

Fulcrum Publishing Society  
Board of Directors Meeting  
MINUTES

January 16, 2013

Room 228-141 Louis Pasteur, 7:30 p.m.

**Voting members present:** Ben Myers (Chair), Jessica Wilms (Vice President), Jonathan Raussed, Mercedes Mueller (President), Sean Campbell, Jaclyn Lytle, Michael Robinson (VPIC)

**Ex-officio members present:** Kristyn Filip (EIC), DeeDee Butters (Ad Rep), Andrew Hawley (GM) (at 8:10pm), Kyle Hansford (Production Manager)

**Others:** Andrew Ikeman (News Editor)

1. **Opening of the meeting at 5:41 p.m.**
2. **Approval of the minutes**
  - a. Moved by Mueller
  - b. Seconded by Campbell
  - c. Motion carries. Minutes approved
3. **HR Hearing**
  - a. Motion carried to move in-camera for HR discussion at 5:56 p.m. Lytle recuses herself from this discussion
  - b. Motion to move out-of-camera at 6:55 p.m.
  - c. **Motion:** Whereas the Fulcrum BOD was presented with a report outlining employee conduct detrimental to the Fulcrum, and
  - d. Whereas the Fulcrum BOD facilitated a meeting with the parties involved, and,
  - e. Whereas the Fulcrum BOD considered the evidence and statements presented and considered relevant disciplinary policy
  - f. BIRT Andrew Ikeman be suspended without pay for two weeks retroactive to the Fulcrum's January 10<sup>th</sup> issue
  - g. BIFRT Andrew Ikeman and Kristin Filip participate in four weekly mediatory meetings with a third party not involved in the Fulcrum Editorial Board.
  - h. Motion carries. Lytle abstains
4. **GM Review**

- h. Software having DeeDee wired into the network. No major equipment purchases.
- i. Hawley discusses the new printing company, return to regular paper stock with once glossy issue per month.
- j. Hawley discusses the audit of the last fiscal year, which has been completed. It will be presented to the Board in the following meeting on the 23<sup>rd</sup>.
- k. Hawley discusses NASH. Felt that NASH went very smoothly. Will submit a report on it for the next meeting.
- l. Finally, Hawley discusses a possible Meet & Greet at the Draft Pub.
- m. Myers questions the Commission payout discrepancy which went through the Board and was known before the November meeting. Discussion follows. Decision reached to table the discussion until next week's meeting with the auditor.
- n. Hawley discusses the 2012-13 budget of the FPS.

#### **8. Ad Rep Report**

- a. Presented by Butters.
- b. Almost at target in January, which has never happened before.
- c. Cork Page and CAYC is doing well.
- d. With regards to the Media Kit, resolve to keep it simple.
- e. NASH was a chance to give energy to the Business Department.
- f. Idea of working out insurance benefits into the Business positions of the FPS. If it can be afforded, it can be an incentive for business staff to stay longer. Suggested brokers were Manulife Financial, but another option was Oasis, a not-for-profit broker for not-for-profit organizations. Something to be considered for next year.
- g. Following this, Butters discusses training in terms of her position and being able to create her own ads.

#### **9. Ad Rep Training**

- a. Discussed following the final point of the Ad Rep Report.
- b. Butters proposes her training to the President, in order to be relayed to the Executive of the Board.

#### **10. Any Other business**

- a. Guide to Leaving the Fulcrum is written by Myers over the holiday break.
- b. Discussion on "board malaise" fostering Board relations.

11 Adjournment

- a. Wilms motions to adjourn, seconded by Campbell.
- b. Adjourned at 9:44 p.m.

Name & Title: Wanda Wilms, Treasurer  
Signature & Date: [Signature] Feb 28, 2012

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## President Report

January 16, 2013

There's been lots of little things going on over the past two months since we met, so I'll try to remember all of them....

### BUSINESS DEPARTMENT REVIEWS

Jessie, Jon, and myself conducted the performance reviews of the business department in mid-December. Jessie has completed a written review for the Ad Rep. Last week, the review committee approved the GM review and it has since been sent out to the BOD. As it stands, it has yet to be approved by the board.

As per the reviews, everything has been going amazing in the business department this year. When we met in December, Deedee had already surpassed the \$100,000 mark in sales, which is great considering we have four months left of this year. At this meeting, she also told us she is interested in receiving additional training in design. I've asked her to prepare something for this meeting so we can decide if the board would be interested in financing this. As well, she is currently looking into different schemes for health benefits for the business department. This is in line with our decision to increase the permanency of the business staff.

