are various misunderstandings and specific desires on the part of each party that may make a trilateral agreement necessary. A. Hawley and M. Gray assured members that Free Media would receive equal treatment to all other sponsors, but not special treatment and that no benefits would be afforded without a clear and written contract.

B. Miller asked if these prior contracts or this draft trilateral contract had been discussed with a lawyer. M. Gray explained that it hadn't, but that if this issue developed that would certainly be done.

Continuing the update, A. Hawley explained that CUP is currently in charge of the JHM awards, but was happy to pass over the responsibility. Through some professional contacts, NASH coordinators have obtained a grant to employ an awards coordinator. An applicant named Julia Duncan has been hired for the role. J. Rausseo asked who was

considered this person's employer. A. Hawley clarified that she would be considered an employee paid by the Fulcrum and reimbursed by the granting agency, The Youth Employment Fund.

Given the work in other areas, A. Hawley explained that primarily 1-on-1 outreach had been conducted with newspapers in and outside of Canada. A. Hawley and M. Gray would pursue in-person meetings in the near future. He added that the budget as it stands has made a profit.

J. Willms left.

6. Ad Manager's Report

D. Butters stated that it has been the strongest year in her memory. There has been an increase in online sales, and a per issue increase of over \$1,000. The silent auction was also a success, using over \$2,000 in contra. On the other hand, Free Media's return has been no better than last year and is on track to deliver another disappointing year. With regard to the Advertising Intern, D. Butters explained that it was a success through and through and ultimately generated 105 new leads. She closed by explaining her next steps involved pursuing those new leads.

7. President's Report

K. Wilcock thanked C. Radojewski for acting in his place for the month of August. K. Wilcock raised the need for M. Mueller to obtain staff status. He gave a cursory update on the progress all committees were making. The Volume 75 taskforce has continued its work and alumni groups have been approached with positive results. A discussion of outcomes for the Taskforce is still required.

8. General Manager's Report

Regarding finances, A. Hawley updated all members on the lessening cash flow until later in the fall. He notified members that the annual audit was underway and should be completed by November. He stated that the last payment for national advertising had come in still leaving a deficit in expectations of roughly \$10,000. He cautioned that even with the significantly lowered expectations for this year, there will likely still be disappointment. Collections are still ongoing, but progressing on a number of accounts. A. Hawley stated that Frosh Week distribution had been the highest ever (73%); however, the subsequent week was unusually low (27%).

A. Hawley stated that the capital assets plan had been completed. S. Nemis raised the issue of a new computer that could not run the older version of InDesign. A. Hawley replied that he is looking at a long-term model towards phasing out InDesign and replacing it with Word. S. Nemis asked that he consider The Fulcrum's role providing educational opportunities to students, including the use of software like InDesign. A.

Gibbard explained that given that Adobe has changed their cost model, it would most likely be more efficient to run InDesign on just a few computers and maintain a "Design Room". J. Rausseo asked that the Capital Assets Committee continue this discussion and report back to the Board.

J. Evenchick asked who would be handing out the SWAG that was left over from 101 week. It was agreed that the Readership Committee should discuss this.

9. Editor-In-Chief's Report

S. Nemis stated that production was going well. The staff photographer has resigned and so she is urgently searching for a new candidate to do mainly action and portrait shots. She added that there have been a number of social and educational events for volunteers and the Editorial Board that have been well attended and successful. S. Nemis also stated that a number of volunteers had already obtained staff status.

S. Nemis then expressed her concern over the unusually low readership numbers after Frosh Week. She said this should be addressed immediately. J. Rausseo offered to set a date for the Readership Committee in the coming week.

10. Policy Committee

S. Gollish motioned for an omnibus vote on the policies to be presented with the option for exceptions. B. Holloway seconded the motion. All approved. The motion carried.

B. Miller presented a report of the policy proposals emerging from a review of the manual and needs articulated in past meetings.

S. Gollish motioned to vote in favour of the proposals. B. Holloway seconded the motion. All approved. The motion carried.

B. Miller noted that a code of conduct consent form would need to be developed as a result of this vote.

11. Human Resources Committee

S. Gollish explained that the honorarium and bonuses had been updated in collaboration with the recipients for this year. He highlighted that both content and the methods of administration had been updated.

S. Gollish presented the President's honorarium. B. Holloway pointed out a typo. B. Miller suggested the word "small" be eliminated. B. Miller motioned to vote on the honorarium with proposed amendments. B. Holloway seconded the motion. Four members voted in favour, two members abstained. The motion carried.

S. Gollish presented the Editor-in-Chief's bonus highlighting the changes made. B. Holloway proposed grammatical changes. S. Gollish specified that this bonus was constructed with the understanding that an additional distributor would be hired. He therefore proposed that the vote be delayed until after the distributor position is voted on and a discussion of its impact in distribution growth. J. Evenchick motioned to accept the proposal. K. Wilcock seconded the motion. All approved. The motion carried.

