

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, November 24th, 2019
141 Louis Pasteur, 10:30 a.m. - 12:36 p.m.
Meeting #7 2019-2020 Publishing Year

Present: Kate Murray, Matt Gergyek (ex-officio), Justin Turcotte, Dorian Ghosn (ex-officio), Kalki Nagaratnam, Jia Kim, Safa Saud (ex-officio), Dayne Moyer, David Campion-Smith, Raghad Sheikh-Khalil

Partially Present:

Absent (with reason): Benjamin King

Absent (without reason):

1. Opening of Meeting

The meeting opened at 10:37am. Since B. King was absent from this meeting, J. Turcotte motioned to elect D. Campion-Smith as Chair. K. Murray seconded the motion. All voted in favour and the motion passed.

2. Agenda

K. Murray motioned to approve the agenda. J. Turcotte seconded the motion. All voted in favour and the motion passed.

3. October Meeting Minutes

All agreed to approve the October meeting minutes over email at a later time to allow more time for Board members to read them.

4. Standing Actions List

J. Turcotte went over the Standing Actions List and made the necessary changes.

5. General Manager

Financials

D. Ghosn began his report by going over *The Fulcrum's* financials. He explained that the change in *The Fulcrum's* chequing account is due to some big purchases recently, such as: the new camera, the review engagement, NASH tickets, the Ikea trip, etc.

D. Ghosn reported that *The Fulcrum* is at an all-time high with its RBC account. He said that he's not sure what the process is for withdrawing it, but he would recommend it as it would be approximately a \$9000 profit.

Financial Review Update

D. Ghosn announced that after formal approval by the Board, *The Fulcrum* has begun the audit process. He noted that this is still ongoing and will be for the next few weeks. D. Ghosn continued, saying that the total cost of the audit will be \$5000 with tax, which is the same as last year.

Bell Phone Line Update

D. Ghosn informed the Board that the Bell cancellation fee was not automatically charged to *The Fulcrum's* credit card, and said that he was only recently contacted about it. He explained that it will be paid sometime in December. D. Ghosn added that it will be paid out of the internet expenses line, so that line will be a bit over budget.

Human Resources

D. Ghosn indicated that a designated substance report has been requested from UOttawa, and so far there's no update on its status. He mentioned that he sent an email to faculties to fix the tap in the bathroom on the main floor and to fix the door stopper for each stairwell door. D. Ghosn also said that two new certified first aid kits should be in the office by the end of the week.

NASH82

D. Ghosn proceeded to give an update on NASH tickets. He stated that he hasn't purchased his ticket yet as he's still waiting to see if he can get an early bird ticket for himself, however all other NASH tickets have been purchased. D. Ghosn said that the plane tickets will be purchased today as he had to wait for confirmation from a few employees due to some timing issues with the flights. He continued, saying that he reserved two hotel rooms.

Wordpress Support

D. Ghosn advised that he contracted out the Wordpress role to *The Fulcrum's* previous webmaster from the previous year. He indicated that the cheque has been signed by two signing authorities, but has not been deposited yet.

Office Tune-Up

D. Ghosn mentioned that he completed a big Ikea trip with Matt, thanks to Rame's suggestions. He said that he also purchased a new camera, which was approved by the Board. D. Ghosn noted that the next purchase will be new paint for the main lobby area.

6. Editor-in-Chief

Staffing/Content

M. Gergyek informed the Board that the hiring team have successfully hired two new editors, Aaron, co-news editor, and Jasmine, an associate sports editor. He reported that they are both settling into their roles extremely well and seem to be fitting in well with the rest of the Editorial Board. M. Gergyek said that the new co-news hiring has been especially helpful as it has allowed him to dedicate more time to other things. He noted that he's been doing routine check-ins with all of the staff.

M. Gergyek announced that a web editor has been hired on a freelance basis, but that he's still waiting to hear back from him. He proceeded to review the list of items that he sent to him to work on slowly:

- Updating the way links from *The Fulcrum* appear on Twitter;
- Updating the quality of featured images on *The Fulcrum's* website;
- Changing the typography and font on *The Fulcrum's* website in articles;
- Fixing author links;
- Adding new subscriptions for special issues under the "features" menu; and
- Linking comments on Facebook to comments on articles, vice-versa.