Andrew has also done a great job this year. He's been on top of collections, which were almost at 50 per cent at the time we met with him—another record number. Obviously he's been working hard to undo the mistakes/inaction of ex- (General Manager)\*, and he's managed to do an excellent job at both his own tasks and some of hers. All in all, things have been going well this year.

Because this was the first time a performance review was tied to a monetary bonus, there was a lot of groundwork to set and issues arise during the process. The main issue was the timing—the GM review required more work, and should have started earlier to allow for that. I'll be writing a list of recommendations on the process at the end of my term. I expect the next review, scheduled for March, will run much more smoothly now that it's been done once before.

### OTHER BUSINESS-Y THINGS

- We finally have a corporate credit card.
- The audit has been completed after a host of issues were resolved regarding our books and how they were (not) done last year. The meeting will be held next Wednesday at 5:30 p.m. The BOD is expected to be there.

### DTF/FULCRUM READERSHIP SURVEY

After ordering the new stands, Andrew and I set some of them up over the break. Andrew has been working on getting approval for all the stands we ordered, and is also in the process of moving some existing stands. Almost everything is done

\* **Raghad Kahlil**  
President, Fulcrum Publishing Society



2018/08/17

## **General Manager Report January 16, 2013**

Greetings BOD,

After a much-needed holiday break and successful trip to NASH 75, I'm back and ready to roll as we begin the winter semester. In late December I sent a mini-email report to update the Board and realistically not much has changed since. However, I will go into greater detail regarding the items I mentioned in that mini-report. Here's the latest from the business world:

### **OFFICE SPACE/CONDEMNATION**

There have been no developments on this front. The basement was cleaned up and is usable for meetings. I'm also using a shelf down there to store extra copies of issues for bound editions. However, it's not really used for anything else, as the fire escape is still condemned.

I hope to hear from the university on this in the coming months. I'd like to have an updated sense of things from them so we can plan for the spring/summer.

### **FINANCIALS**

As of January 15 we have \$205,451.21 in our chequing account, \$20,157.99 in our savings account, and \$20,916.90 in our GIC. This puts us in excellent shape financially. All costs associated with NASH have been paid off. This week I'll be depositing the money received for the conference fees. Other than regular expenses for payroll and printing, there haven't been any major purchases in the last month and a half. In December, we finally received the fall student levies from the SFUO and GSAED, which was obviously a huge crediting boost. We also received almost \$2,000 from Campus Plus, which is cute.

### **OWED COMMISSION**

At the last meeting in November I mentioned that DeeDee and I discovered that ex-GM Danielle Vicha didn't pay out DeeDee's commission properly last year. Over a dozen clients were classified as 'old' rather than 'new' advertisers, which amounts to a 10% difference in commission pay out. Danielle also never correctly calculated commission for sales after ad target was met (which amounts to 35% payout) or calculated commission for the contra deals (to which DeeDee was entitled 15%).

In November and December, DeeDee looked over last year's deposit book and identified clients that were actually new. I created a spreadsheet to track these clients. In order to confirm their 'newness' I had to double-check every sale in Simply Accounting. This was important as in the second spreadsheet draft I eliminated a few clients who were in fact not new. I then had to calculate a 15% commission total on all the contra deals from last year. Adding these to the deposit book meant that a bunch of sales that initially came in under the \$90,000 target now exceeded it, meaning that if DeeDee was paid 15 or 25 per cent for them, we now owed her the difference from 35%. Adding the contra deals pushed a significant number of sales post-target. Finally, DeeDee was also owed commission for the sales that came in and were processed after Danielle left.

This entire process was pretty straightforward but very lengthy and tedious, as much double-checking had to be done to ensure we determined correct pay out numbers. Everything was double-checked in Simply Accounting and last year's deposit book while all calculations were set up and done in Microsoft Excel to avoid human error. There was a final spreadsheet and three other drafts made before that. My goal in the fall was to have the process done before the winter break so that the Ad Rep could be fully compensated what she was owed before Christmas. This proved to be successful, as final amounts were determined on December 20 and two cheques were cut on the following, final day before the holidays.

Our bookkeeper Huong was the one who told me that compensation for this owed commission should be in cheque form and not done by direct deposit. The two cheques were as follows: a total of \$3,913.93 for all commission owed **pre-target**. This included pay out for 15% commission on 7 contra deals and extra commission percentage (mostly 10%) owed on 33 different sales. The other cheque was a total of \$5,785.75 for all commission owed **post-target**. This included extra commission percentages of 7.5, 10, 20, and 35 on a total of 46 different sales. Total commission owed was \$9,705.68 for 79 different sales.