S. Gollish presented the General Manager's Bonus and explained how earlier recommendations were incorporated. B. Miller motioned to approve the bonus. F. Bauer seconded. All approved. The motion carried.

S. Gollish closed by stating that the Human Resources Committee would hold a meeting this week.

K. Wilcock motioned to add an agenda item for creating new committees. J. Evenchick seconded the motion. All approved. The motion carried.

12. New Committees

K. Wilcock presented the logic for having a special NASH Committee. After an extensive discussion, K. Wilcock motioned the following:

That a new ad hoc committee be created called The NASH Committee (heretofore called the "The committee"). The committee would consist of at least a majority of Board members including the President and Vice-President. Given the extraordinary importance of NASH, the committee would be given "extraordinary powers". If any decision of the committee is not approved by at least five members, it must be brought to the Board within 24 hours to be considered for re-evaluation. The committee is required to notify all Board members at least 24 hours in advance of all meetings and agendas. "Extraordinary powers" is here defined as all powers normally given to the Board, but solely with regard to matters concerning NASH 2015.

J. Evenchick seconded the motion. Six members voted in favour, one member abstained. The motion carried.

13. Production Manager Job Description

A. Gibbard explained that he had an understanding based on his transition report that the job required 24-29 hours per week; however, it has taken on average 35-40 hours per week. He explained that these elevated hours were likely due to the significant redesign. As a result, his pay, when taken on an hourly basis is below minimum wage. This elevated commitment has caused personal strain. Additionally, he does not believe the position's compensation reflects the importance of his role or the professional quality of his work. He proceeded to make three requests:

- That he be given set hours
- That his remaining pay be increased to \$15,000
- That a bonus be added, perhaps reflecting a percentage of increased advertising

K. Wilcock motioned to go in-camera and that S. Nemis and A. Hawley be included. B. Miller seconded the motion. All approved. The motion carried.

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

J. Evenchick left.

J. Rausseo explained to A. Gibbard that the Board requires more information and more time to discuss the proposal. He stressed that A. Gibbard communicate with S. Nemis. S. Gollish invited A. Gibbard to the next Human Resources Committee.

K. Wilcock motioned to delay the Volume 75 Taskforce item to a future meeting. B. Miller seconded. All approved. The motion carried.

14. Skill Building Session

K. Wilcock briefly presented on what is required for an effective Board.

15. Other Business

B. Miller motioned to vote on the hiring of another distribution agent. S. Gollish seconded the motion. Four members approved, one member abstained. The motion carried.

K. Wilcock motioned to approve the hiring. B. Holloway seconded the motion. Four members voted in favour, one member abstained. The motion carried.

B. Miller notified the Board that two volunteers had expressed interest in a seat on the Board. He stated that the Board needs to discuss how to improve how agendas are developed.

K. Wilcock motioned to close the meeting at 2:00 PM.

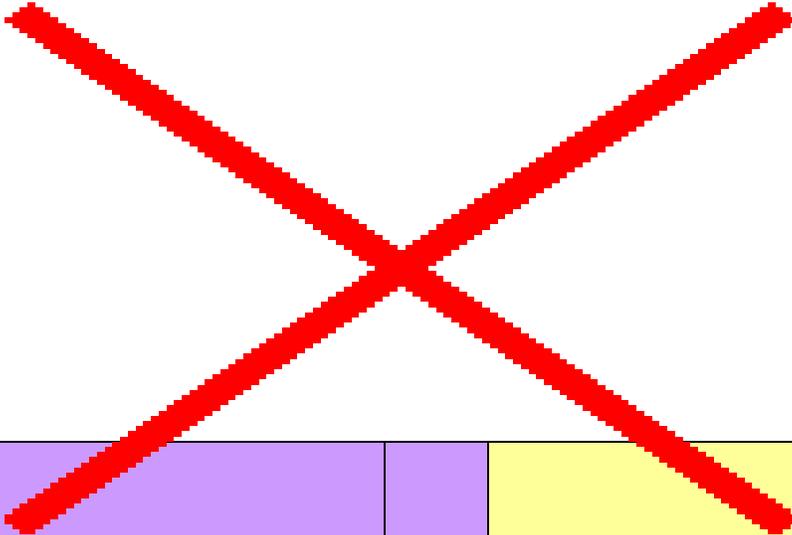
Appendix

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

**Advertising Representative's Report
September 27th, 2014**

SALES

Total = \$61,115.29



Hi Board. Not sure what is going on with this year but we are killing it!