M. Gergyek stated that *The Fulcrum* has relaunched its freelance program thanks to *The Fulcrum's* opt-in numbers under the Student Choice Initiative. He continued, saying that a portion of the freelance budget has been carved out for podcast pay (although he would like to revisit the amount), and advised that this position be made a full staff position in future years. M. Gergyek said that they'll add to the freelance budget next semester if need be.

M. Gergyek reported that it's been a good month for content:

- **News:** UOSU news, updates on major campus issues, strike negotiations;
- **Sports:** Coverage of Colonel By Classic went really well, along with USports rugby championships and soccer playoffs;
- **Arts & Culture:** Previews, campus events, etc;
- **Features:** Sustainability issue is in the works, to be published at the end of the month.

Marketing/Community Engagement

M. Gergyek indicated that *The Fulcrum's* newsletter is still doing really well and is at 200 subscribers right now. He stated that he put up posters around campus to remind the campus about *The Fulcrum's* move to digital platforms. M. Gergyek mentioned that the team has been working on developing other promotional material as well, including: ads on TV screens around campus/on campus computers, and ads on social media, quick video ads, etc. He added that he'll be scheduling class talks for the first few weeks of January, and is also looking into doing tabling again as well as information sessions for first year students at *The Fulcrum's* office.

Other Initiatives

M. Gergyek announced that the One in Five podcast launched on Friday!

7. Online Editor

S. Saud reported that *The Fulcrum* received 14,706 new users since October, which is less than normal, but it's been a busy month for students. She continued, saying that *The Fulcrum* saw approximately 80% new users, and that the stories performed really well. S. Saud announced that the best performing channels were Facebook and Twitter. She proceeded to go over some analytics from the past month, including:

- Receiving over 5000 engagements in total on Facebook and 43 new followers;

- Instagram going very well and *The Fulcrum* is on track to receiving 1000 subscribers by the end of the year;
- Twitter picking up this month. S. Saud adopted a new style of tweeting by limiting each tweet to two lines;
- Twitter earning around 18 link clicks a day. S. Saud added that hashtags have been very helpful too.

Finally, S. Saud mentioned that getting a Tik Tok account has been an exciting new addition for *The Fulcrum*. She noted that *The Fulcrum* has 18 followers and 38 likes on its account, and that she's been keeping up with trends to appear more relatable.

8. President

Executive Committee

J. Turcotte announced that R. Sheikh-Khalil has expressed interest in the role of Treasurer. J. Turcotte motioned to elect R. Sheikh-Khalil as the Treasurer for the remainder of the 2019-2020 publishing year. D. Campion-Smith seconded the motion. All voted in favour and the motion passed.

J. Turcotte informed the Board that the Executive committee approved a special freelance rate of \$80/podcast for Anchal Sharma, who has staff status and is eligible for the freelance program. He noted that the first One in Five podcast was published on Friday and said that Anchal did a great job.

J. Turcotte advised that he'll be attending a virtual meeting with the Ontario branch of CUP along with M. Gergyek tomorrow night.

J. Turcotte reported that he approved the use of the staff contingency fund at the start of October for the Art Director to be paid extra for the additional work in the two week period prior to the position becoming full-time.

Finance Committee

J. Turcotte gave an update from the Finance committee, stating that the YTD budget lines for Q2 (start of November) show that no lines have been exceeded. With that said, he mentioned that due to the requirement to complete a full audit, the accounting and legal line will be exceeded as just over \$500 has already been used for the editorial lawyer. D. Ghosn clarified that *The Fulcrum* won't actually be over in that line as those lines are pre-tax.

J. Turcotte stated that the budget planning process will begin at the beginning of February.

Human Resources Committee

J. Turcotte informed the Board that following a special meeting of the Board on November 5th, the General Manager has transitioned to part-time hours and pay since accepting a full-time position elsewhere. He reported that this took effect on November 8th.

J. Turcotte indicated that he sat down with D. Ghosn and M. Gergyek for individual meetings this month.

Inter-Board Health and Wellness Committee

J. Turcotte declared that this committee met on November 14th, and that the results of the Health and Safety Stress Survey, which was completed by the staff, were presented. He mentioned that M. Gergyek raised that some of the Editorial staff have expressed concerns about the safety of the building in terms of asbestos exposure. J. Turcotte continued, saying that D. Ghosn has reached out to the university to obtain the building's designated substance report. He added that a university health and safety specialist will be contacted and asked to speak to the staff about the building's state and the safeguards that are in place.

J. Turcotte announced that the committee decided on the first inter-board bonding event: Escape Manor, which will be sometime during the first week of December.

