

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, May 21st, 2017
FSS 4004, 10:30 a.m. - 1:27 p.m.
Meeting #10 2016-2017 Publishing Year

Minutes amended after approval without change from May's Meeting.

Present: Kate Murray, Eric Davidson (ex-officio), Shanèl Dear (ex-officio), Jonathan Rausseo, William Hume, Raghad Sheikh-Khalil, Lucas Ghosn (ex-officio), Mackenzie Gray, Marguerite Gollish

Partially Present:

Absent (with reason): Thivya Naganathan, Spencer Murdock, Julia Miraflores, Fadi Azzi

Absent (without reason): Niharika Namulla

1. Opening of Meeting

M. Gollish called the meeting to order at 11:08 a.m.

2. Approval of Agenda

J. Rausseo motioned to approve the agenda. M. Gray seconded the motion. All voted in favour and the motion passed.

3. Approval of April Minutes

W. Hume motioned to approve the April meeting minutes. M. Gray seconded the motion. All voted in favour and the motion passed.

4. Review of Standing Actions

M. Gollish presented and made changes to the standing actions list.

5. General Manager

L. Ghosn began his report by reviewing the *Fulcrum's* financials, noting that the all accounts are closed with regards to the year-to-date.

L. Ghosn informed the Board that he is still waiting for a price list for the 2017-2018 printing rates. L. Ghosn continued that downsizing from 24 pages to 20 could end up saving the *Fulcrum* \$3,500 over the entire year. He emphasized that the main thing to consider each week is if the money generated from ads for the week is significant enough to commit to maintain the cost for the extra pages.

L. Ghosn announced that the budget is relatively finalized, and that it just needs to be ratified by the Board.

L. Ghosn stated that the *Fulcrum's* first mutual fund account (\$20,000) has been opened, and the next step in the process is to transfer over \$60,000 when the *Fulcrum's* last GIC matures in August.

L. Ghosn noted that the year-end documents are being completed on-time with the auditors and that he will be packaging all of the *Fulcrum's* physical and digital files for the auditor in the coming weeks.

L. Ghosn indicated that J. de Jong, the *Fulcrum's* Pro Bono lawyer, has reached out to the SFUO's lawyer and is waiting to hear back from them. S. LAST NAME, the *Fulcrum's* insurance lawyer, has sent a letter to the SFUO president's legal counsel to acknowledge the receipt of the notice of action and to see if there is any actual intent to sue.

L. Ghosn mentioned that the application for a marketing intern with the FPS-Telfer Connexions Program has been submitted for the fall, although he said that there's a small chance that the *Fulcrum* is too late for it. He continued that the *Fulcrum* will be aiming that the rest of the intern positions to be open for the winter semester.

L. Ghosn enthusiastically advised the Board that he reached out to the incoming Telfer Marketing Association president and they were able to help the *Fulcrum* on Facebook by sharing its social media manager job posting, which helped bring in five applicants for the job. Unfortunately though, he said that they concluded that they don't have time to develop a branding strategy for the *Fulcrum's* upcoming publishing year.

L. Ghosn offered that once the *Fulcrum's* social media manager has been hired, he and the Board can meet with J. St Jacques to begin the social growth plan.

L. Ghosn stated that he negotiated the website hosting company down from \$738 to \$479, which he explained is a price that will continue until the *Fulcrum* isn't interested anymore.

L. Ghosn indicated that S. Dear has already surpassed \$10,000 in pre-advertising sales for the upcoming publishing year.

L. Ghosn concluded his report by giving the Board an update on human resources. He noted that the *Fulcrum* is currently testing social media applicants, and hope to have the role filled within the next seven to ten business days. He also explained that G. Robertson was hired as the *Fulcrum's* managing editor and J. McRae-Sadik was hired as the *Fulcrum's* production manager, both roles which will need to be ratified by the Board.

J. Rausseo asked if the Telfer Marketing Association would be able to work on something smaller in the future for the *Fulcrum*. L. Ghosn thought that they would definitely be open to

the possibility as they were super eager to help with sharing the social media manager job posting.

