

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, July 30th, 2017
UCU 206, 10:30 a.m. - 1:20 p.m.
Meeting #3 2017-2018 Publishing Year

Present: Kate Murray, Eric Davidson (ex-officio), Kaylum Bobal (ex-officio), Jonathan Rausseo, Raghad Sheikh-Khalil, Spencer Murdock, Kim Wiens, Fadi Azzi

Partially Present: Kathryn LeBlanc (ex-officio)

Absent (with reason): Marguerite Gollish, Lucas Ghosn (ex-officio), Mackenzie Gray

Absent (without reason):

1. Opening of Meeting

R. Sheikh-Khalil nominated S. Murdock as chair for the meeting since M. Gollish was absent.

S. Murdock opened the meeting at 10:50 am.

2. Approval of Agenda

R. Sheikh-Khalil motioned to approve the agenda. K. Wiens seconded the motion. All voted in favour and the motion passed.

3. Approval of June Minutes

K. Murray motioned to approve the June minutes. J. Rausseo seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

S. Murdock presented the standing actions and K. Murray made the necessary changes.

5. General Manager

Since L. Ghosn was not present to give his report, R. Sheikh-Khalil read it to the Board. R. Sheikh-Khalil began by saying that Farras, a staff accountant at Connelly & Koshy will be handling the *Fulcrum's* audit this year. L. Ghosn has been working with him to ensure that all of the required documents are signed and are sent to and from the necessary parties. R. Sheikh-Khalil said that once the *Fulcrum* receives its files back from CK, there will only be a few more transactions to reconcile.

Before R. Sheikh-Khalil continued any further with L. Ghosn's report, J. Rausseo motioned to move to the Referendum discussion as K. LeBlanc wasn't able to stay for the entire meeting. F. Azzi seconded the motion. All voted in favour and the motion passed.

6. Referendum Committee

R. Sheikh-Khalil and J. Rausseo presented the updated referendum question. J. Rausseo stated that the question is quite convoluted and that it should be simplified. K. LeBlanc agreed, noting that it is too long. She added that there are a lot of clubs and causes that are planning on possibly running for a referendum question in the fall.

K. Murray wondered the the *Fulcrum* could ask the question again in the Winter semester if it is unsuccessful in passing the question in the Fall semester. K. LeBlanc wasn't sure and said that there could be a time frame that the *Fulcrum* would have to wait before asking the question again. R. Sheikh-Khalil wondered if the *Fulcrum* would be more successful if it ran alongside La Rotonde. K. LeBlanc strongly thought that it would be more successful. She also noted that groups usually submit their questions and relevant documents around the same time as the candidates do, which is typically at the end of September for questions pertaining to the Fall semester. J. Rausseo asked if there is a spending cap for groups. K. LeBlanc replied that there is, and though she's not sure of the exact amount, it's low.

Discussion then ensued over when the *Fulcrum* should schedule the question and if it should include La Rotonde. R. Sheikh-Khalil urged that the *Fulcrum* should meet with them to see where their thoughts are at on the issue. J. Rausseo suggested that the *Fulcrum* should have a more emotional and simple question. All members agreed that the committee needs to meet this month in order to work on the wording of the question.

Before leaving, K. LeBlanc thanked the Board for having her at the meeting.

7. General Manager

R. Sheikh-Khalil continued presenting L. Ghosn's report. She informed the Board that a tentative distribution schedule has been discussed, and that all documents will be submitted to the printers on Saturday night, the printers will drop off the papers on Sunday, and the bike couriers will have until Monday morning to distribute them. R. Sheikh-Khalil added that E. Davidson and J. McRae-Sadik are currently looking into quotes from different printers to compare.

R. Sheikh-Khalil announced that she and L. Ghosn met with RBC on July 21st to invest the remaining \$60,000 from the *Fulcrum's* old GIC. She explained that the *Fulcrum* will be investing in balanced and conservative funds in five different intervals, which the *Fulcrum* would be able to pull out the money whenever desired. R. Sheikh-Khalil went on to note that the money that hasn't been invested is sitting in a savings account (a money market fund) with a small return.

Before proceeding any further with L. Ghosn's report, the Board discussed the importance of certain topics being discussed in camera. All agreed that any discussion concerning legal

matters will be held in camera and that as such, specific legal information, and updates should be refrained from appearing in officer reports and Board minutes.