Contract are as follows:

Local Contracts		National Contracts	New Sponsors
25One Community		QS	Rinaldo's
Rideau Optometric		Day Communications	Steeped Tea
Revolve Eps Holdings			Office of the Ombudsperson
Lucas Nault			The Grande/Zack's Diner
Campus Pharmacy			Fiazza
The Draft			
Galleria			
CD Health Services			
Community Legal Clinic			
St. Alban's Church			
Sage Youth			
GSAED			
Imaginus Posters			
CD Brand			
CD - CGCE			
City of Ottawa - Public Health			
Carleton Faculty of Grad Studies			
CD - Symp			
Office of the Ombudsperson			

The Clothing Secret	*		
The Ottawa Senators Hockey Club			
National Capital Freenet	*		
Rent A Bike	*		
York Entertainment			
Fleur Tea	*		
CUPE2626			
Bar Burrito			
Wild Wing Ottawa	*		
CD - SSHS14-0151			
OIAF			
Merit Travel			
BSL - NAC Live Rush Generic			
Carleton Faculty of Grad Studies			
Couch Assassin	*		
Marble Slab Creamery	*		
CD-FAFA14-0163 Conférence Bronfman 2014			
DeGroote School of Business			
The War Amps	*		
Myrna Lucas			

Those with stars are new clients.

FREE

FREE has again had a slow start to the year with only 2 ads run so far (including Oct 2 – which hasn't run yet). However they just sent the Humber plan, so that's close to what they did last year.

AD INTERN

Ashley was fabulous from start to finish. I ended up extending her contract only for 4 additional days due to logistical factors. She generated a total of 105 new leads. She also added all those leads into the database along with all her notes (other than those from her last day which she spent in in Westboro). I will add her last days' worth of canvassing myself now that she is done.

In review: I enjoy being a boss/supervisor. I feel that I kept my intern appropriately busy doing task that were within her purview and suited to her overall level of energy

and/focus on a given day – this may be a luxury I had given that my employee was so consistent! But I felt to give her breaks when needed was appropriate, as it was to send her out with clear goals for the day and week.

DATABASE

I will need to fill in some details as to those leads that I have followed up on and those I haven't. Since we have grown by 20,000\$ and have successfully Silent Auction-ed since last report, I have not consistently had time to push on new leads. This is the phase we are approaching right now.

PERSONAL UPDATE

HepKat Vintage had it's official business launch this weekend. I booked a PopUp space for a weekend sale, planned a media launch, got a liquor license so the registered charity I partnered us with could fundraise, booked hair models who wore the clothes, and arranged for a POS and sales strategy, and designed event specific graphics. We have currently sold almost \$4000 since Thursday evening. Mack and Adam both came to say hello, which was fantastic. The PepTides played FokFest, and launched a music video with a specialized show called HyperLights (where we projected images of our videos onto ourselves as we preformed) the night after at the BlackSheep. Both were successful shows. To be honest, I am now feeling as though I have been run over by a truck.

Deidre Butters - Advertising Representative

President Report #3 - September 28, 2014

There have been a number of developments since the last President's report. These developments are outlined below.

Acting President

Vice President Chris Radojewski did me and the Fulcrum a huge favour in August by taking on the role of Acting President while I took some time off to go get hitched. I've received great reviews in regard's to Chris's efforts and I've been in close contact with him since returning on September 1 to make sure that we're both fully aware of all FPS developments, from August on. Thanks Chris.

Board Of Directors:

While everyone should be aware of this by now, it hasn't been recorded in a President's report that our voting board is now at nine members since Mercedes' ratification. Thanks Mercedes for joining us. It should be noted that Mercedes is currently occupying a Staff Status seat, a status which she currently needs to gain -- the expectation is that all reasonable efforts will be made to obtain this status by the next board meeting at the latest.

In regards to standing action items, the following have been addressed since the last meeting:

- a. Junior Ad Rep policy proposal
- b. Emergency Meeting liquid assets policy proposal
- c. President's honorarium criteria proposal

Business Department:

Business is good. Andrew and I were at TD earlier in the month to talk to our Business Account Manager about the status of our investments (solid), possibility of NASH sponsorship (possible), and credit card limit raise (in progress). I've heard really good things about the day-to-day business from Andrew and the advertising progress, which is particularly exciting, from DeeDee. I'll let them go into the details in their own reports.

Committees:

HR Committee:

- d. This committee has been active. Thank you Simon for your Chair-ship. Since questions were raised by the board in August about the proposed EIC, GM, and President bonus and honorarium criteria, the committee has met multiple times to address the issues that were brought up.
- e. I'm happy to report that both the committee and the personnel whose bonus/honorarium criterion was renegotiated are content with the reshaped bonus/honorarium set-ups.
- f. Simon will go into details on this during his oral update and the new proposals are available in full as part of this meeting's reading materials.

Policy Committee:

- g. This committee has also been active. Thank you Ben for your Chair-ship. The review of the Policy Manual has been an ongoing project, but I'm hopeful that this can be put to bed for a while after changes are ratified at this board meeting.
- h. I'll let Ben go into the details of the updates and refer you again to the reading materials for this meeting, where specific proposed updates are laid out.

