

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, January 21st, 2018
141 Louis Pasteur, 10:30 a.m. - 1:24 p.m.
Meeting #8 2017-2018 Publishing Year

Present: Kate Murray, Eric Davidson (ex-officio), Raghad Sheikh-Khalil, Lucas Ghosn (ex-officio), Kaylum Bobal (ex-officio), Jonathan Rausseo, Fadi Azzi, Marguerite Gollish

Partially Present:

Absent (with reason): Spencer Murdock

Absent (without reason):

1. Opening of Meeting

M. Gollish opened the meeting at 10:50 a.m.

2. Approval of Agenda

J. Rausseo motioned to approve the agenda with the following amendments:

-change the president's report to be 45 minutes;

-change the treasurer's report to be 2 minutes.

F. Azzi seconded the motion. All voted in favour and the motion passed.

3. Approval of November Minutes

J. Rausseo motioned to approve November's meeting minutes. F. Azzi seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

M. Gollish presented the standing actions list and F. Azzi made the necessary changes.

5. General Manager

L. Ghosn began his report by giving the Board an update on the *Fulcrum's* financials. L. Ghosn indicated that he transferred \$4179.03 from the savings into the chequing account. He went on to explain that the *Fulcrum's* last HST submission was selected for review by the CRA. L. Ghosn stated that he prepared the necessary documents and sent them to the auditors to review, who then forwarded them to the CRA. He noted that he's still waiting to hear back from the CRA.

L. Ghosn exclaimed that NASH was great, and that the *Fulcrum* increased its attendance from eight delegates last year to fourteen this year.

L. Ghosn informed the Board that he has put together a bare minimum for computer inventory for purchase this coming summer. They include:

- Brand: PC, preferably
- Processor: i3 minimum
- Ram: 4gb minimum
- Screen size: 12 inch minimum
- Price: \$700 and under

He went on to say that there is currently no visual inventory need.

L. Ghosn mentioned that the OCSB are interested in the *Fulcrum's* extra stands, he's just waiting to hear back from them.

L. Ghosn then proceeded to give the Board an update on HR. L. Ghosn mentioned that both he and E. Davidson had met with the social media manager to discuss their concerns with his job performance, and to ensure that they were all on the same page with expectations. At the end of this week, L. Ghosn stated that the social media manager gave his two weeks notice, and said that school conflicts and time commitment were the reasons for his departure. L. Ghosn assured the Board that both he and E. Davidson are confident in a replacement solution that they have: the *Fulcrum's* two co-op students will split the tasks, which will eliminate the need to hire someone new for the position halfway through the publishing year. He added that the social media manager from last year has agreed to train them over a one to two week period. J. Rausseo proposed that given the importance of social media moving forward with the plan to move online, it would be a good idea to ask everyone where they see social media going at the strategic planning session.

J. Rausseo motioned to go in camera with the business department and the editor-in-chief. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed. J. Rausseo motioned to go out of camera. F. Azzi seconded the motion. All voted in favour and the motion passed.

6. Advertising Representative

K. Bobal began his report by comparing the weekly advertising sales numbers to those from the previous two years. He exclaimed that DeeDee's sales numbers are a real motivation and stated that he wouldn't mind talking with her if he could. K. Bobal admitted that he has a lot of work to do to meet the weekly and annual goals for this year, but that he believes they are attainable.

K. Bobal mentioned that the *Metro* newspaper is shutting down, which is a new client base that he can explore.

K. Bobal asked if there will be office space available next week. J. Rausseo said that he could see if he could get a room in his building.

K. Bobal announced that he's signed three new clients as well as some new contracts for some old clients. He admitted that his previous goal of signing ten new clients was not reached, but that it's not out of the picture as some clients were interested in signing with the *Fulcrum* at a later date. J. Rausseo suggested that K. Bobal contact Elections Canada for the upcoming elections. R. Sheikh-Khalil added that the Board could have an ongoing post in the Facebook group where we can brainstorm advertising ideas all the time.

K. Bobal stated that he bought several courses from Udemy that he plans on completing over the next several weeks in the hopes of learning some new techniques. He added that he believes these courses are reusable, and thus would likely be available for future staff of the *Fulcrum*.

K. Bobal mentioned that the next issue is the special sex issue, and he is planning on attending Sexapalooza to network with vendors at the event.