J. Turcotte stated that the committee will start the process of revamping *The Fulcrum* office, with the first stage beginning after this meeting to clean up the many messes.

Policy Committee

J. Turcotte mentioned that the Policy Committee met on November 18th to discuss the question of *The Fulcrum's* corporate membership and review sections four to six of the Policy Manual. He said that the Board will decide today whether or not we wish to explore changing the membership of *The Fulcrum* at all. J. Turcotte added that in light of the recent Student Choice Initiative judicial decision, it seems that this point may be irrelevant now.

J. Turcotte continued by saying that with the legal instructions that were provided by *The Fulcrum's* lawyer, the committee is proposing to change the audit requirements in the policy manual so that an audit must be done every year. He continued, saying that once the Ontario *Not-for-Profit Corporations Act* comes into effect sometime in 2020, the entire Policy Manual will be reviewed to ensure compliance with it.

Marketing and Promotions/Readership Committee

J. Turcotte stated that this committee met on November 13th and that the FnS event has been postponed until January 2020.

Capital Assets

J. Turcotte informed the Board that the new camera that was approved at the special Board meeting on November 5th has been purchased.

Board Matters

J. Turcotte reminded the Board that there are two open seats on the Board: one student representative seat and one university representative seat. He asked for Board members to please ask their student friends who they think would be good additions to the Board. He added that there's also a vacant position on the Marketing committee as well.

J. Turcotte recalled Board members to ensure that they complete the *Accessibility for Ontarians with Disabilities Act* (AODA) online training that was sent and then forward their certifications of completion to president@thefulcrum.ca.

Special Committee for Employment Compliance

J. Turcotte mentioned that this committee held its first meeting on November 8th. He noted that the committee is comprised of the President (himself), the General Manager (Dorian), the Editor-in-Chief (Matt), the Health and Safety Representative (Ryan), and a Director at large (Kate).

J. Turcotte explained that the goal of the committee is to ensure that *The Fulcrum* complies with the provisions of four key provincial acts:

- *Employment Standards Act*
- *Occupational Health and Safety Act*
- *Accessibility for Ontarians with Disabilities Act*
- *Workplace Safety and Insurance Act*

J. Turcotte reported that the committee drafted a workplace health and safety policy for *The Fulcrum*, which he signed and has been placed on the health and safety board in the office. He added that the policy will become an appendix to the Policy Manual. J. Turcotte went on to say that the committee also instructed the General Manager to purchase a first aid kit which meets the requirements of regulation 1101 of the *Workplace Safety and Insurance Act*.

Strategic Planning Session

J. Turcotte thanked everyone who attended *The Fulcrum's* fall Strategic Planning Session on November 10th.

Student Choice Initiative

J. Turcotte excitedly announced that the Divisional Court of Ontario has quashed the Student Choice Initiative! He said that he doesn't foresee it being successfully appealed by Ontario.

Other Items - Calendar Items

J. Turcotte stated that there will be no Board meeting in December, and that the next Board meeting is scheduled for January 26th at 10:30am. He added that following this two month gap, there will be only three months left in the publishing year. J. Turcotte proceeded to review some of the things that the Board has expressed an interest in accomplishing in that time, including:

- **Policy Committee:** review the entire Policy Manual, make adjustments based on the *Not-for-Profit Corporations Act* once it comes into force
- **Marketing Committee:** host a FnS event, have a plan for the old newspaper stands
- **Finance Committee:** create the 2020-2021 budget
- **Inter-Board Health and Wellness Committee:** revamp and bring to life the office space, host two more inter-board bonding events, have a discussion/session with staff on the safety of the building

- **Special Committee for Employment Compliance:** create a Workplace Violence Policy and Program, create a Health and Safety Program (including a Return-to-Work Procedure), and review *The Fulcrum's* Workplace Harassment Policy and Program

J. Turcotte concluded his report by stating that the Editorial team will be attending NASH the second weekend of January.

9. Marketing Committee

Events

D. Campion-Smith explained that he and Safa have discussed holding events to raise *The Fulcrum's* visibility and also to raise more money for NASH, but that the dates that FnS gave them were too close to the end of the semester. Instead, D. Campion-Smith said that they'll be planning an Office trivia night in early 2020.

Fulcrum Speaker Series

D. Campion-Smith reported that he and S. Saud will also be looking into having a *Fulcrum* Speaker series where a journalist would come in and speak about their experiences in the field as a way to get people involved on campus. J. Turcotte suggested that D. Campion-Smith look at what other student papers are doing for reference, especially McGill and *The Uiter*.