Volume 75 Task Force:

- i. Progress is happening, largely thanks to Chris, Sabrina, and Jon.
- j. Chris and Sabrina have gotten their hands on some of the Fulcrum's earliest issues and the research for the Volume 75 product has begun.
- k. Jon's met with the University's Alumni group and partnership discussions and celebratory event consideration has begun.

1. A good next step on this front might be a proposal for the end product by the Task Force and some funding options analysis by the Finance Committee. It might be good for these two things, in addition to continued research and discussion with the Alumni group, to happen by Christmas.

Finance and Capital Assets have been fairly quiet in September, which reflects the fact that they've been busy and successful over the summer.

Editorial Board:

I've been in contact with Sabrina regularly throughout September, and as far as I can tell, things are generally running swimmingly.

One issue that's been brought to my attention is the current Production Manager's belief that his position's responsibilities and remuneration are not in alignment. I've recommended to Adam that he attend today's board meeting to lay out the details of the issue and present a proposal for re-aligning his duties and salary. If Adam's not in attendance today I'll be sure to keep the board aware of whatever developments occur on this front

Minutes:

The minutes from 2012-2013 and 2013-2014 have finally been gathered. The 2013-2014 minutes will be sent to Connelly and Koshy (our accountants/auditors) soon, likely before the next board meeting, for prior year auditing purposes. Both sets of minutes will also be posted online as soon as possible.

Strategic Commitments:

These have been finalized and signed by me, Sabrina, and Andrew.

That's all for now. Thank you FPS for a productive September. I'm hopeful that October will bring some of the same. Until October.

Onward.

Keeton Wilcock

President of the FPS

General Manager Report #004

September 26, 2014

FINANCIALS

As of Friday, September 26, there is now \$159,156.69 in our chequing account, which is very good for this time of year. It should be noted that \$6,500 in revenue was obtained this month from NASH, as we deposited two cheques we received for conference sponsorship. The major revenue deposit on the operational side was the summer

student levy, which totaled \$18,553.42. Major expenses were printing and payroll. Ad dollars will soon start coming in, though overall we can expect cash flow to begin slowly decreasing over the next few months (payroll + printing costs outweigh local ad sales) until we receive our student levy in December.

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

This week I heard from an officer at Connelly & Koshy, our auditing firm. That's underway and going well. I'll be answering his questions and providing him with info in the coming weeks. I'm hopeful the audit will be complete by mid-to-late October.

NATIONAL ADVERTISING

We received a deposit of \$2,705.11 from FREE Media on September 23. This represents their last payment to us for sales from 2013-14; it does not represent income from this year. With that deposit, our official national advertising total from 2013-14 finishes at \$24,541.36, or slightly over \$10,000 less than budgeted. As a reminder to the Board, we did budget for \$17,500 from them this year. Unfortunately they're off to a slow start, as we have one print and one online ad so far with total sales of \$539.64.

COLLECTIONS

Unfortunately we are still collecting from last year.

- 1) WBK Boxing: He has made a couple of small payments this month, which has been good. We are still working on settling invoices from last October. I'll ask him if we can start doing weekly payments to speed up and normalize the process. He owes us \$5,463.29.
- 2) SFUO: They owe us \$1637.65. I called Nicole this week and she said she was going to check into SFUO accounting about that.
- 3) Connoisseur Hair Salon: He owes us \$180.80. He's agreed to pay us in installments, beginning with a \$50 cheque in a few weeks.
- 4) The Draft: He owes us \$1,186.50. We had talked on the phone a few weeks ago and said that he would call me back, but he didn't. I'll have to follow up with him this week.
- 5) Black Kat Entertainment: They owe us \$621.50. I called Liz on Friday and they will be giving us their credit card number to put it through this week.

Invoices for this year have been sent out and I'll be creating my outstanding list for 2014-15 this week.

HR

Nothing to report here.

DISTRIBUTION

I've attached the pickup report. We saw some great numbers in September. The Frosh issue saw a record 73% pickup, the highest we've recorded since tracking the numbers in 2012-13. 43% of that issue's pickup is attributable to the Frosh kits, but of the issues that went on stands, 51% were picked up. It should be noted though that the average

pickup percentage of the non-Frosh issues is 27.75%, which would be a small dip from last year, so hopefully the regular issues get decent pickup.

SOFTWARE/EQUIPMENT/SUPPLIES

In early September, Martin came in to complete the capital assets purchases. We now have the new Opinions and Managing editor computers, the new iPad mini, and more RAM for the Production Manager computer. We have the lens; everything else is on the way and should be here this week. We also finally received the replacement projector from Canada Computers. I received it on Friday so I haven't had time to test it yet but we will this week.

PRINTING

We remain on budget so far for printing through 6 issues.

