

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, April 28th, 2019
141 Louis Pasteur, 10:30 a.m. - 1:27 p.m.
Meeting #11 2018-2019 Publishing Year

Present: Kate Murray, Jonathan Rausseo, Dorian Ghosn (ex-officio), Graham Robertson, Raghad Sheikh-Khalil

Partially Present: Fadi Azzi (special guest presenter), Justin Turcotte

Absent (with reason): Kaylum Bobal (ex-officio), Anchal Sharma (ex-officio), Dayne Moyer

Absent (without reason): Rachel Hammond, Donya Ashnaei

1. Opening of Meeting

G. Robertson called the meeting to order at 11:10 a.m.

2. Agenda

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

3. March Meeting Minutes

R. Sheikh-Khalil motioned to approve the March meeting minutes. J. Turcotte seconded the motion. All voted in favour and the motion passed.

4. Standing Actions List

G. Robertson presented the standing actions list and made the necessary changes. One important point of note is that D. Ghosn looked into options for Beacon-based advertising and it's too expensive, so the Board chose to remove it from the list.

5. Special Finance Presentation - Fadi

F. Azzi began his presentation by stating that two years ago, *The Fulcrum* invested \$80,000 (around October 2017), as before that time, the money was just sitting in a savings account. He explained that the money was invested in two different funds: a conservative fund and a more aggressive fund. F. Azzi informed the Board that the funds are at a high point right now, and he noted that if the Board wants to withdraw some money now would be the time and there is no fee to withdraw any of it. He also said that long-term, *The Fulcrum* is in a good place with these funds.

J. Rausseo asked how much *The Fulcrum* pays for portfolio management. F. Azzi replied that one fund is 2% and the other fund is 1%. He added that RBC has one of the lowest rates in the country.

J. Rausseo wondered if these particular funds are better than an indexed fund. F. Azzi explained that you'd have to select that kind of fund yourself as banks don't really handle that kind of fund.

Discussion ensued over whether *The Fulcrum* should withdraw some money from the funds or not. The Board decided not to, and to keep an eye on the funds every quarter.

6. Marketing Specialist Update

D. Ghosn mentioned that Casandra, *The Fulcrum's* marketing specialist, wasn't able to attend today's meeting due to a family emergency. He noted that she'll have an analysis for the Board this week, and stated that Casandra said she could come to another Board meeting, possibly the one in June.

7. General Manager

D. Ghosn began his report by reviewing *The Fulcrum's* account details. He noted that the employees' last pay has been completed.

D. Ghosn said that he helped K. Bobal host the Game of Thrones trivia night at FNS over the Easter weekend. He reported that it wasn't as well attended as the previous trivia night, and recommended that *The Fulcrum* doesn't charge an entry fee in the future. D. Ghosn added that he purchased the Kahoot app, so *The Fulcrum* will have access to it for other trivia nights. He announced that *The Fulcrum* hosted its first soccer tournament today, and said that he was able to get free coffee from Bridgehead for the event. D. Ghosn indicated that he helped set up and livestream *The Fulcrum's* "Importance of Student Media" panel that was held at FSS (for no charge).

D. Ghosn informed the Board that he's keeping in touch with as many clients as possible in order to help expedite closing out *The Fulcrum's* accounts this year. Discussion ensued over mailing difficulties.

D. Ghosn reported that he's held several editing tests this month, including some for the Online Editor position. He added that there are a some more left, and then interviewing can begin. Discussion ensued about the Online Editor hiring and role. J. Rausseo wondered if the Board should still be managing salaries. He also questioned whether the Online Editor is a full-time position, noting that it should be clarified either way to avoid confusion. K. Murray motioned to add ten more minutes to the discussion item. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed. R. Sheikh-Khalil mused whether *The Fulcrum* could pay the Online Editor approximately \$12,000, given that it's a part-time position. She also reminded the Board that given that *The Fulcrum* will be receiving a summer levy, the Board said that the Ed

Board could hire one more editor if they'd like. J. Rausseo stated that he thinks that the Board should decide on a total amount for salaries and then the Editor-in-Chief can decide how much each position is paid as long as everyone is making a living wage. He added that the Board should be very specific about what we want for marketing duties. D. Ghosn mentioned that he envisions the Online Editor role encompassing everything that the Social Media Manager was responsible for this year in addition to one big in-person event per month.