6. Advertising Representative

S. Dear began her report by explaining that she hasn't been able to make many sales since the rate card isn't ready yet, but she did note that she's been giving tentative dates. So far, S. Dear said that the *Fulcrum* has five clients that will be advertising with the *Fulcrum* in the upcoming publishing year. S. Dear added that she has two contracts with tentative dates out waiting for a signature.

S. Dear indicated that the *Fulcrum* has one client who is advertising online in the big box right now. She strongly urged that the *Fulcrum* needs to change the format of the website in order to accommodate cookies and CPM as it's too crowded at the present. R. Sheikh-Khalil asked if S. Dear inputted the disclaimer for cookies. S. Dear replied that she could add that. S. Dear continued that she has been working on editing the advertising section to reflect this year.

S. Dear informed the Board that she has come to an impasse with the rate card as she has all of the content ready, but there is no production manager, and she said that she doesn't think it will be ready until July. S. Dear went on to say that she made sure to mention in the ad bible that the rate cards need to be completed by May 1st so that the *Fulcrum* can make sales in early summer. She asked the Board if they could make note that the rates would then need to be voted on earlier. S. Dear mentioned that she and L. Ghosn have discussed freelancing the rate card, potentially to a friend of L. Ghosn.

J. Rausseo asked if the rates could just be posted on the *Fulcrum's* website in the meantime so that some clients can be referred to it. S. Dear said that the rate card would have to be redone. M. Gollish suggested that she just put a text version online instead. J. Rausseo added that this would be much more accessible. Discussion ensued over the possibility of asking K. Wiens to complete the rate card.

S. Dear noted that she made an end-of-year newsletter for all of the *Fulcrum's* clients this year in which she thanked them and reminded them that the *Fulcrum* are still offering online advertising over the summer. She mentioned that she also offered them a 10% discount on their ad campaign this year if they booked before August 31st, 2017.

S. Dear announced that she has updated the ad bible. She proceeded to review the changes that she made with the Board.

S. Dear stated that she messaged the *Fulcrum's* print contact and informed them that the *Fulcrum* are not happy with the spots that are appearing in the paper. S. Dear said that she thinks that going with the glossy print option might be better for the *Fulcrum* next year.

J. Rausseo motioned to add five more minutes to the discussion item. K. Murray seconded the motion. All voted in favour and the motion passed.

S. Dear asked the Board if there is anything else that the Board would like her to add and said that she'll begin to send it out.

7. Editor-in-Chief

E. Davidson began his first report by exclaiming how excited he is to work with everyone this year.

E. Davidson eagerly informed the Board that the Editorial Department has made two hires so far: G. Robertson as the managing editor, and J. McRae-Sadik as the production manager. He noted that Both new hires have worked with the *Fulcrum* previously. E. Davidson went on to mentioned that he, G. Robertson, and J. McRae-Sadik have met up to discuss their goals and concerns for the *Fulcrum* over the upcoming year, which include:

- The *Fulcrum's* online presence and website;
- A more efficient production process;
- Investigative news reporting; and
- Giving more support to the Arts and Sports editors

He went on to explain that the hiring committee is nearly done the process of hiring a social media manager, stating that the hiring committee has had four highly skilled candidates who have written their tests, and are ready to be interviewed sometime this week. E. Davidson said that hiring for section editors and the visual editor closes this coming Wednesday. He mentioned that once the section editors are hired, the hiring committee can begin to hire their support staff positions.

E. Davidson announced that now that the *Fulcrum* has a managing editor hired, he plans on beginning to release more summer content. He indicated that so far he's only put out one new article, and has scheduled a number of articles that the *Fulcrum* has already published. E. Davidson explained that one section editors are hired he will encourage them to write as well, noting that he would like to use his freelance allocations to pay them since section editors are not paid over the summer. He went on to say that he has also been planning important investigative stories, which he thinks could carry out throughout the year.

E. Davidson indicated that he has reached out to the communication teams of the SFUO, GSAED, and the U of O in order to build good relationships and to ensure that their communication with the *Fulcrum* is as effective as possible. He said that he has also begun to contact faculties, such as digital journalism to have good relations in case the *Fulcrum* wants to involve them in events, class talks, etc.