J. Rausseo motioned to go in camera with K. Bobal and E. Davidson. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil motioned to extend the discussion for five more minutes. F. Azzi seconded the motion. All voted in favour and the motion passed. J. Rausseo motioned to go out of camera. K. Murray seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil proceeded to state that L. Ghosn, E. Davidson, and D. Bakker met with the candidate from the Telfer Connexions program, who has some really good experience and is very eager, to discuss the vision for the role. She explained that L. Ghosn will be discussing the final details with Erica, the admin from Telfer, in order to set things up for September.

R. Sheikh-Khalil noted that E. Davidson, D. Bakker, and L. Ghosn met with Jordan to begin the growth hacking process.

R. Sheikh-Khalil informed the Board that DeeDee will be training K. Bobal. She went on to say that rate and business cards are finalized and will be arriving on August 1st. R. Sheikh-Khalil explained that L. Ghosn and K. Bobal will be meeting at the end of the week to set weekly and monthly goals for the business department. She also noted that DocuSign has been purchased for the 2017-18 publishing year, which will help speed up the advertising contract process.

R. Sheikh-Khalil announced that L. Ghosn got the *Fulcrum* 40% off a yearly subscription for Typeform, which is an interactive survey builder, and a resource that the *Fulcrum* could use when conducting market surveys, satisfaction surveys, and job applications, among others. She stated that L. Ghosn's first goal is to re-create the readership survey on Typeform, and then he plans on creating a secondary survey for students that haven't yet read the *Fulcrum* in order to understand why.

R. Sheikh-Khalil mentioned that Plooto, the *Fulcrum's* new direct deposit option for clients, will be introducing credit card payments within the next 2-3 months. Although the *Fulcrum* already accepts credit card payments through Quickbooks, L. Ghosn thinks that it will be much more organized having all collections completed through Plooto.

R. Sheikh-Khalil concluded L. Ghosn's report with some thoughts on the referendum. In his report, L. Ghosn noted that he and R. Sheikh-Khalil met about changing the committee's approach to getting votes and the wording of the question, arguing that the question should be more emotional and less logical.

8. Advertising Representative

K. Bobal began his report by going over the total sales for the past month. He went on to explain that he and L. Ghosn have been using the same contracts as last year for the current sales. K. Bobal announced that last week, he and L. Ghosn brought in DocuSign, which is a

company that enables the *Fulcrum* to collect signatures and deal with clients electronically. K. Bobal noted that the *Fulcrum* hasn't fully converted to this system yet as he and L. Ghosn are still learning how to use it properly.

K. Bobal proceeded to inform the Board that J. McRae-Sadik has completed the 2017-2018 Ad Rate card. He presented the rate card to the Board and explained that they decided to keep the same template as last year's rate card, but information that was missing from last year's, such as the ad sizes. K. Bobal stated that L. Ghosn has approved the rate cards, and is getting some copies printed along with some business cards for K. Bobal.

K. Bobal concluded his report by asking the Board about potentially approaching the Canadian Forces and the RCMP as potential clients. Discussion then ensued about these possibilities.

R. Sheikh-Khalil wondered if K. Bobal has had any challenges settling into his new position. K. Bobal responded that the challenges have mainly been finding things in the office, but he said that L. Ghosn has been there to help him. J. Rausseo asked if there are any new contracts. K. Bobal replied that there is one big one, and two returning ones.

9. Editor-in-Chief

E. Davidson began his report by enthusiastically announcing that the core Editorial team has been hired, and that associate positions have begun to be hired. He explained that most recently, the hiring committee have hired four positions: an Arts and Culture editor, Ryan Pepper, who was a volunteer/freelancer last year for the Arts and Opinions sections, a News editor, Zainab Al-Mehdar, who was the Associate News editor last year, a Visual editor, Christine Wang, and an Associate Features editor, Nadia Drissi El-Bouzaidi.

E. Davidson stated that the summer issue is planned for August 14th, and will be on stands for two to three weeks. R. Sheikh-Khalil asked if there are any ads for the summer issue. K. Bobal replied that there aren't any yet.

E. Davidson mentioned that D. Bakker has started as Social Media Manager, and it's been a great start so far. E. Davidson went on to note that he and D. Bakker have found a way to get more views on posts: by first uploading a photo to the facebook posts instead of using the images that automatically pop up when a link is posted. He continued that they are in the process of making a plan for social next year.