D. Ghosn also wondered how the policy discussion went with regards to the inclusion of job descriptions being included in the contracts vs in the appendices of the policy manual. J. Turcotte replied that K. Murray will go into more detail in her policy report, but briefly explained that the committee decided to remove the Editorial Board positions from the policy manual, and to leave the Business department job descriptions, but for information purposes only. J. Turcotte clarified that comprehensive job descriptions will be included in all employees contracts.

D. informed the Board that the last pay for full-time staff will be next Thursday.

D. Ghosn reported that *The Fulcrum* held its Annual General Meeting on April 10, where he presented *The Fulcrum's* year-to-date and indicated the large surplus, which was due to the unexpected levy amounts. He added that pizza was ordered as part of *The Fulcrum's* contra with Fathers and Sons and that he was able to secure the room for no additional charge this year.

D. Ghosn indicated that WSIB is requiring that *The Fulcrum* report every three months instead of every month now. He noted that this has been completed and paid from January 1 to March 31, 2019.

D. Ghosn updated the Board that the phone lines with Bell have been officially removed from *The Fulcrum's* account as of April 5. He continued by stating that while reviewing *The Fulcrum's* billing for this cycle, he noticed that Bell made a mistake with the amount that they charged us for installation, so *The Fulcrum* will be receiving a full credit back on the next bill.

D. Ghosn concluded his report by mentioning that he organized *The Fulcrum's* end of year staff appreciation dinner at the office and they ordered in some dinner and drinks.

8. Policy Committee

K. Murray explained that the policy committee met on Thursday to discuss three items:

1. Whether job descriptions should be in the policy manual, an employee's contract or both;
2. Whether the signing authority should be changed from the VP to the Treasurer; and
3. Changes to the Inter-Board Relations Committee.

She proceeded to present the changes that the committee proposes. K. Murray stated that the committee first discussed whether job descriptions should be in the policy manual, an

employee's contract or both. She explained that firstly, the committee thought that it isn't necessary to include the job descriptions of the Editorial Department in the policy manual. She continued by saying that the committee agreed that while it's a good idea to have general descriptions of the business department in the policy manual for information purposes. K. Murray stated that the committee proposes that general descriptions of Editorial employees are in the constitution, but not the policy manual. The committee also proposes that a section at the beginning of the job descriptions for the business employees in the policy manual be added that states:

"These job descriptions are provided for information purposes only, and are not meant to reflect a comprehensive list of duties in an employee's contract."

K. Murray proceeded to review the other changes that the committee proposes to the Board, including (1) amending 4.2 and 4.14, which would keep the Vice-President as a signing authority and also add the Treasurer as another signing authority rather than any other Board member, and (2) amending the Inter-Board Relations committee to instead be the Inter-Board Health and Wellness committee.

K. Murray motioned to add eight more minutes to the discussion. J. Rausseo seconded the motion. All voted in favour and the motion passed. Discussion ensued on the proposals by the Board. The Board agreed that the second proposal regarding the signing authority should be revisited at the next policy committee meeting, as there was some concern that the reason that the fourth signing authority was more flexible rather than being a specific person was more for convenience and who has the flexibility to come and sign cheques more often. J. Rausseo suggested that the changes to the Inter-Board committee could be put in place for three months into the publishing year and then revisited. J. Rausseo motioned to approve the changes proposed to the job descriptions of the Policy Manual and to the Inter-Board Relations committee. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

9. Editor-in-Chief

G. Robertson read A. Sharma's report to the Board since she was absent.

A. Sharma informed the Board that the hiring committee has completed testing for the hiring process, and stated that Matt will begin his interviews in the coming week.