K. Bobal concluded his report by thanking L. Ghosn for his work at the *Fulcrum*.

7. Editor-in-Chief

E. Davidson began his report by reviewing the social media numbers. E. Davidson explained that the median was used because it accounts for all of the variation. He noted that there is a 53% increase in traffic this week compared to this time last year, however, there is an overall 33% decrease in traffic in December compared to last year. E. Davidson mentioned that in looking at the avenues from where the *Fulcrum's* traffic comes from, 50% comes from Google and oftentimes they're breaking news articles. J. Rausseo stated that this tells the *Fulcrum* that the readers from these avenues aren't thinking of the *Fulcrum* first, but rather Google or the event.

E. Davidson informed the Board that going forward, the *Fulcrum* needs to try to come up with more creative ways to use Twitter. J. Rausseo suggested that the *Fulcrum* tailor content for each social media channel, giving the example that Twitter users expect more bold content and clickbait.

E. Davidson indicated that the total doesn't add up to 100% because Google Analytics accounts for the smaller and random channels as well.

L. Ghosn wondered if there would be any benefit for the *Fulcrum* to use Google AdSense. R. Sheikh-Khalil added that the *Fulcrum* could promote the biggest story once a month. J. Rausseo asked if E. Davidson and the social media manager are looking at specific stories to see how they performed. E. Davidson replied that they are for the top stories.

E. Davidson announced that hiring for the sports editor and videographer positions closes tomorrow. He went on to say that he's still trying to reach out to faculties for recruitment. J. Rausseo wondered if the *Fulcrum* could promote the open Board positions on the *Fulcrum's* social media channels too.

E. Davidson thinks that the *Fulcrum* will have a designated podcast person, Ryan Pepper. He added that there are three people who are in the process of getting CHUO training. E. Davidson asked the Board if they are okay with partnering with CHUO. The Board agreed that they are in favour of it.

E. Davidson said that he believes the *Fulcrum* is on track with the Co-Op positions. R. Sheikh-Khalil asked how the performance reviews to the university will work for these positions. J. Rausseo explained that typically there is a mid-term one and one at the end of the year. E. Davidson assured the Board that he would inform the Board as soon as he gets an email back from the university about the performance review details.

E. Davidson mentioned that the *Fulcrum* still doesn't have too many freelancers, and added that it would be nice if the *Fulcrum* welcomed some illustrators as freelancers. J. Rausseo asked if the *Fulcrum* can send a house ad to the faculty departments for recruitment. E. Davidson continued by saying that there were a lot of cool things at NASH, such as coding, and it would be neat if the *Fulcrum* could recruit some coding freelancers as well. R. Sheikh-Khalil asked if there's been any luck with freelancers for the news section. E. Davidson replied that Eric Davison has been a great freelancer for that section.

8. President

F. Azzi motioned to go in camera with the editor-in-chief. J. Rausseo seconded the motion. All voted in favour and the motion passed. J. Rausseo motioned to go out of camera. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil informed the Board that the office will be closed at least until January 29th for repairs. She then proceeded to give an update on the building:

- The heating problems have been fixed with a new radiator;
- The water is back on;
- The construction crew is currently working on fixing the holes in the walls caused by the removal of the asbestos

R. Sheikh-Khalil noted that if you need to get into the building, give Bertrand a call.

R. Sheikh-Khalil stated that both she and K. Murray will be meeting with the business department and editorial either today or tomorrow for the space audit. As of right now, R. Sheikh-Khalil noted that the university is looking at having a big open space and a few closed offices. She mentioned that the university doesn't need to give the *Fulcrum* a space, but the *Fulcrum* is going to ask for what they need. R. Sheikh-Khalil added that she can book a room at the university if someone needs one for meeting clients for the time being. Once the *Fulcrum* regains access to the building, the capital assets committee will go through and assess any damage to the equipment.

R. Sheikh-Khalil exclaimed that NASH was really good this year; it was well attended, and she personally went to a lot of good workshops, keynotes, and CUP planning. She mentioned that she'll go over some of the more interesting points at the strategic planning session. R.

Sheikh-Khalil added that she did some good networking while there too, and met a videographer from another newspaper who could work for the *Fulcrum* remotely. R. Sheikh-Khalil indicated that there will be more flexibility online going forward as the current sections of the *Fulcrum* don't necessarily match those from the JHM awards.