To avoid this kind of calamity in the future, I think some kind of monthly or semi-regular reviews of the books should be conducted by the Ad Rep and President of the BOD. While the GM must and should be trusted with independently operating the books, they are only human and potential errors need to be spotted.

#### **CORPORATE CARD**

We finally received our corporate card from TD in the last week of December before the break! And it does not have Frank Appleyard's name on it!

How did this miracle come to be? After much back and forth between banker Paul Stevenson and I in late November, we still were not getting anywhere. There was a further delay on December 5 that prevented us from getting our card in time for booking NASH flights on December 7. A few days prior, because of the delay, I had used my own card to pay for the employee appreciation dinner at Real Sports Bar & Grill. This new delay on December 5 forced me to raise my own personal credit limit with my bank and pay for a majority of people's flights for NASH. VP Jessie Wilms and Production Manager Kyle Hanford volunteered their credit cards for the bookings as well, and I used Kyle's.

This was the last straw for me, and a formal complaint in email was sent to Paul as well as the Small Business Advisor and the TD Branch Manager the following day. The Branch Manager formally apologized to us and the SBA took over our account personally. By working with the SBA we sent in yet another application for this card (I think our third this year, maybe fourth) and because of his involvement, the card arrived about a week and a half later. We also received a Tim Horton's gift card from them, because obviously as a Canadian a hot chocolate-coffee mix should keep me at bay.

Suffice it to say this was a very frustrating process. But at least we now have the card and payments will now be much easier as fewer reimbursements will be necessary.

## **COLLECTIONS**

Collections have gone extremely well this year. We have continued to consistently send out invoices in a timely fashion. As of January 15 we had collected over \$50,000 on the year, not including contra. There were also only five accounts outstanding more than 60 days and one over 90, which was being worked on. Attached is a sheet that details the list and status of outstanding payments.

## **HR**

No major developments here, in terms of payroll, contracts, email accounts.

## **DISTRIBUTION**

Our master distribution list has been updated for 2013. In November we purchased 10 newspaper racks from Western Spring & Wire. Kyle made cool-looking Fulcrum logo plates for these and we printed them on vinyl stickers with Merriam Print in late December. After the holiday Mercedes and I moved out eight of them on campus (two are currently being kept in the office while I figure out/get approval for spots for them). I also adjusted the locations of some of our weaker stands. The result is a greater Fulcrum presence on campus with stands in new buildings and relief for some current stands now that they're no longer overflowing. We'll see how these additions impact the numbers as the semester continues. I'm still in talks with the FSS manager about stands there.

Our distributors Danny and Sagar have been superb. They've been regularly completing the spreadsheets and doing so in a timely fashion. They were also on board with the new distribution list.

Pickup more or less stagnated at the end of last semester (numbers are attached in a separate report). The good news is that the December 6 issue had 51% pickup – the highest for us since the summer issue!

## **SOFTWARE**

DeeDee's computer has been occasionally slow and I'm looking into getting her wired into the network, as opposed to continuing with her wireless connection. After moving from the basement to the main floor last summer, my own computer was on a wireless connection for a time and I definitely noticed improvements once it became wired to the network.

## **EQUIPMENT/SUPPLIES**

Other than some printer cartridges, there have been few purchases here.

## **PRINTING COMPANY**

Our first glossy issue with TC came out on December 6. It looked fantastic and received many positive reviews. The ads, covers, and content all look great on the new stock. No ink comes off and it has a very smooth feel, which makes ease of readability much greater. It is also nice and shiny.

Our second glossy issue came out last week and also looks great. As per the printing plan from the fall, we will be going back to regular paper stock for the next little while and then printing one glossy issue per month in February, March, and April. We remain on track to finish under the Board-allotted budget line for

**Advertising Representative Report**  
**January 16, 2013**

**SALES**

11-12 Comparison

Summer Issue = \$2658.75  
Frosh Issue = \$9631.41  
Sept 6th = \$5337.75  
Sept 13<sup>th</sup> = \$3888.25  
Sept 20<sup>th</sup> = \$2769.50  
Sept 27<sup>th</sup> = \$3928.00  
Oct 4<sup>th</sup> = \$2705.00  
Oct 11<sup>th</sup> = \$4109.25  
Oct 18th = \$8120.91  
Nov 1<sup>st</sup> = \$4929.25  
Nov 8<sup>th</sup> = \$3382.00  
Nov 15<sup>th</sup> = \$3703.75  
Nov 22<sup>nd</sup> = \$2886.66  
Nov 29<sup>th</sup> = \$2680.00  
Dec 6<sup>th</sup> = \$5330.25  
Jan 10<sup>th</sup> = \$6533.91