A. Sharma noted that *The Fulcrum's* final print issue, The Final Word, is on stands now for the summer.

A. Sharma noted that *The Fulcrum* owes Ryan and Parker freelance pay for April. She also mentioned that she already asked R. Sheikh-Khalil, but she was wondering if Matt could be given a stipend for the work that he's done so far this month. The Board proceeded to debate about this. D. Ghosn noted that he did some calculations and the writing work that Matt did amounts to \$280 for freelance articles. He added that Matt also took over some of A. Sharma's

duties when she was away. G. Robertson stated that in the future, hiring should start earlier on and then the new Editor-in-Chief should get a stipend for any extra work that they do within the two-week window. The Board decided on compensating Matt \$115 (for the duties that he performed while A. Sharma was away), and \$280 (freelance writing). R. Sheikh-Khalil said that in the future, the new Editor-in-Chief shouldn't be doing any writing work. She wondered what part of the hiring process they're helping with prior to the start of their contracts. D. Ghosn answered that they help with reviewing resumes and conducting interviews. The Board discussed the possibility of giving the new Editor-in-Chief an extra day of holidays or potentially pay them from the training budget for this time in the future.

D. Ghosn noted that he had an unrelated question about benefits and which of *The Fulcrum's* employees receives them. R. Sheikh-Khalil clarified that both the Editor-in-Chief and the General Manager will be getting \$1000 each in benefits this year. Both R. Sheikh-Khalil and J. Rausseo added that in the past, when former Editor-in-Chiefs have been students, oftentimes they would use their student benefits plan instead of *The Fulcrum's* one, but that they always have the option to use it.

J. Rausseo mentioned that he thinks that the Board is getting a lot of social media numbers that are unnecessary. He said that he thinks there should be more of a focus on the areas that are more important.

10. President

R. Sheikh-Khalil indicated that exit interviews will take place on Wednesday evening.

R. Sheikh-Khalil reported that compensation for additional work was paid to A. Sharma and Christine.

R. Sheikh-Khalil reminded all executives and committee chairs that transition reports are due before the end of term.

R. Sheikh-Khalil updated the Board that the CUP lobby campaign regards to the Student Choice Initiative with didn't yield the best results. She continued by stating that CUP advised Earnscliffe on April 15th that it would no longer be pursuing the lobby campaign. With that said, she explained that the Minister wants to meet with CUP sometime in May, and that the firm has decided to represent CUP on pro bono as they really believe in the cause. R. Sheikh-Khalil added that CUP discussed having a federal funding campaign relating to tax credits. She stated that she doesn't see any point in going forward with it because it's an election year and because she thinks that *The Fulcrum* probably already qualifies for it.

11. Marketing Committee

G. Robertson stated that the only other point that he wanted to bring up that hasn't been already is that there was some discussion about having a CBC tour, but unfortunately there

wasn't a lot of interest. He added that perhaps this is something that could be held in September instead.

12. Other Business

The meeting ended at 1:27 p.m.

Online Votes

On May 2, following an update on the General Managers interviews from the Hiring Committee, K. Murray motioned to to hire Dorian Ghosn as The Fulcrum's General Manager on a two month contract beginning May 1st with the possibility of extension while we continue to search for viable candidates for the position. D. Moyer seconded the motion, and the motion passed.

Appendices

GM Report April 2019

1. Financials

TOTAL	\$306,998.50
Chequing	\$220,478.32
RBC	\$86,520.18

2. Marketing

- Helped Kaylum organize and host our "Game of Thrones" themed trivia this month. Kaylum moved forward after our last discussion and charged \$5 per entry.
- Purchased the Kahoot app for future use.
- Held our first ever soccer tournament today. Was able to get coffee for free from Bridgehead.
- Helped set up and livestream our "Importance of Student Media" panel that was held at FSS(no charge) in conjunction with La Ratonde, the Charleton, CKCU, and CHUO. Thank you to Anchal for organizing and coordinating, and thank you to Christine to representing us on the livestream.