101 WEEK/BBQ/MEDIA BOWL.

We had a great promotional September for the paper:

- Our 101 week table saw many visitors and we recorded over 200 interested volunteers over four days, easily surpassing last year
- At the table we gave away Fulcrum pens, bottle openers, and condoms
- We also had our banner with the new logo and a great presentation board thanks to Sabrina and Adam Gibbard. Big thanks to both for helping coordinate that.
- We had our silent auction fundraiser on the last day and made \$412. Big thanks to DeeDee and our Ad Intern Ashleigh for helping with that! Could not have been done without them! That money will go towards subsidizing Fulcrumite NASH fees
- We had a good BBQ on Moriset Terrace on Sept 18th
- That was preceded by the Fulcrum finally beating La Rotonde at soccer and bringing back the Media Bowl (some random hubcap) the day before at Matt Anthony Field, which the two papers will split the cost of (\$70)

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

—ANDREW HAWLEY, FPS GM

EIC Report

Overall, the editorial side is going really well. I'm proud of the product we put out each week and delighted with the team I have working for me. I've been meeting each editorial board member for coffee in advance of our mid-term reviews, which will happen after Fall Reading Week, to make sure everyone is doing OK, get feedback on how we can make things better, and see if they need any help from me.

Photographer

Our photographer quit this week. I'm hoping to hire from our volunteer base—preferably someone with experience taking sports and portrait

photos. Hoping to hire as quickly as possible to alleviate the pressure on our Visual Editor.

Events

We've have a number of events since the beginning of the year intended to help create a feeling of community for ed board members and volunteers and to build on the momentum created by having a new look and signing up new volunteers through our 101 Week table.

We've had a well-attended reporting workshop with Managing Editor Adam Feibel, our BBQ on Morisset Terrace, and we have former Fulcrumite Peter Henderson coming in to talk about the transition from student to working journalist, as well as an upcoming workshop on sports journalism and photography after Reading Week.

I'm hoping to have every ed board member share the knowledge they have or bring in an expert to talk about the type of journalism their section requires by the end of the year. Serves the double purpose of them being able to directly tell volunteers what they're looking for, and allows volunteers to get their feet wet with things they may never have done before.

Volunteers

We already have a number of volunteers with staff status and quite a few either one contribution or one meeting short. We seem to have a solid base to grow from.

Media Bowl

We beat La Rotonde to take the trophy for the Media Bowl this year! It was a great team effort from ed board, support staff, and volunteers.

Policy Committee Report September 2014

On the evening of September 17th, 2014, B. Miller, F. Bauer, C. Radojewski, and B. Holloway met to discuss the third and final phase of the policy manual review and other standing concerns. The following recommendations emerged from that discussion.

Propo sal	Section	Text
(1)	13.3	<p>“Every motion proposed via email, the results of these proposed motions, and the votes or abstentions of each Board member shall be entered into the Board minutes at the first Board meeting after the email vote is completed.”</p> <p>Include “unless the votes were specifically called for in a prior Board meeting in which case they will be recorded in the minutes of the meeting in which the call occurred.”</p>

(2)	14.1.2	<p>“Application. All volunteers, employees, and directors must agree to the terms of this Code of Conduct before contributing to the Corporation in any way.”</p> <p>Should be rewritten as: All employees and directors must agree in writing to the terms of this Code of Conduct before contributing to the Corporation in any way. Editors are responsible for insuring that all volunteers have read, understood, and agree to this Code of Conduct before contributing to the Corporation in any way.”</p> <p>This requires that we develop a consent form.</p>
(3)	14.2.1 c	<p>“decline to participate in any public behaviour, discussions or commentary disparaging to any fellow volunteer, employee, or director”</p> <p>“member of the public” should be added.</p>
(4)	Chair	<p>“Chairs all duly constituted meetings of the Board”</p> <p>Add: “...except in cases of absence.”</p>
(5)	Chief of Staff	Requires updating according to previously agreed terms.
(6)	General Manager	<p>“- Maintains relations with Campus Plus to ensure the Fulcrum receives remittances for national advertising”</p> <p>Should be Free Media.</p>
(7)	Advertising Representative	This section should be titled advertising manager.
(8)	Advertising Intern	<p>Advertising Intern</p> <ul style="list-style-type: none"> - Pursue new clients through canvassing activities - Visit a set number of businesses in the local area per day, as determined by the Advertising Manager - Meet with the Advertising Manager before going out to canvas and after the day’s canvas activities are concluded - Record data for and assist in maintaining a database of client information in conjunction with Advertising Manager - Note: it is at the Board’s discretion on an annual basis whether or not to fill this position
(9)	Editor-In-Chief	“Mediates disputes between staff members and deals with staff member complaints and/or refers complaints to the mediation committee in consultation with the Production Manager”

		Change to Human Resources Committee
(10)	4.17	Add: "If at any point the Corporation's liquid, uncommitted assets (i.e. for the purposes of a reserve fund), as assessed by the General Manager, are in danger of reaching an amount of 10% or less of the Corporation's annual budget, the General Manager is required to notify the President immediately, who is subsequently required to notify the Board of Directors immediately and ensure that the necessary arrangements are made for an emergency meeting of the Board of Directors, a meeting which must take place within the next business week to address the financial concerns as raised by the General Manager."