Summer Issue = \$1,813.00  
Frosh Issue = \$8,750.00  
Sept 15th = \$4,983.66  
Sept 22<sup>nd</sup> = \$5,333.44  
Sept 29<sup>th</sup> = \$4,008.44  
Oct 6<sup>th</sup> = \$2964.78  
Oct 13<sup>th</sup> = \$3627.03  
Oct 20<sup>th</sup> = \$4579.78  
Nov 7<sup>th</sup> = \$3,189.03  
Nov 10<sup>th</sup> = \$2,894.78  
Nov 17<sup>th</sup> = \$2,287.78  
Nov 24<sup>th</sup> = \$2,409.78  
Dec 1st = \$3,435.53  
Dec 8<sup>th</sup> = \$4801.60  
Jan 12<sup>th</sup> = \$8,676.94

Total = \$72594.64  
Average \$/issue = \$4537.17

Total = \$63555.57  
Average \$/issue = \$4237.04

We are still ahead! The average \$/issue is up as well!

**NEW CONTRACTS**

Elizabeth Yeh

Centrepointe

Centrepointe

Belair Direct

American Apparel3

CNIH

Saint Paul

Saint Paul

TimbercreekAdjusted

Ottawa Allergy Research Corp.

Greenwin Inc.

BSL Live Rush4

BSL NAC Dance 2

Centrepointe

Sage Youth

Ottawa Allergy Research Corp.



I am in progress with Hair Junkie and with Phoenix Homes (condo sales – I have phoned another condo company but have not yet met with them). They are both considering contracts for the rest of the year.

#### **CORK PAGE**

The Cork page is a bit lighter in January because of contracts ending over the holidays. We have Greenwin as a new client and Sage Youth as a returning client. Cork is serving its purpose in so far as it is a really great way to have Business Card clients commit for a longer period of time, and give their ads a better placement. Total generated so far: \$1640.00.

Also, for the board's information, Timbercreek has been very hard to get a hold of. They are willing to pay invoices, but still have not signed a contract.

#### **CARE ABOUT YOUR CAMPUS**

CAYC is going very well, and according to the Distribution seminar that we attended at NASH, we are doing everything we are supposed to be doing to track/manage/increase readership.

#### **MEDIA KIT**

Vikram Seth of the Gateway suggested that we lose our bulk rate listings on the rate card and quote each individual advertiser separately. What we have been hearing back from advertisers is that the rate card is too complicated – this is mainly due to the addition of new features (tiered colour, glossy vs. non-glossy, web ads, package deals). This was also a main message at NASH: as pertains to working with local advertisers, Keep it Simple. We need to simplify our cards. I think I will do this over the summer so as not to make our current (expensive, pretty, shiny, full colour) rate cards obsolete.

#### **NASH**

NASH was excellent! Next year the Gateway (if they win their bid) is planning on gearing the conference towards business staff – this is something I would very much like to attend in full. It is incredibly helpful to connect to our peers across the country; it helps the business staff stay motivated and connected to the bigger picture of ad sales and administrative practices in the student journalism industry. It is apparent that all the business positions are extremely autonomous which can be a struggle at times – connecting to a community of peers through NASH was a great injection of energy. NASH was also helpful in regards to opening a conversation with Rouge Media. The rep from the Sheaf had commented that they broke even on their web ads with them, but that it made their site look dynamic and professional – it could be something to consider. I will follow up with their rep, Seema.

#### **BUSINESS EMPLOYEE BENEFITS**

Benefits are very attractive to long-term employees of any organization. If one is considering any given job, a huge factor is whether or not the position offers benefits. Offering benefits to the business positions will definitely help decrease annual turn-over – especially if the position is intended to be enticing to adults who may have spouses or children.

I have received a quote on benefits from a broker – a broker is a third party who does the research for you to get the best quote. The broker works on a flat fee commission (so they are not loyal to any company) to find the best quote no matter which company it is from.

The brokerage company I have been speaking with is RG Packman & Assoc. ( ) We were referred to them by Manulife Financial who I had called for a quote. Our broker, whose name is Roger Lavictoire, quoted us the lowest there is for a 2 person group plan:

\$102.73 per employee per month  
\$205.46/month combined (2 employees)  
\$2465.53 annually

This is the only plan that does not require a medical test to qualify. These are guaranteed rates for 15 months but we are not locked in – we can cancel the coverage at any time. And if one of us were to leave, the other is still covered until the renewal date. The plan is for the basic coverage and is mandatory for the minimum of 2 employees – so the Ad Rep and the business manager must take them.