E. Davidson then finished his report by stating that he has been meeting with L. Ghosn, S. Awde, and S. Dear which has been helping him a lot to understand the business and editorial duties that he's going to encounter as well as to have an understanding of the advertising department.

Discussion ensued on the timing of the production schedule and the special issues. J. Rausseo explained that the production manager is in charge of making the schedule in conjunction with

the editor in chief, and the Board then approves the schedule. L. Ghosn suggested that the topics could be figured out ahead of time. J. Rausseo said that the *Fulcrum* needs to know the dates now for S. Dear and L. Ghosn, and that the topics can be decided later.

8. President

R. Sheikh-Khalil began her report by announcing that the budget consultation had been successful. She reminded those present that it was decided to incur a deficit in the hopes of receiving a levy increase. R. Sheikh-Khalil added that the final budget for the upcoming publishing year will be reviewed today and approved in June.

R. Sheikh-Khalil noted that the *Fulcrum's* signing authorities will need to be changed as there will soon be a new Board and a new vice president as W. Hume will not be returning to the Board for the upcoming publishing year. R. Sheikh-Khalil went on to reiterate that transition reports are due to the president by May 31st.

R. Sheikh-Khalil proceeded to give some highlights from the past year:

- W. Hume leaving the Board after two great years;
- The *Fulcrum* is no longer a member of CUP;
- Increasing communication between the Editorial Board and the Board of Directors;
- Having a referendum question ready;
- Getting a pro bono lawyer;
- Finishing the Diamond Edition; ...

K. Murray motioned to add two more minutes to the discussion item. J. Rausseo seconded the motion. All voted in favour and the motion passed.

J. Rausseo stated that other Board's have an anti-corruption and conflict of interest form at the end of the year for members to sign. R. Sheikh-Khalil agreed that this would be a good idea and added that she's going to speak with other contacts at the university with regards to training they offer that Board members could take.

9. Human Resources

R. Sheikh-Khalil informed the Board that the hiring committee has posted the advertising representative and general manager job postings at a couple of different places, and noted that M. Gollish will be blinding the names and dates on the applications for the hiring committee. R. Sheikh-Khalil continued by saying that the hiring committee had discussed the possibility of looking at multi-year contracts in the future. M. Gray strongly advised against it.

R. Sheikh-Khalil mentioned that the performance evaluations went well. She explained that there was a rubric used this year, and that in the future, performance evaluations will be conducted twice a year and that these rubrics will be provided at the beginning of the employee's contracts so that they can review it in advance. S. Dear said that she thinks having these evaluations twice a year would be really beneficial.

J. Rausseo asked if all of the Editorial Department hiring will be completed before the end of the summer. E. Davidson responded that it would be and that he will send an email to M. Gollish so that the Board can ratify any new hires.

10. Finance

R. Sheikh-Khalil indicated that the budget consultation went really well, and that all numbers in the budget are currently tentative.

J. Rausseo asked if L. Ghosn remembers when F-Media gave the *Fulcrum* a contract last year. L. Ghosn said that he didn't as he wasn't working for the *Fulcrum* then, but said that F-Media has sent the *Fulcrum* \$4000 so far this year. J. Rausseo advised that since F-Media still owe the *Fulcrum* approximately \$3000, that the *Fulcrum* should lower next year's budgetary number for F-Media.

M. Gray asked how the *Fulcrum* plans on getting \$5000 in fundraising. L. Ghosn explained the places that he approached this year for fundraising.

S. Dear asked the Board about the fee for ad work. Discussion ensued over what the appropriate amount should be. R. Sheikh-Khalil replied that as long as it's higher than what the production manager is making.

R. Sheikh-Khalil concluded the finance committee report by stating that wages and salaries for business employees will be set after hiring is set.

11. Ratification of new employees

M. Gray motioned for a omnibus vote to ratify Graham Robertson as the managing editor and Jaclyn McRae-Sadik at the production manager. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

R. Sheikh-Khalil motioned to approve the omnibus vote to ratify the new editorial board employees. J. Rausseo seconded the motion. All voted in favour and the motion passed.