R. Sheikh-Khalil informed the Board that the CUP wire will now be powered by Thoughtblox. She briefly explained a bit of how it works, noting that:

- article/it automatically pulls articles from your RSS feeds every 10 minutes;
- For now, additional tags will have to be added;
- Editors are able to re-publish any article from the wire, and the main contact should have been invited already;
- There are no issues with copyright, the editors just have to make sure they give credit.

J. Rausseo wondered if there would be any legal implications if the *Fulcrum* retweets an article that someone else gets in trouble for. R. Sheikh-Khalil said that the *Fulcrum* should be fine.

Overall, R. Sheikh-Khalil stated that things are looking better for CUP. She mentioned that there are supposed to be regional conferences each year now, usually in September and October. R. Sheikh-Khalil noted that CUP fees will now be invoiced in February and due on May 1st, and that the new fees are structured according to the papers' budgets. As the *Fulcrum* is a larger paper, R. Sheikh-Khalil said that the *Fulcrum's* fee would be \$290. J. Rausseo asked if there was any discussion of online papers with regards to the fees. R. Sheikh-Khalil replied that there wasn't, and that it would still be structured according to the papers' budget.

R. Sheikh-Khalil announced that K. Wiens resigned from her Board seat this month. As such, R. Sheikh-Khalil said that the Board will need to vamp up recruitment to fill the open Board seats as well as move around the committee portfolios.

R. Sheikh-Khalil said that the hr committee met several times this month, mostly to discuss hiring. As F. Azzi is the newly-elected treasurer, R. Sheikh-Khalil explained that he'll be giving quarterly updates as a part of the finance committee.

R. Sheikh-Khalil concluded her report by giving an update on the upcoming strategic planning session, which will be organized by the hr and inter-board relations committees. She revealed that the topic of this year's session will be transitioning to online, and one important discussion will be the roles of the advertising manager and the social media manager going forward online.

9. Treasurer Report

F. Azzi explained that a conservative portfolio is where most of the *Fulcrum's* money is. He noted that the balanced portfolio has done really well, giving a 90% return. R. Sheikh-Khalil wondered if the *Fulcrum* is taking the \$3000 out. J. Rausseo said that the *Fulcrum* could use it as operating revenue. F. Azzi replied that the *Fulcrum* will take it out at the very end of the year. He informed the Board that if the *Fulcrum* withdraws it, the *Fulcrum* will be taxed on it. F. Azzi promised that he would inquire more about the *Fulcrum's* options.

10. Strategic Planning Session Planning

R. Sheikh-Khalil clarified that the date of the strategic planning session will likely be at the end of March, while the AGM will take place in April. J. Rausseo mentioned that Keeton is interested in giving a presentation on risk management.

11. Other Business

R. Sheikh-Khalil motioned to adjourn the meeting at 1:24p.m. All voted in favour and the motion passed.

Online Votes

On January 30th, R. Sheikh-Khalil motioned that the board hire Dorian Ghosn for the position of General Manager for the remainder of the 2017/18 publishing year and for the subsequent 2018/19 publishing year. K. Murray seconded the motion. All voted in favour and the motion passed.

Appendices

GM Report Jan 2018

1. Financials

TOTAL	\$238,574.82
Checking	\$156,267.13
Savings	\$0.00
RBC	\$83,380.04

The savings account balance is now zero, because we moved the funds (\$4179.03) into our chequings account.

2. HST

Our last HST submission was selected for review by CRA. I prepared the necessary documents and sent them to the auditors for review. They then sent the documents to the CRA on our behalf. Still no reply back, and they will notify me immediately if they require any more information from us.

3. NASH

The Fulcrum increased its attendance this year at NASH, jumping from 8 delegates to 14! This is great news and hopefully we will be able to raise more funds next year to help cover the costs.

4. Computer Inventory

Recommendation for summer 2018:

Brand: PC, preferably

Processor: i3 minimum

Ram: 4gb minimum

Screen size: 12 inch minimum

Price: \$700 and under

5. Visual Inventory

The visual team said there is no immediate need for new visual equipment. They will be thoroughly analyzing the inventory list once the building is open to public again.

6. Extra News Stands

The OCSB is interested in our stands, but have not been answering my emails. Next steps? Delivering? Jon?