## **TRAINING**

Along the lines of maintaining long-term staff, I have been discussing with the board the idea of funding some training for my position. I would like to take a graphic design course in order to improve the services we offer our advertisers. Design services are very important to our clientele (it is a high priority question in the sale.... how much is it and can you design it are the two things clients want to know). The Gateway employs an in-house designer for an annual salary of \$25,000. While I don't think that is appropriate for the Fulcrum to do that, I do feel that I would be more efficient and produce better results for our clients if I were to have a crash course in basic design and branding.

When I began at the Fulcrum, I taught myself Photoshop and have continued to improve my ad design skills over the course of my employment at the Fulcrum – I have a background in fine art and sales (for those of you who haven't seen my resume). I feel that with minimal investment, I could take our design services to the next level and that the process would be much more efficient for the advertisers – if the drafts are better looking, and the information is better organized, the advertiser is happier and more likely to return.

The course I have found that best covers the things that I need is a 2-day starter class. What I like about the curriculum you will find below is that there is a focus on branding. Our clients who require design services are mostly small business owners who have not branded very well. They hope for that advice from me. This message was strongly reinforced in the 'Working With Advertisers' seminar at NASH - local business owners are overwhelmed and need an expert to help them brand themselves to get the best results from their advertising. While I am great at 'common-sensing' my way through a branding conversation enough to close the sale, I feel I need more tools.

If the Fulcrum is willing fund this type of activity, I would create a Fulcrum Design handbook for any incumbent advertising representative – this way, the

Fulcrum Publishing Society is focusing some funding on the advertising desk and not just the rep

Training Ottawa - [http://www.trainingottawa.com/soft\\_design\\_essentials.php](http://www.trainingottawa.com/soft_design_essentials.php)

### **Design Essentials, Part 1 2 days | \$825 + HST**

This two-day course is designed for those who want to learn how to create professional, relevant, and effective marketing communications. Prerequisite: proficiency in either InDesign, Illustrator, or Microsoft Publisher.

#### **Think Like A Creative Pro**

- understanding brands: why some work and others don't
- the design process
- the creative brief
- research: the competition, the target market, etc.
- brainstorming
- creating a Mood board: using imagery, typography, and colour to convey an idea and create the feeling of a brand personality

#### **Design Fundamentals & the Designer's Toolbox**

- using InDesign and Illustrator
- review of great type and why it works. Review of bad type and why it doesn't
- typography fundamentals: the language of type, manipulating type
- types of type: typefaces & personality
- type as a texture/graphic
- pattern & alignment
- white Space
- hierarchy & composition
- the grid system
- basic colour theory
- creating a poster

There is a class February 7<sup>th</sup> and 8<sup>th</sup> which is not the best timing since it happens right on the deadline of the Sex Supplement which is a blast to sell. The other is in April. My instinct is perhaps to wait until the summer, but they do not list course that far ahead

Thanks to the Board for considering all of these things!  
Have a great meeting!

—Deidre Butters, Advertising Representative

**Editor-in-Chief report**  
**January 16, 2013**

The editors of the *Fulcrum* recently came back to work after a nearly one-month-long printing hiatus. Prior to the break, we enjoyed our annual *Fulcrum* staff holiday dinner, held this year at Real Sports Bar and Grill in the ByWard Market, and a meeting with our mentor, *Ottawa Citizen* reporter Matthew Pearson.

Immediately after publishing our first issue of 2013, we were off to the airport and on our way to Toronto for the Canadian University Press' National Conference (otherwise known as NASH '75). The conference was held at the beautiful Delta Chelsea hotel in downtown Toronto, and we had the opportunity to attend conferences and hear speeches by the likes of Amanda Lang of the CBC, Brian Stelter of the *New York Times*, and Chris Jones of *Esquire*. By all accounts, the editors, staff, and volunteers who attended learned a lot, became excited about journalism, and had a fantastic time. I'm also pleased to report we all made it out of NASH '75 virus- and vomit-free.

The editors of the *Fulcrum* are now gearing up the rest of the publication year, including our annual SFUO election coverage and the famous sex supplement, both of which will be out in February.

**HR ISSUE**

At the beginning of this meeting, I will be bringing forward a human resources issue and asking the Board of Directors to make a decision based off of the documents I present to them.

—Kristyn Filip, Editor-in-Chief