E. Davidson indicated that he, J. McRae-Sadik, L. Ghosn, and D. Bakker met with Jordan, the social growth hacker, to build a relationship.

E. Davidson informed the Board that now that section editors have been hired, he's going to start asking them to write content over the summer, and use the freelance money that he has left to pay them.

E. Davidson said that J. McRae-Sadik has been reviewing different printers. Although the *Fulcrum* is okay with using TC, he said that it would be good to see what other options are available.

E. Davidson proceeded to go over some notes and concerns that he has to the Board. He admitted that he understands that there is a bit of concern on the part of the Board over whether or not having the production manager is necessary, which he said makes sense because the Board doesn't get many specific updates from them over the summer. E. Davidson said that he would attempt to remedy this by giving an in-depth report on it, and said that he could do so for any other position that the Board would like clarified as well. So far this summer, E. Davidson explained that J. McRae-Sadik has completed a lot of work on the business side: she recreated the design of the rate card as well as made adaptations for this year, helped to finalize the dates of the special issues, looked into printers for the upcoming year, helped set up the production cycle, been apart of the hiring committee throughout the summer, and helped E. Davidson and L. Ghosn plan for Frosh Week.

Speaking of the hiring committee, E. Davidson noted that the process adds up to a lot of time, and G. Robertson, J. McRae-Sadik, and S. Awde are not paid during that period.

E. Davidson then informed the Board of a problem that he encountered while trying to set the dates for the special issues for this year. E. Davidson suggested that hiring for features editor and the production manager should happen earlier in the summer so that they can plan for the special issues well in advance alongside the advertising representative. S. Murdock stated that the Board can make sure that the hiring committee has everything they need in place ahead of time.

E. Davidson wondered what the process for him opening up the editorial constitution for the purpose of updating positions is. R. Sheikh-Khalil said that updating the editorial constitution is under the editorial board's purview, but she reminded E. Davidson to make sure that they cross-reference the editorial constitution with the *Fulcrum's* bylaws.

J. Rausseo asked what the advantage is of having special features, and whether it's necessary to include them on the rate card. E. Davidson suggested that the *Fulcrum* could put out the rate card and then amend it after.

10. President

R. Sheikh-Khalil noted that the referendum committee has met this month, and that the policy committee should meet soon to discuss changes of contracts. She went on to mention that a date needs to be set soon, ideally sometime within the next month, for the Board training and orientation.

R. Sheikh-Khalil announced that she went to a writing for the web training, and there they gave her some good recommendations for the *Fulcrum's* website.

11. Readership Committee

J. Rausseo explained that he looked at the placement of the *Fulcrum's* racks and would like to make a list of places to have stands off campus.

J. Rausseo proceeded to give a powerpoint presentation of his plans for the readership committee over the coming year, with a focus on exploring the possibility of going paperless.

S. Murdock mentioned that Concordia's newspaper isn't printing anymore, but instead they're doing a monthly magazine. E. Davidson stated that he thinks that going paperless is a good idea, and that there are people that the *Fulcrum* can talk to about it, but he strongly believes that the *Fulcrum* should have a transition plan.

J. Rausseo clarified that the made he made for the readership committee is to transition the *Fulcrum* into being completely paperless by January 1st, 2019.

The Board then took a straw vote on whether the *Fulcrum* should pursue towards moving paperless, and all voted in favour. J. Rausseo suggested that the Board could dedicate a section of the strategic planning session on this topic.

12. Measuring Freelance Fund Outcomes

E. Davidson proposed that he could make a standing item in his report each month covering what's gone on this summer with the freelance fund and what he's planning on using it for.

R. Sheikh-Khalil wondered if the freelance fund should be a fund for additional positions or bringing in volunteers. E. Davidson replied that although the freelance fund works really well in bringing in volunteers for the Arts section, he thinks that with regards to the other sections, it would be more beneficial to use the funds for specific positions.

In future report updates, E. Davidson said that he would include how much of the fund that he spent and in which sections.

13. Ratification of New Employees

J. Rausseo motioned to have an omnibus vote to ratify the new editorial Board employees: David Champion-Smith, Nadia Drissi El-Bouzaidi, Christine Wang, and Ryan Pepper. K. Murray seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil motioned to approve the hiring of the new employees. J. Rausseo seconded the motion. All voted in favour and the motion passed.