7. Social Media Manager

Eric and I have previously met with the social media manager to express our concerns. We wanted to make sure everybody was on the same page before heading into the holidays and that expectations were established for the second semester of the school year.

Frustration amongst editorial board was evident towards the end of the last semester and interest was expressed by some Fulcrum editorial board members to help with the role if needed.

Coincidentally, we received a 2 weeks notice/letter of resignation from the social media manager at the end of this week. Reasons were school conflicts and time commitment. It was a mutual understanding and Eric and I are confident in the plan we have put in place to deal with this situation.

Since we have 2 editorial board members on coop this year (at an increased pay rate) with working capacity, we decided to split the role of social media manager between the two of them. There are a number of benefits to this.

We eliminate the need to bring in someone new halfway through the year and are saving an entire salary's worth. Our 2016-17 social media manager is currently on ed board and has agreed to train both coops for a period of 1-2 weeks.

8. Building

Eric and I are very grateful for all the help we have received from the board to accommodate for the current situation at our building. We hope to regain full access by Jan 29 as per the latest update from the university.

2017-2018		2016-2017		2015-2016	
Week	Amount (\$)	Week	Amount(\$)	Week	Amount(\$)
August 14	\$621.50	August 25	\$0.00	N/A	
September 4	\$3467.67	September 1	\$256	September 3	7873
September 11	\$2702.96	September 8	\$785	September 11	\$4256
September 25	\$2431.22	September 15	\$1940	September 17	\$6497
October 2	\$1802.79	September 22	\$204.80	Septmeber 24	\$3001
October 9	\$1602.36	September 29	\$1084.80	Ocotober 1	\$2119
October 16	\$1055.95	October 6	\$1073.04	October 8	\$2249
October 30	\$984.84	October 13	\$204.80	October 15	\$1618
November 6	\$3430.82	October 20	\$1415	October 22	\$4081
November 13	\$2944.12	November 17	\$2241.44	November 5	\$4263
November 20	\$1160.75	November 24	\$2400.00	November 12	\$2251
November 27	\$2100	December 1	\$2604	Novmeber 19	2127
December 4	\$2850	January 16	\$2577	November 26	\$1801
January 15	\$1891			December 3	\$1761
				December 10	\$5582
				January 21	\$6713
Total Sales Amount	\$29045	Total Sales Amount	\$16785	Total Sales Amount	56,192

Online Ad Sales

Client	Amount (\$)
Adult Fun superstore	\$150

CBC	\$60
Communications Directorate	\$120
ALGONQUIN COLLEGE	TBD
Apathy is boring	TBD
Total	\$330

Contra

Client	Amount
Pizza Pizza	\$300
Perfection Satisfaction Promise	TBD
Sports Services	

More recent weekly sales numbers show me that there is some ground to cover in order to meet the Weekly and Annual Goal for the year but with recent call outs and emails this seems very attainable.

The Ottawa Metro Is closing down. Which means their clients will be looking for new places to advertise. This is something to capitalize on.

Contracts

32 Contracts has now gone up to 38 adding 3 new clients and signing new contract for some old clients.

Goals.

Previous goal of 10 new clients was not reached but it is not out of the picture. A few of clients were just interested in advertising at a later date. Which I will be reaching out to at that time.

New Clients

Ghandis Village
Habibis (Pies and Pizza)
Apathy Is Boring.

Courses.

I have purchased several Sales courses that I will be completing over the next few week.

I hope to learn new sales techniques that will help me to reach the annual goal.

I also believe these courses are reusable (lifetime use) and would most likely be available for future staff of the fulcrum.

I will update you on the quality of the course next board meeting when I am finished them.

Goals for next Month.

Our next special issue is our sex issue

And next week is SEXAPALOOZA. I will be making my way to the shaw center to network with vendors at the event.

This is also an open invite to everyone.

Thank you Lucas!

As I am sure you all know Lucas has time has come to an end.

Thank you Lucas for being a great example to myself and other staff here at the fulcrum
It was great working with you and I wish you the best of luck in your new chapter.

First off, it's great to see you all again! I haven't seen most of you since last year...

Social media

Where we're at:

Refer to the google sheet. First note that I'm using the median to compare them not the mean, because of random big news stories. This past week saw a 53 per cent increase in traffic over the same time last year. However, the month of December saw a 30 per cent decrease based on the previous year. We still have more work to do on social. The main plan to address that will be the new leadership of social, and looking at how we get traffic, discussed below.