3. Accounts Receivable

Currently keeping in touch with as many clients as possible to help expedite closing out our accounts this year.

4. Hiring 2019-2020

Held several editing this this month for all sections, including the Online Editor role. There a few more left and once those have been completed and corrected, we will begin the interview process.

***Discussion about Online Editor hiring/role**

5. AGM Presentation

Held our AGM presentation on April 10. Was a smooth meeting and everyone presented their committees/sections fairly. I presented our YTD as well indicating our large surplus this year which was due to the unexpected Levy amounts. We had pizza as part of our contra with Father's and Son's and I was able to secure the meeting room with no additional charges this year.

6. WSIB

As I mentioned earlier in the year, WSIB is now requiring us to report every 3 months instead of every month. This has been completed and paid from January 1 to March 31, 2019.

7. Bell Account

The phone lines are officially removed from our account as of April 5th. I was reviewing our billing for this cycle and they made a mistake with the amount they charged us for installation, so we will now be receiving the full credit back on our next bill.

8. Staff Appreciation Dinner

Finally, organized our end of year staff appreciation dinner. This year, we held it at the office and ordered in a bunch of food and drinks. It was a great night and a great bonding experience with the entire staff.

Fulcrum Publishing Society – Board of Directors
Policy Committee Report (Sunday, April 27, 2019)



April Policy Meeting: Thursday, April 25, 2019
Present: Kate Murray and Justin Turcotte

April Meeting

The focus of this month's meeting was to discuss three items:

1. Whether job descriptions should be in the policy manual or only in an employee's contract (or both);
2. Whether we should change the signing authority from the VP to the Treasurer; and
3. The changes to the Inter-board Relation Committee (as presented at the previous Board meeting and the AGM)

Employee Job Descriptions

The committee proposes that general descriptions of Editorial employees are in the constitution, but not the policy manual. The committee also proposes that a section at the beginning of the job descriptions for the business employees in the policy manual be added that states:

“These job descriptions are provided for information purposes only, and are not meant to reflect a comprehensive list of duties in an employee's contract.”

Signing Authority

The committee proposes the following amendment to Section 4 of the policy manual:

4.2 Signing Authorities. All or a minimum of two of the following positions may be granted signing authority of the Corporation. The signing authorities of the Corporation shall be the:

- a. President;
- b. Vice President(s);
- c. General Manager; and

d. **Treasurer** ~~One other Board member that may be appointed by the Board~~

4.14 Changing Signing Authorities. At any date prior to the first duly constituted meeting of the new Board, an outgoing President, ~~and any outgoing Vice-President(s), and~~ **Treasurer** must submit signed letters renouncing their signing authority of the Corporation to the General Manager. At any date prior to May 31 or immediately following the hiring of a new General Manager, the outgoing General Manager must also submit a signed letter renouncing their signing authority of the Corporation to the President. At the time of the expiration of contract, termination, or resignation of an employee mandated by the Board to have signing authority they must submit a signed letter renouncing their signing authority of the Corporation to the General Manager.

Changes to the Inter-board Relations Committee

The committee proposes the following amendment to 3.7 of the policy manual:

3.7 Inter-board **Health and Wellness Relations** Committee. The Inter-board **Health and Wellness Relations** Committee is a standing committee of the Board consisting of the President, two (2) directors, the Editor-in-Chief, ~~Production Manager~~, and any interested Fulcrum volunteer or staff member. **The committee is tasked with promoting and facilitating a healthy workplace and wellness amongst the employees, volunteers, and Board members of The Fulcrum. Moreover,** the committee is responsible for improving communication between the Board and Editorial employees, including but not limited to, communicating decisions made at monthly Board meetings.

Hiring / training

We completed all testing for the hiring process. Matt will begin his interviews in the coming week.

Content

Our final issue, The Final Word, which is a history of the Fulcrum, is on stands now for the summer.