14. Other Business

R. Sheikh-Khalil motioned to adjourn the meeting at 1:20pm. All voted in favour and the motion passed.

Appendices

GM Report July 23, 2017

1. Financials

TOTAL	\$259,991.01
Checking	175,813.24
Savings	4,177.77
RBC	80,000.00

2. Audit

Farras (staff accountant at Connelly & Koshy) is handling our audit file this year. I have been working diligently with him to get all the required docs signed and sent to and from the necessary parties (lawyers, bankers, etc). Our books will still be a mess until this is sorted out, however there are only a few handfuls of transactions to reconcile once we get our files back from CK.

3. Printing Plan

Tentative distro schedule: All docs submitted to printers Saturday night, printers drop off papers Sunday, and bike couriers have until Monday morning to distribute across all stands.

EIC and Production Manager are looking for quotes from other printers, doesn't hurt and we have TC's quote (attached) already.

4. Investments

Raghad and I met with RBC on Friday, July 21 to invest the remaining 60k from our old GIC.

We will deposit into balanced and conservative funds in the following order every month: 20k, 10k, 10k, 10k, 10k. Each deposit will be 60% conservative and 40% balanced.

The money that is not in the mutual fund yet will be sitting in a money market fund to ensure we do not lose any inflation over the next 4 months.

7. FPS-Telfer Connexions Program

I optimistically applied for the Sept. term to have a marketing intern and we luckily received one application. EIC, Social Media Manager, and I met with the candidate to discuss our vision for the role. We are all on the same page and I will be discussing the final details with Erika (admin from Telfer) to set things up for September.

8. Telfer Marketing Association

The TMA has been very helpful in sharing our job postings that are relevant to their network, this relationship is will continue to grow.

Website: www.telfermarketing.com

9. Jordan from Invest Ottawa

Jordan is back from vacation and we met on July 24th with EIC, SMM, and I to begin the growth hacking process.

10. Ad Department

DeeDee will be training Kaylum, and if needed Dayne is also willing to walk Kaylum through some selling techniques.

Rate cards and business cards are finalized and will be arriving August 1st. Without any rate cards, business cards, or printing dates or training...Kaylum has tentative agreements so far for ads totaling over \$6500! Well done!

Kaylum and I will be meeting at the end of this week to set weekly and monthly goals for the business department.

DocuSign has been purchased for the 2017-18 publishing year. This will speed up the advertising contract process and appeal to our clients thanks to the increased efficiency.

11. Tech Software

Typeform is an awesomely interactive survey builder. After speaking with Typeform's billing department I managed to snag us 40% off a yearly subscription (unlimited responses and questions). This way we will be able to use this subscription for many different types of forms such as market surveys, satisfaction surveys, job applications, volunteer satisfaction surveys, sign up sheets, contact forms, branding questionnaires, event registration, feedback, demographic surveys, etc.

My first goal is to re-create the readership survey on typeform. After that, I will create a secondary survey for any students who have not yet read the Fulcrum. Because it's important to learn why.

Website: www.typeform.com

Great news from Plooto (our new direct deposit payment option for ad clients), they will be introducing credit card payments in the next 2-3 months. This is great because during my summer collections calls I received some pushback from clients who are hesitant to give their bank account info to us for payment.

As of right now we can accept credit cards already through Quickbooks, but it would be more organized having all collections done with Plooto.

12. Referendum

I spoke briefly with Fulc President to discuss the possibility of changing our approach to getting our votes and the wording of our question.

Maybe we should be approaching the referendum in a way that will touch with the student's emotional side rather than their logical side. If the board agrees we could try to word it around the facts of less income from print ads and the decline in newspaper appeal...which means we need the money to help us transition online to continue to informing students with relevant news and that we are still passionate about the fulcrum despite these roadblocks.

Sales

Total= \$ 6436.48

Contracts

Lucas and I have been using the same contracts as last year for the current sales. Last week we brought in Docu Sign. Docu Sign is a company that provides that allows us to collect signatures and deal with clients electronically. We have not fully converted because we are still learning how to use it properly.

Ad Rate Card/ Business Card

Thank you Jackie !

Jackie was able to finish the 2017/2018 Ad rate card. We kept the same template as last years just added the missing information that was not on last years (Ad sizes)

Lucas has approved as well and is getting copies printed.

Lucas is also getting me some business cards printed.