Important note on social media plan.

As you may know, the *Fulcrum*, like many other news organizations, has been heavily reliant on Facebook for traffic. Twitter is there but small, and other platforms like Instagram and Snapchat don't cater to our content in the same way.

However, being so heavily focused on Facebook could be bad. Recently, Facebook has tweaked its newsfeed to hide content from publishers like news organizations in favour of content produced by friends and family.

<https://mobile.nytimes.com/2018/01/11/business/media/facebook-news-feed-media.html?action=click&module=MoreInSection&pgtype=Article®ion=Footer&contentCollection=Business%20Day>

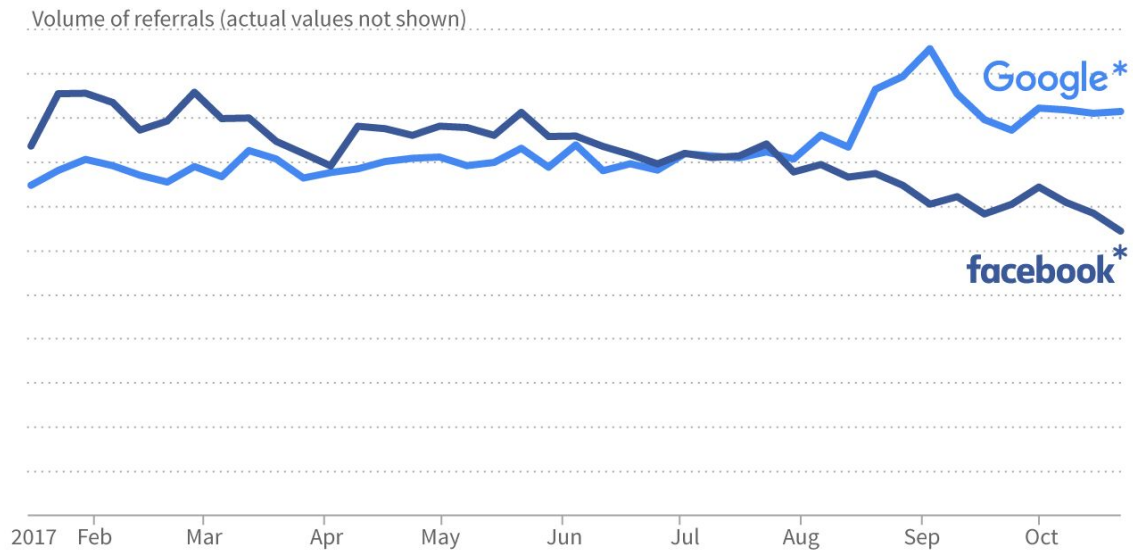
On firm is reporting

(<https://blog.parse.ly/post/6663/facebook-declines-google-grows-news-audiences/>)

That Google is now becoming the big referrer, not Facebook.

I just think this is a trend we need to make sure we account for as we move more online.

Google and Facebook Referral Traffic Volume to Parse.ly Customers



Google

Traffic from Google has **increased 17%** from February 2017 to October 2017.

* Includes both Google search & Google AMP referrals.

facebook

Traffic from Facebook has **declined 25%** from February 2017 to October 2017.

* Includes both facebook.com and Facebook Instant Articles referrals.

This study uses a fixed set of customer sites to eliminate the effect of Parse.ly's changing customer base across 2017.



Hiring

We're still hiring for Sports Editor and Videographer. I've been reaching out to people who could be good candidates, and I'm getting faculties to tell their students about the positions. I'm making more social media banners, which I plan to post very frequently in the coming week.

Coop roles

We have two coop students now! Both of them are very excited, and are ready to take on new roles. We're going to have Ryan be our designated podcast manager. The project has had trouble getting off the ground, and I think having one person we can look to will be a big help. As will be discussed in Lucas' report, both will be taking on a social media role as well. Having

coop students is new to us, so we plan to check in with them as they go, and we can adjust their responsibilities as we go. They're ready and willing to try a bunch of new stuff!

Freelance

We still don't have too many writing freelancers, just some in arts. But we have found it useful for the visual side, we've looked at it for photographers and illustrators. I'm hoping to use it to keep getting more illustrators, as well as videographers (in addition to a staff one), and coders. A lot of the cool online visual stuff at NASH required coding, so I think we could do some cool stuff by paying some coders! It could also give us a sense of how to fold that into staff roles going forward.