12. Hiring

S. Dear inquired how she should finish the year given that the hiring time crunch is really close and she'd like time to potentially transition any new hires. J. Rausseo briefly reviewed the hiring process, and agreed that next year the hiring should be pushed up earlier in the month.

S. Dear and L. Ghosn both agreed to set up an out of office email between June 1st until the hiring process is complete.

13. Diamond Edition

J. Rausseo suggested that the *Fulcrum* could approach certain groups such as the president's office and could give the Diamond Editions away to guest lecturers. He then asked the Board members if they could commit to print a certain amount of copies. L. Ghosn proposed having an upset limit. J. Rausseo offered that the Board could have an online vote after L. Ghosn hears back from the printers with a quote for the cost.

14. Kim as Freelance?

J. Rausseo asked if the *Fulcrum* can have someone on the Board earning money? The Board referred to section 6.06 of the Bylaws. He went on to wonder how much the *Fulcrum* was thinking of payment for assisting with finishing the rate card. L. Ghosn proposed \$30 as payment, and noted that whoever the *Fulcrum* choice to do it would have to invoice the *Fulcrum*. M. Gollish mentioned that K. Wiens would need to be consulted to see if she would be interested in doing it. R. Sheikh-Khalil wondered if the Board could ask J. McRae-Sadik first. L. Ghosn stated that he had already asked J. McRae-Sadik and she said that she wouldn't be able to, however one of his friends would be able to help if she could coordinate everything with S. Dear before Wednesday. S. Dear said that would work, and reminded the Board that the media kit will need to be completed too. S. Dear went on to ask the Board if she needs to run advertising bundles that she offers to clients by the Board beforehand. J. Rausseo replied that she does not.

15. Other Business

W. Hume motioned to adjourn the meeting at 1:27 p.m. All voted in favour and the motion passed.

Online Votes

On April 27th, R. Sheikh-Khalil motioned to ratify Eric Davidson as the new EIC for the upcoming year. M. Gray seconded the motion. The motion passed.

On May 4th, J. Rausseo motioned to accept the new ad rates. W. Hue seconded the motion. The motion passed.

Appendices

GM Report May 21, 2017

1. Financials

TOTAL	\$268,491.62
Checking	177,737.33

Savings	4,177.77
GIC 2	66,608.09
RBC Mutual Fund	19,968.43

2. YTD

All account closed.

3. Printing Plan

Waiting for price list from Giorgio for 2017-2018 rates.

When looking at the per issue savings of downsizing from 24 pages to 20 it may appear insignificant. However, in the grand scheme of things it could end up saving us over \$3,500 over the entire year. The main things to consider week to week is (editorial content aside) if the money generated from ads for the given week is significant enough to commit to the increase in costs for the extra pages.

4. Budget

2017-2018 Budget is relatively finalized and attached.

5. Investments

First Mutual Fund Account has been opened (\$20,000) and the next step is to transfer over \$60,000 once the last GIC matures in August.

6. Tax

Year-end documents are being completed on schedule with the auditors and I will be packaging all of our physical and digital files for brad in the coming weeks.

7. Legal

Jenna (pro bono lawyer) has reached out to the SFUO lawyer and is waiting to hear back from them.

Steve (insurance lawyer) has sent a letter to the SFUO president's legal counsel to acknowledge receipt of the notice of action and to see if there is any real intent to sue.

Both lawyers will reach out to me as soon as there is an update.

8. FPS-Telfer Connexions Program

Marketing intern has been optimistically submitted for the fall semester and there's a strong chance we are too late for it, but it doesn't hurt to try. We will be aiming for the rest of the intern positions to be open for the upcoming winter semester.

9. Telfer Marketing Association

I reached out to the incoming TMA president and they were able to help us on facebook by sharing our social media manager job posting! This was great and it helped bring in a total of 5 applicants for the job.

They have unfortunately concluded they do not have to time to develop a branding strategy for our upcoming publishing year.

Website: www.telfermarketing.com

10. Jordan from Invest Ottawa

Once Social Media Manager is hired we will have a sit down with Jordan to being the social growth.