Grammar and Style Recommendations

Propo sal	Section	Recommendation
(11)	14.1.1	Eliminate unnecessary line break.
(12)	"14.1.2"	"Visibility" is erroneously numbered 14.1.2. It should be 14.1.3 making violations 14.1.4.
(13)	14.2.1	Insert missing period.
(14)	14.2.4	"in to" should be rewritten "into"
(15)	14.4.2	"ombudsmen" should be written "ombudsman"
(16)	14.5.3	Disciplinary Committee should be changed to Human Resources Committee.
(17)	14.5.4	Eliminate unnecessary space before period.
(18)	14.7.1	Eliminate unnecessary space before semicolon.
(19)	14.7.1	Insert period between "Work" and "The".
(20)	14.7.1e	Insert missing period.
(21)	14.7.5	"thIssue" should be "the issue"
(22)	14.7.13	Insert all missing periods.
(23)	General Manage r	"Acting as the Office Manager of the Corporation" In keeping with the tense throughout this list, it should be "Acts".
(24)	Online Editor	"Work with the Board's Chief of Staff to ensure all relevant documentation (ie. meeting minutes, audits, reports, etc.) are on the Fulcrum website" In order to be consistent with list, it should begin "works..." Should be "i.e."

(25)	Online Editor	<p>“Responsible for determining the Associate Online Editor’s biweekly assignments in consultation with the Editorial Board”</p> <p>In order to make consistent with style of list, this should begin “determines...”</p>
(26)	Online Editor	<p>“Ensure production deadlines are met”</p> <p>In order to be consistent with style of list, this should begin “Ensures...”</p>
(27)	Visual Editor	<p>“Provide adequate training to the incoming Visual Editor - Write an end-of-term transition report”</p> <p>In order to be consistent with style of list should begin “provides...” and “Writes”</p>
(28)	Webmaster	Make font consistent.

President Honorarium

**The following is not including amendments discussed.

To be reviewed by the Human Resources Committee within 1 month of the President completing their term at a private meeting of the Human Resources Committee:

The goal of the President’s honorarium (\$1000) is to ensure that the general expectations of them are clear, as well as to provide a small incentive to the President so that they might ensure that their term is both professional and successful.

The President’s honorarium is awarded in the event that the President’s fulfils their mandate as described in the policy manual; in addition, the following six criteria will also be considered when awarding the honorarium:

- The President is responsible for the proper functioning of the Board. This includes ensuring that meetings occur and are held in a professional setting.
- The President must provide a report at each meeting. This report must be relevant to the Board and provide any necessary insights that will allow it to make informed decisions.
- The President must communicate regularly and effectively with both the general manger of the Fulcrum and its editor-in-chief. As noted in

the strategic plan, the President should also be in close contact with the business department.

- The President must make all reasonable efforts to ensure that both the strategic goals of the FPS as well as its budget are on track to being met. In the event that this is not the case, they must act accordingly. With regards to the strategic plan, it is not necessary for the President to create a plan during their term; rather they must continue to work with the objectives that were set out in existing strategic plans.
- The President must ensure that the minutes for each board meeting are properly recorded and accessible via the website in a timely fashion.
- Finally, the President must demonstrate a professional attitude and utilise their competencies so that the FPS might maintain and grow its well-respected reputation.

EIC Bonus

**The following does not include amendments discussed.

To be reviewed by the Human Resources Committee in December, during the week following the final issue of the Fulcrum for the semester, and in April, during the week following the final issue of the Fulcrum for the semester. The Review will be private.

Upon collaboration with both the Human Resources committee of the FPS and the EIC, the following proposition is put forward concerning the EIC bonus:

The EIC bonus shall consist of two 50% shares; the first with regards to physical readership and online readership, the second pertaining to volunteer management of the EIC.

The Committee believes that readership one indication with regards to an EIC's performance. We also believe that there is a large potential for growth with regards to online readership. There fore we have set out the following criteria for this aspect of the EIC's bonus.

For physical readership, the EIC will receive 3.125% (an eighth of 25%) of their bonus for every half percent in increase of physical readership achieved. The first 3.125% shall be awarded at a 1.5%

increase. The top level is therefore a 5% increase in physical readership resulting in the full 25% of the bonus being awarded.

For online readership, the bonus is divided into three tiers. Each tier shall represent 8.33% of the bonus. The first tier will be awarded upon an 8% increase in online readership, the second at 12% and the final tier at 15%.

The second element to the EIC bonus reflects the mandate which the EIC was given this year. Ensuring that the Fulcrum has a large number of good quality volunteers is essential to the success of each and every edition. To reflect this, the HR committee puts forward the following proposal:

The bonus will be based on three tiers, reflecting the same principle as for online readership. Each tier shall represent 16.66% of the bonus. The first tier will be awarded if the EIC is able to manage a constituent 20 person volunteer base, the second awarded at 26, and the third will be awarded at 31. A volunteer will be considered as an individual who has achieved and maintained staff status.