THE FULCRUM

KAYLUM BOBAL
ADVERTISING MANAGER
 (613) 620-2658
 (613) 695-0060
ADS@THEFULCRUM.CA

2017-18 AD RATES

FULL PAGE
 \$800
 (Back cover- \$1000)

HALF PAGE
 \$440

1/3 PAGE
 \$300

1/4 PAGE
 \$256

1/8 PAGE
 \$145

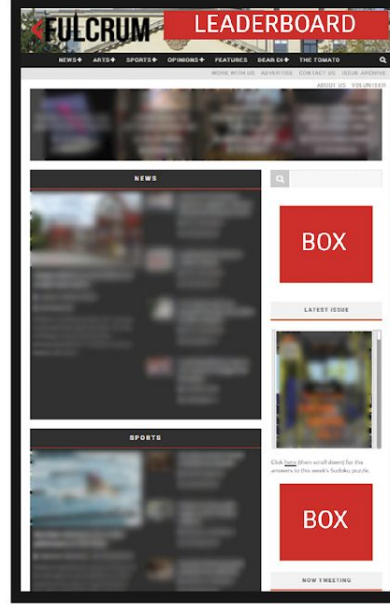
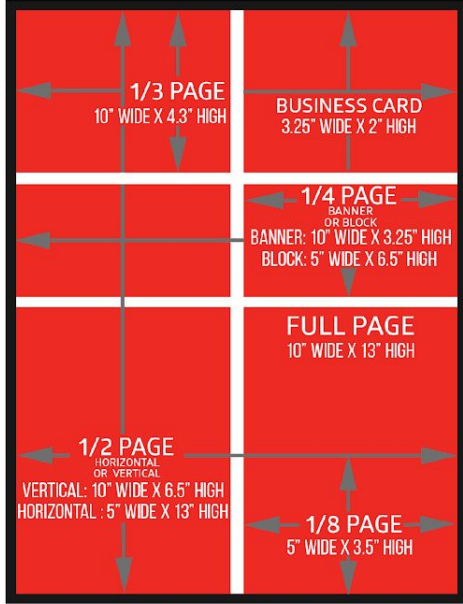
BUSINESS CARD
 \$70

ONLINE RATE
 \$15/CPM

LEADERBOARD
 728 px wide, 90 px high
 \$300/month. Bottom \$150

BOXES
 300 px wide, 250 px high
 \$200/month. Bottom \$100

Averaging 30 000
webpage views
per month



CIRCULATION: 5000 WEEKLY

BULK DISCOUNT RATES
 3-7 ads 10%
 8-13 ads 15%
 14+ ads 20%

UPGRADE COSTS
 FULL COLOUR printing add 35%
 PREMIUM or GLOSSY placement add 10%
 FLYER INSERTION: \$100/1000

BOOKING DEADLINE
 Tuesday by 5PM

MATERIAL DEADLINE
 Friday by 12PM

2017-18 PUBLISHING DATES

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
27	28	29	30	31	1	2
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

FROSH ISSUE
ONLINE ONLY WEEK

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

GREEN THUMBS ISSUE
READING WEEK - NO ISSUE

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

HOLIDAY ISSUE

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

ONLINE ONLY WEEK

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

SKX ISSUE
READING WEEK - NO ISSUE

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

MENTAL HEALTH ISSUE

Sun	Mon	Tue	Wed	Thurs	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4

TRAVEL ISSUE

(613) 695-0060

ADS@THEFULCRUM.CA

(613) 620-2658

Concerns

Discussion about Canadian forces

Wondering if it would be a good idea to get RCMP. Would be an ideal client because they look to advertise year round.

Hiring

We now have our core team! All we're missing are a few associate positions, and they start later so not a rush at the moment, though we'll get them hired as quickly as we can.

To recap, we have Jaclyn McRae-Sadik as Production Manager, Graham Robertson as Managing Editor, Dmitri Bakker as Social Media Manager.

Then we have Savannah Awde as Features editor. Savannah has been Managing Editor and Editor-in-Chief of the Fulcrum, and has written features before.

We have Nico Laliberte as Sports Editor. He took over the job last year, did a great job, and has learned a lot that he wants to apply to make this year better.

We have our Opinions Editor, David Champion-Smith. He was opinions editor two years ago and social media coordinator last year.

We also hired an Arts and Culture editor, Ryan Pepper. He was a volunteer/ freelancer last year, and he's written a lot, especially for the Arts section. He also wrote for Opinions though, so I know for a fact he's good! He also came to NASH with us.

And we have our new News Editor, Zainab Al-Mehdar. She was the associate news editor last year, and has a great grasp of the position and I think she'll do a great job with it this year.