HR stuff

Either me or both Lucas and I reviewed staff's performance with them. Everyone was good, no real problems, except one problem, which falls under Lucas' report.

Fulcrum Publishing Society
Board of Directors
President's Report
Sunday, January 21th, 2017
Fulcrum Office, 10:30 a.m.
Meeting #8 2017-2018 Publishing Year

1. Hiring

Hiring for the General Manager position has been very successful. We have received 10 applications so far from candidates with a plethora of business, publishing and non-profit experience. We will be conducting interviews Monday, Tuesday and Friday of this week, and will hopefully have a new GM working full-time by next week.

Things to note looking forward:

-Workable is a great platform for posting jobs. 80% of our applications came from here, and I think it would be worthwhile to pursue this option moving forward.

-I had a telephone meeting with an employee from workable to go over functions of the website, what The Fulcrum uses the platform for, as well as options for using the platform after our free trial expires. The best option we were given was to use the site on a monthly basis whenever we conduct hiring. Posting one application for the duration of a month will cost \$50.

-We need to schedule an exit interview with Lucas this week to go over job performance, where he sees room for improvement within the organization, and transition documents including passwords and keys to the office.

-Training for the new GM will need to be scheduled for their first week. I can come in on Monday to show them around the office. It would be nice to have editorial come in to say hi. The HR committee needs to put together a package in conjunction with Lucas on what the new GM needs to work on and familiarize themselves with. In the case that the office remains under construction, we will re-evaluate the new GM's start date.

-Lucas will be paid normally until after the end of the new GM's first week (assuming the new GM is working full-time). After this, any additional training will be paid for on a consulting basis.

-Deloitte has given us a quote for bookkeeping as well as for the audit. In the event that we are unable to hire someone with bookkeeping experience, we will consider this option. (It does not appear that this will be the case, but it is good to keep in mind.)

-We would like to do a "where are they now" feature for past employees to encourage recruitment

2. Office Space

Update on the flooding situation:

According to Melanie from Community Life, the office will remain closed until the 29th of January for repairs.

1. Heating problems have been fixed (change of radiator)
 2. Water has been turned back on
 3. Workers are now working on patching walls and ceiling. As there is presence of Asbestos in the walls and ceiling the building needs to be completely closed and not available for the duration of the repairs. The last leak repair was completed and the Asbestos was removed from the wall/ceiling in the affected area. However, the wall and ceiling repairs started last weekend and remain under construction for the meantime.
- If you need access to the building to pick up any equipment or documents, please contact Bertrand Tardif directly at 613-882-6592. He will be able to let you in.
 - Kate and I will be meeting with editorial today to discuss the space audit. In the event that we are not able to return to our building, we will need to re-evaluate our actual needs for office space. At the moment we are working with temporary booked rooms at the university, however this will not be feasible long-term. If the board has to negotiate a

new space for The Fulcrum within the university, we need to know what we are working with.

- Please contact me (Lucas, Kaylum) for any temporary room booking needs. I can book you a room within FSS if you have any meetings which require one.
- Eric, this is the link you can use as a current student:
<https://fss-apps.uottawa.ca/srbs/day.php?year=2015&month=01&day=23&area=1&room=11>
- Once we regain access to the building the finance committee (capital assets committee) will take stock of all the inventory to make sure everything is working okay

3. NASH

NASH was a great success this year. We had very high attendance from editorial- and we had participants from every part of the organization (volunteers, business department, and the board included).

- We collectively attended a number of interesting workshops including design for the web, writing workshops, keynotes, and CUP planning. I'm sure Eric will expand on this during his EIC report. We can debrief on some interesting points learned during our strategic planning session.
- Some good networking came out of it- we met a potential videographer who can work remotely from another student paper, as well as another paper that has a weekly podcast and would be open to helping Eric run his. In addition, some industry contacts were made, and may be available to conduct trainings (i.e on podcasting, or pitching), or provide advice in the future.
- During the CUP planning session my brainstorming group came up with the idea for CUP to mandate that each paper submit a report detailing their yearly goings on (i.e if they transitioned to online and how that went) as well as their financial situation. This would be compiled into an annual report that CUP generates internally each year and is available to CUP members. They took up this idea, and Erik, the new CUP president has informed me that he intends to make this a part of CUP's agenda this coming year. More on CUP below.