Content Enhancement/Freelancing

- We owe Ryan and Parker freelance pay for April.
- I already asked Raghad about this but I was wondering if Matt could get a stipend for the work he's done this month which includes writing and editing articles and features, conducting interviews, covering break news stories, (7 stories in total), and transition and hiring work which he's done such as marking tests, creating job descriptions for new positions, and communicating with applicants. This is all unpaid labour which is part of the job to transition and I remember

doing it last year with no help, and no stipend, so having some sort of stipend in place or at least paying him freelance for his work would be greatly appreciated and would show him his work is valued as the incoming EIC.

Marketing Strategies/volunteer outreach

We held two panels on the importance of student journalism last week, one at Carleton and one at the U of O. Unfortunately I couldn't be there, so I'm not sure how they went.

Social

We reduced Christine's workload near the end of the year, so she's been doing monthly reports instead of weekly analytics. I will receive her report for this month on April 30, at which point I'll share it with the board.

Completed/upcoming:

- **Readership Survey:** <https://admin.typeform.com/form/Ux5SF4/results#summary> — I sent the log in info to Jon.

FULCRUM

THE UNIVERSITY OF OTTAWA'S ENGLISH-LANGUAGE STUDENT NEWSPAPER SINCE 1942

654 07-85 University Private
Ottawa, ON
K1N 6N5
613-695-0060

Fulcrum Publishing Society – Board of Directors
Branding and Promotion Committee Report (Sunday, April 28th, 2019)
Prepared by: Graham Robertson



Events and Contests

- We collaborated with *la Rotonde*, the *Charlatan*, and CHUO on two panels (one at uOttawa and one at Carleton) on the importance of campus media, which were well-received on our social media—thanks to all those who worked on the event and to Christine and Eric for participating.
- Kaylum organized a Game of Thrones trivia at FnS over the Easter weekend. I didn't have a chance to check in on how it went as I was home for Easter and the past week was rather busy, but I'm hoping it was a success, and thanks to Kaylum for his work on this.
- Kaylum and I had some discussion about the annual CBC tour, but there wasn't significant interest from ed board from what I was told. We had discussed opening it up

to the board and volunteers, but the timeline was tight with exams. Perhaps this can be held during the fall semester next year.

Website

- Dorian and I have been working on getting the donate button up on the website. Anchal, Matt, and I prepared a short blurb to go on our PayPal page asking for donations, so the donate button should be up within the next few days.

2019-2020 Recommendations

Class talks and focus groups

- The new online editor should contact relevant faculties in the summer to schedule class talks for early in the fall semester. There is also the possibility of having some information in course syllabi for communications/digital journalism classes. Ongoing communication and collaboration with faculties will be key over the summer and into the academic year.
- The new marketing committee chair, GM, and online editor should collaborate over the summer to set up marketing focus groups during the summer or at the beginning of the fall semester, as we had initially planned, to review our online and in-person presence. I can send along documents and key points relating to this.

Events

- We should continue to host 1-2 events per month, as well as host a summer/back-to-school event. Last summer we had discussed hosting a BBQ or Fulcrum office tour, but coordinating the logistics for a BBQ with the SFUO wasn't feasible last summer given their precarious situation. Hopefully we can have better luck with the UOSU!

Social Media and Website

- Per Casandra's recommendations, the online editor should develop and post fun, "filler" posts throughout the summer on Instagram to maintain and build our following on this platform (as we won't be publishing a lot of content). The online editor, in collaboration with the art director, can also look into developing a common look and feel for our Instagram, as well as explore potential avenues for building up our YouTube channel and incorporating longer videos onto our Instagram. A solid plan will be necessary to be prepared for September, if we no longer have a videographer.
- Surpass the *Charlatan* on Facebook (Christine's recommendation)
- The GM, EIC, and online editor should revisit the website periodically (monthly) to see what needs to be updated and improved upon. Website usability tests can be conducted

over the summer (possibly in collaboration with the focus groups) to determine what needs to be updated. Once the donate button is up and running, we can also promote that on our social media.