The EIC bonus will be reviewed in December with regards to their performance to date. It will be reviewed with the entire mandate considered and the potential bonus awarded in April. The Committee reserves seven days following the meeting to complete any further review which might be deemed necessary.

General Manager (GM) Review

**The following does not include amendments discussed

To be reviewed by the Human Resources Committee in private. The fall review will take place in December during the week following the final issue of the Fulcrum for the semester. The second review will take place in May during the two weeks prior to the May meeting of the Board of the FPS:

Fall Review: Would be based on the evaluation only. Max bonus allotment: \$750

Winter Review: Would consist of two parts. The evaluation, with max bonus allotment: \$750. The budget, with max bonus allotment: \$1500.

Part I: Evaluation

The employee is scored based on how well they met specific expectations which the Board has set out. If the GM fails to meet expectations for a given requirement, they will receive 0 points. If it is considered that the individual met the expectation, 1 point shall be given. In the event that the General Manager exceeds the expectation, 2 points shall be given.

The evaluation will be based on both an evaluation by the GM and the Committee with regards to the GM's performance. The Committee reserves the right to review and modify the bonus prior to its final submission to the Board for approval.

The dollar value of the performance review will be calculated using the following system:

Fall Evaluation: /20

0-9 = 0% of bonus; 10-15 = 50% of bonus; 16+ = 100% of bonus

Winter Evaluation: /20

0-9 = 0% of bonus; 10-15 = 50% of bonus; 16+ = 100% of bonus

Audit (Fall Evaluation)

- The employee coordinates the audit following completion of end of fiscal-year duties in a timely fashion. Also, the audit from the previous FY is uploaded to the corporate website in a timely manner (within 120 days of AGM approval as per policy).
 - ❖ 0 = By November 1, the audit has not begun and/or the audit from previous FY is not on the website.
 - ❖ 1 = By August 1, the audit has not begun and/or the audit from previous FY is not on the website.
 - ❖ 2 = the GM ensures the audit has commenced before July 31 and the audit from previous FY is available on the corporate website.

Bookkeeping and administration 1 (Fall and Winter Evaluations)

- The employee effectively manages all of the Fulcrum's finances, including but not limited to the corporate credit card, chequing and saving accounts, and GICs.
 - ❖ 0 = the GM does not regularly include in their Board report latest numbers for the Fulcrum checking and savings accounts, and GICs. Major spending/projects are not always included.

- ❖ 1 = the GM regularly includes in their Board report latest numbers for the Fulcrum checking and savings accounts, and GICs. Major spending/projects are mentioned, but not very detailed.
- ❖ 2 = the GM always includes in their Board report latest numbers for the Fulcrum checking and savings accounts, and GICs. Major spending/projects are always included and are thoroughly described.

Bookkeeping and administration 2 (Winter Evaluation)

- The Fulcrum's major policy documents are updated accurately and in a timely manner. The banking reconciliation is also well underway.
 - ❖ 0 = By time of the review, none of the Fulcrum's policy documents that have had approved amendments have been updated OR the banking reconciliation for current FY has not begun.
 - ❖ 1 = By time of the review, some of the Fulcrum's policy documents that have had approved amendments are updated and available. The banking reconciliation up to the month of December has been completed.
 - ❖ 2 = By the time of the review, all of the Fulcrum's policy documents that have had approved amendments are updated and available. The banking reconciliation is complete as of January.

Budget Managing (Fall and Winter Evaluations)

- The GM is expected to manage the budget in accordance with the fiscal parameters which had been previously set out by the Board. The GM has identified spending projects and reported regularly to the Board on the fiscal state of the FPS.
 - ❖ 0 = the GM has not managed the budget properly, there has been no identification of, or execution on, spending projects and there is little to no reporting with regard to the fiscal state of the FPS.
 - ❖ 1 = the GM has managed the budget properly. Spending projects have been identified, there has been little or no execution on spending projects. Reports on the fiscal state of the FPS have been regular.
 - ❖ 2 = the GM has managed the budget properly ensuring that the FPS exceeds its budget expectations. Spending projects have been identified and fully executed. Reports on the fiscal state of the FPS have been regular and have provided detailed information to Board members.

Invoices & collections 1 (Fall and Winter Evaluations)

- The employee invoices clients in a timely fashion and communicates collections processes.
 - ❖ 0 = the GM does not regularly provide a detailed collections update to the Board or does not consistently prepare invoices within two business days of issue publication (can confirm with Ad Rep).
 - ❖ 1 = the GM regularly provides detailed collections updates to the Board and consistently prepares invoices within a business day or two of issue publication (can confirm with Ad Rep).
 - ❖ 2 = the GM always provides detailed collections updates to the Board and always prepares invoices at the time of issue publication (can confirm with Ad Rep).