11. Website Hosting

Negotiated the hosting company down from \$738 to \$479 and this price isn't a one-year thing, it continues on forever until we aren't interested.

12. Ad Department

Shanèl has already surpassed \$10,000 in pre-sales for the 2017-2018 publishing year. This is a solid foundation that will continue to grow throughout the summer.

13. HR

We are currently testing Social Media Manager applicants and hope to fill the role within the next 7-10 business days.

The following roles have been filled and are to be ratified by the board of directors:

Managing Editor: Graham Robertson

Production Manager: Jaclyn McRea Sadik

Board report May 21st,2017

Sales

I have not been able to make many sales since the rate card isn't ready but I have been giving tentative dates. We have 5 clients who are advertising with us for 2017/2018 so far, we have about \$12,500 in sales.

Contracts

I have 2 contracts with tentative dates out waiting for a signature.

Online

We have one client advertising in the big box right now. We need to change the website format to accommodate cookies and CPM. Right now it is too crowded. I have been working on editing the Ad section to reflect this year.

Rate card

I have come to an impasse with the rate card as I have all the content ready, but there is no production manager. I made sure to put in the Ad bible that the rate card needs to be done by May 1st so that we can make sales early summer. If the board could make note that rates would need to be voted earlier that would be great. Me and Lucas have discussed freelancing the rate card. His friend Diana may be able to help us get it done before she leaves on Wednesday.

Newsletter

I decided to do an end of the year newsletter for all of our clients this year, I thanked them and told them that we are still offering online advertising during the summer. I also offered them a 10% discount on their ad campaign this year if they booked before August 31st 2017. I am hoping to this will encourage clients to return!

Ad bible

I have updated the ad bible!

Goals

- Get the rate card and media kit done
- Start selling ads

Cheers, Shanel

Hey everyone! I'm super excited to work with all of you this year! Here are some brief updates of what I've been up to.

Hiring

I'm happy to say we've hired the two biggest positions, Production Manager (PM) and Managing Editor (ME).

Our new ME is Graham Robertson, who was our News Editor last year, and a volunteer before that. Over that time, he's written and edited a variety of stories for the Fulcrum.

Our new PM is Jaclyn McRae-Sadik. She was our visual editor last year, my associate news editor the year before, an editor at the Algonquin student paper, not to mention she worked on CBC marketplace.

We've met to discuss what our goals are for the coming year. Chief among our concerns are: Online presence and the website, a more efficient production process, Investigative news reporting, and giving more support to the Arts and Sports editors, which have traditionally had lower viewership.

We're nearly done the process of hiring a social media manager. We have four highly skilled candidates, they've all written their tests, so we can interview them and finish hiring this week.

Hiring for section editors and the visual editor closes on Wednesday. We've had lots of former staff and volunteers show strong interest, so I'm excited to start the testing phase.

Once the appropriate section editors are hired, we can start hiring their support staff positions.

Summer Content

Now that we have our managing editor hired, I plan to start releasing more summer content. So far I've only put out one new article, and scheduled a number of articles we've already published. But I have several other articles written to be put up soon.

I've been doing lots of interviews and research for stories on the SFUO, and the University of Ottawa, who have a big budget meeting coming up next week.

Once section editors are hired, I'll start encouraging them to write as well. I know we've had trouble getting section editors to write in the past, so I want to use my EIC freelance allocations to pay them, which I think is the best way to encourage this.

I've also started planning important investigative stories I think could carry out throughout the year, just organizing documents, making notes, etc.

Through all this I've been intermittently interviewing people and writing for other interesting stories.

Campus contacts

I've been talking to the communications teams of the SFUO, GSAED, and the U of O, just to build a good relationship and make sure our communication can be as effective as possible.

I've also started reaching out to faculties, like the faculty of digital journalism. This is to have good relations is we want to involve them in events, class talks, etc.

Meetings

I've been meeting a lot with Lucas and Savannah, which is helping me learn a lot about the business and editorial duties I'm going to face, as well as Shanel to give me a better understanding of the advertising side of things.