We also have a visual editor, Christine Wang. She submitted a great portfolio with great drawing and photography skills. She was actually the production manager for a smaller campus publication, the science students association newspaper the Catalyst, last year.

I feel very lucky with how the core group has come together, it really is a strong lineup so I'm excited for the year ahead!

We've also started on the associate positions.

Dear Di this year will be Nadia Drissi El-Bouzaidi. She was features editor for the second part of last year, and editor in chief the year before that. She also has great ideas to improve and expand the dear di section!

We actually have good candidates for the other positions as well, so I have high hopes!

Content

Summer issue August 14 is a go! Jackie, Graham and I chose this date because it will give us a couple weeks to make adjustments before we really get into things.

Dmitri has started as social media manager, and it's been a great start. He's been publishing a steady stream of content. I'm also happy to say that we figured out a way to get more views on posts.

What we've done in the past is do a regular facebook post, and post a link, which brings up an image with the post. However we've started actually uploading a photo to the post first. And it triples the amount of people a regular post reaches, at least. We can keep working with the Facebook algorithm to increase viewership (live video, for example, is apparently highest rated).

I'm also in the process of working with Dmitri to have a plan for social next year, determining the key indicators we want to watch and how to improve them, how to tackle content on different platforms, etc.

A group of us, me, Jackie, Lucas and Dmitri met with Jordan the social growth hacker and established a relationship, and he says he can work with Dmitri on building strong social practices across multiple platforms.

As you may have seen, our managing editor Graham Robertson wrote an article recently about the SFUO VP social resigning. Now that we're getting our section editors hired, I'm going to start asking them to write content over the summer. I still have a good amount of my freelance left to pay them.

Production schedule is nailed down, I went over it with you all last time, paper comes out on Mondays and everything shifts, but it's down on the rate card, etc. now.

Jackie has been reviewing printers. We're totally fine to use TC, but we want to see what's out there. I've been corresponding back and forth with other EICs, and people familiar with the printing industry in Ottawa, and no one seems to use TC, I have yet to find anyone who does. Since they made a lot of mistakes last year and we had a lot of problems, we want to do our due diligence and examine all the options.

Other notes:

Note: I know there was some concern over whether or not having the production manager during the summer is necessary, which makes sense, since those on the board probably don't get lots of specific updates on their summer activities. I'll try and remedy that by giving a more in-depth report on that, and can do so for any other positions any board member is unclear on.

Jackie has been doing lots of work on the business side, she had to recreate the design of the rate card and go back and forth to make adaptations for this year, then coordinate with me, Graham, Lucas and Savannah (who as features editor set special issue dates) to get dates for special issues, online issues, etc. nailed down. She's also been working with me to find us a

printer for next year. She also helped set the production cycle, which I've already mentioned, a task where the production manager is essential. She, along with Graham, Savannah, Lucas, and I, has dedicated a lot of time to the hiring committee, for interviews, test proctoring and grading, etc. She's also been working with Lucas and I to plan for Frosh Week, since Lucas found a cool site where we can design merchandise, we've been getting her design opinions there. I mentioned that meeting with Jordan, part of it focused on the esthetic of our online presence, social media, website, etc., and it's been very valuable to have our production manager give input and plan on that end.

Note: The hiring committee adds up to a lot of time, and Graham, Jackie, Sav not paid during the period.

Note: A problem I ran into. In trying to set the special issue dates for this year. As you know every year we have special issues. Some aren't tied to specific dates, and there are some times when we want to change the content. However, the features editor isn't hired until partway through the summer, and after being hired needs time to actually plan the issues, and isn't actually paid to start until the august issue. And if the features editor is somewhat new to the Fulcrum, they won't be prepared for that. It's also asking for more unpaid work.

At the same time, Kaylum needs to know all of the subject matter and dates to put in his rate card to sell ads.

In addition to a delay on the ads department, this system puts a real strain on the editorial side. It puts me as EIC in a position where I have to ask for my staff to do work at a time when they're not hired for no pay, when they're not necessarily prepared to do the work anyway. I'd prefer if we could work over this year to find a solution so that this doesn't happen next year. The same thing happened with the production manager and the production schedule in general. The PM had to work on in June, and was asked for it much earlier, which as I mentioned I do understand, even though she didn't until July.

Question: Process for me opening up the editorial constitution? Main goal to update positions.