Invoices & collections 2 (Fall and Winter Evaluations)

- The employee has collected well enough throughout the year to limit projected bad debt.
 - ❖ 0 = Based on YTD outstanding at time of review, the GM projects the bad debt total to exceed the amount budgeted.
 - ❖ 1 = Based on YTD outstanding at the time of review, the GM projects the bad debt total to fall within \$500 of the amount budgeted either way.
 - ❖ 2 = Based on YTD outstanding at the time of review, the GM projects the bad debt total to fall within budget by at least \$500.

Board of Directors 1 (Fall and Winter Evaluations)

- The employee should maintain a strong relationship with the Board. They should submit complete GM reports (includes: detailed collections report, year-to-date budget, distribution numbers, national advertising numbers) to the monthly BOD meetings on time.
 - ❖ 0 = the GM does not attend a majority of Board meetings and/or fails to submit complete GM reports on time/consistently (ask Chief of Staff).
 - ❖ 1 = the GM attends a majority of Board meetings and usually submits complete GM reports on time/consistently (ask Chief of Staff).
 - ❖ 2 = the GM attends all Board meetings (unless special circumstances justify absence, as determined by the Board) and always submits complete GM reports on time (ask Chief of Staff).

Board of Directors 2 (Fall and Winter Evaluations)

- The employee executes Board tasks such as booking rooms for the Board meetings, attending Board subcommittee meetings, coordinating the AGM, and keeping the President/VP in the loop on business department goings-on.
 - ❖ 0 = the GM does not regularly attend subcommittee meetings, communicate with the President, facilitate Board meetings.
 - ❖ 1 = the GM regularly attends subcommittee meetings, communicates with the President, facilitates Board meetings.
 - ❖ 2 = the GM always attends subcommittee meetings, communicates with the President, facilitates Board meetings.

Crisis management (Fall and Winter Evaluations)*

- The employee deals with unexpected crises in an effective and timely manner
 - ❖ 0 = the GM does not communicate crises to the appropriate personnel/handle them effectively and timely.
 - ❖ 1 = the GM communicates crises to some appropriate personnel/handles them somewhat effectively and timely.
 - ❖ 2 = the GM communicates crises to all appropriate personnel/handles them effectively and timely.

Distribution (Fall and Winter Evaluations)

- The employee oversees timely distribution of the paper, collection of pickup data, and communication of the numbers to the appropriate personnel.
 - ❖ 0 = the paper is not regularly completely distributed by end of Thursday; OR pickup data is not regularly collected; OR Ed Board is not regularly updated on pickup numbers (can confirm with EIC).
 - ❖ 1 = the paper is regularly completely distributed by end of Thursday; pickup data is regularly collected; Ed Board is regularly updated on pickup numbers (can confirm with EIC).
 - ❖ 2 = the paper is always completely distributed by end of Thursday (barring exceptional circumstance, as determined by the Board); pickup data is always collected; Ed Board is always updated on pickup numbers and never needs to request them (can confirm with EIC).

Presence and engagement (Fall and Winter Evaluations)

- The employee responds to office/personnel problems in an effective and timely manner. Also includes ensuring employees have keys,

working computers, proper office supplies, enough Keurig coffee in the office.

- ❖ 0 = the employee is not seen as easily available (reduced hours on Monday/Tuesday) by staff OR does not respond to emails or problems in a timely manner (48+ hours)
- ❖ 1 = the employee is seen as usually available (mostly FT hours on Monday/Tuesday) and responds to emails and problems in a reasonable manner (24-36 hours or less)
- ❖ 2 = the employee is seen as always available and responds to emails and problems promptly (usually within hours/same-day)

*** In the event that there are no crises, the Human Resources committee will modify the evaluation accordingly. The Committee reserves the right to modify the evaluation for any reason should the circumstances require it to.**

Part II: Financial Management (Budget).

The Board of Directors values not only the proper management of the daily activities of the Fulcrum Publishing Society (FPS), which the GM is in charge of; it is also concerned with the fiscal health of the FPS. Because of this, the GM evaluation will also be based on whether or not they ensure the FPS balances its finances for the 2014-2015 publishing year.

Therefore 50% of the GM's winter review will be based on whether or not the FPS operates within its budget. This will be divided in to two parts:

- 50% (\$750) shall be attributed in the event that the GM is able to ensure that the FPS finishes with a surplus.
- A second 50% (\$750) shall be given if the GM is able to ensure that the FPS does not exceed its budgeted expenditures. In the event that this is not the case, for every dollar that is overspent as compared to the budget, the GM will receive a deduction of 10% of the overspent amount from the bonus. This is capped at \$5000 overspent, as it would account for 100% of the allotted amount. The goal of this specific evaluation is to ensure that the GM is not evaluated on the amount of revenue the FPS was able to generate through local and national advertising.