4. CUP

CUP Wire

- The new CUP Wire service powered by Thoughtblox is now live

- The wire automatically pulls articles from your RSS feeds every 10 minutes. They are automatically uploaded and tagged to your paper and soon to your region.
- Additional tags need to be manually added (for now) - it would be SUPER helpful and make the wire more fruitful for all if someone from your paper could add supplementary tags to your articles in the wire.
- As a CUP member, you can re-publish any article from the wire anytime - this can help to fill space in print issues should a writer drop out, and it can help to make your social media feeds busier and more comprehensive
- **The main contact email from the paper should have been invited already (if you haven't received an invite, Eric, let me know)**
- Please send me a list of email addresses from your paper you want to have access to the wire and I will make sure they are sent an invite

CUP Knowledge Network

- Also powered by Thoughtblox, this is a new center for informational materials and information sharing.
- Soon, a guide on how to use the wire will be uploaded here along with CUP style guides and how-to's
- There is a long-term vision for this to be expanded which they will get back to us about

Regional conference

- Feedback from the call: no regional conference this year since there will be one in September next year, hard for everyone to get people there with staff turnover, etc.
- Any issues with this, let them know.

Plenary recap

5. Regional events will be completed before October 1st from here on out to be more effective with training new staffs
6. CUP fees are now invoiced in February and due May 1st - helps us determine who the membership is at the start of the Board's new term so we can better serve the co-operative (90 days to pay instead of 30) - if your paper needs more time or has an issue with this, just keep us in the loop
7. **NEW FEE STRUCTURE:** Big papers - \$290, mid-size - \$240, small - \$190 based on year-to-year budgets
8. We got rid of travel pool in favour of an opt-out travel subsidy model

5. Board Member Recruitment

The board is now down to 5 members and one honorary member. Kim resigned this month and we thank her for her contributions during her time on the Board.

- We need to vamp up recruitment and promotion of open board positions as we are mandated to do so in our Bylaws
- If Marguerite is open to the idea, it would be ideal to vote her in as a regular member with full voting rights given the amount of open positions at the moment.

6. HR Committee

The HR committee has focused on hiring over the last two months. I believe some concerns were brought forward regarding the social media manager position. These have been dealt with by Lucas and Eric.

7. Finance Committee

As treasurer, Fadi is now responsible for going over each month's books. He will essentially work as a second pair of eyes over the organization's finances. In addition, he will be giving an update on the state of our investments each quarter.

8. Policy Committee

The policy committee did not meet this month.

9. Strategic Planning

The theme of this year's strategic planning session is "transitioning to online". The temporary date for this session is the weekend of our next board meeting. Attendance is very important for editorial. Please make this a priority.

- We will need to put together a list of agenda items and potential trainings for this date. Let's have a facebook thread with suggestions. Eric, please forward this to editorial for suggestions.
- The inter-board relations committee as well as the HR committee will work on putting this event together.
- One important discussion that will be had at this meeting will be the evolving role of the ad manager/ social media manager position. How they will transition over to online, and how hiring for these position may change.
- The use of Search Engine Optimization will be important. I may be conducting a training on this

9. Goodbye Lucas

We want to thank Lucas for his immense contributions to the Fulcrum in his too-short year with us. During this time he has:

- Streamlined our bookkeeping to an online medium (quickbooks)

- Acquired a pro-bono lawyer for The Fulcrum- a great asset for the organization over the past two fiscal years
- Straightened out any late payments to the CRA and updated our Board of Directors contact information for the first time in 10 YEARS!
- Become the first GM ever to be responsible for the ad manager position, and helped with contacting FreeMedia, and other accounts over outstanding payments. This resulted in a new late payment policy amendment.
- With Fadi's help, moved our GICs into a more sustainable long-term investment portfolio
- Taken up fundraising for NASH as a personal project
- Increased Fulcrum employee recruitment through Telfer
- Hired a social media strategist to optimize our online reach

... I can go on and on.

Thank you for your hard work, for your initiative and for being an exceptional leader for both editorial and the board. I speak on behalf of the board when I say that your presence has always been reassuring. We always felt that there was a solution to be had in any emergency!

We are all so happy and excited for you in this next chapter of your career and we wish you nothing but the best.