How to Engage First-Year Students

D. Campion-Smith noted that they also talked about how to engage first-year students. He mentioned that D. Ghosn is going to look into the cost of YouTube ads for the beginning of January and added that Rame is working on making an Instagram ad. D. Campion-Smith continued, saying that S. Saud has reached out to Student Life about getting some promotion on some of the tv screens around campus, and she's awaiting a response from them. J. Turcotte stated that he is looking into advertising *The Fulcrum* for Google grants.

10. Policy Committee

K. Murray mentioned that the focus of November's Policy committee meeting was to revisit the membership discussion and to review sections four to six of the Policy Manual.

Membership Discussion

K. Murray informed the Board that after having a brief membership-based activity/discussion at the Strategic Planning Session, the committee decided that the next step should be to revisit the discussion with the Board to see if there's any interest in changing *The Fulcrum's* definition of membership. The Board proceeded to discuss membership and decided to table the discussion indefinitely.

Policy Manual Review

K. Murray reported that in the interest of time, the committee only reviewed sections four and five of the Policy Manual and moved the review of section six to the next committee meeting. She stated that the committee proposes the following amendments to the Board for approval:

Section 4: Financial Governance

4.2 Signing Authorities. The signing authorities of the Corporation shall be the:

- a. President;
- b. General Manager; and
- c. Any one Board member as voted in by the Board.

4.4 Contracts. Contracts, documents or any instruments in writing requiring the signature of the Corporation, aside from cheques, must be signed by the President of the Corporation and ~~any such other persons as the Board shall appoint from time to time~~ a second signing authority.

~~5.4.1~~ 4.18 Staff Contingency Fund. The budget passed by the Board shall include a line designated as “Staff Contingency Fund” and which:

- a. Shall be no less than 2% of the total salaries line. These funds will be drawn from a special account reserved expressly for this purpose, which will be replenished each year as necessary;
- b. Shall be used to pay for unexpected expenses, including, but not exclusive to: ~~maternity/parental leave~~ unforeseen leave and raises.
- c. The Editor-in-Chief may ask the President for authorization to use the fund. The President’s permission shall be considered sufficient for its one-time use.
- d. Any authorization of funds made by the President must be included in the President’s monthly report.
- e. If the funds requiring authorization affect more than two publication cycles, then the Board’s approval is required

4.5 Investments. Any investments in the name of the Corporation shall be in the control of the President of the Corporation and any such other persons as the Board shall appoint from time to time. The President of the Corporation shall be given the authority to contact the investment broker to obtain any knowledge needed to perform ~~her~~ their duties.

~~4.7 Advertisements. The Advertising Manager shall be responsible for ensuring that all advertisements that go to print correspond with a signed contract from the advertiser. In the event that an advertisement goes to print without a signed contract on file, the Advertising Manager must submit a report to be signed by the President of the Corporation outlining the steps taken to attain the contract before any commission will be paid for the advertisement.~~

4.7 Advertisements. The General Manager shall be responsible for ensuring that all advertisements that are published correspond with a signed contract from the advertiser. ~~In the event that an advertisement is published without a signed contract on file, the General Manager must submit a report to be signed by the President of the Corporation outlining the steps taken to attain the contract.~~

4.8 Financial Review. The General Manager of the Corporation shall be tasked with reviewing the books of the Corporation prior to each duly constituted Board meeting. ~~She is~~ **They are** responsible for reconciling petty cash to ensure that all expenditures are legitimate; reconciling credit card purchases to ensure that expenditures are legitimate; reviewing employee payroll to ensure that employees are receiving the correct remuneration; reviewing the list of unpaid advertisers to ensure that collections are kept up to date; ~~reviewing all commission paid out to employees to ensure they are receiving the correct percentages of commission;~~ ensuring that all invoices issued correspond to signed contracts ~~or that a report on the unsigned contract has been submitted to the President by the Advertising Manager.~~ A report on the finances of the Corporation must be submitted by the General Manager at all duly constituted Board meetings.

4. 8.1 Performance Review. Twice per fiscal year, at regular intervals, the President and Vice-President must meet with each Business Employee **and the Editor-in-Chief** to review their performance. These meetings must be focused on improving their performance in relation to their job descriptions and any other guiding documents, and must be positive in tone.

4.9 Audit / Review Engagement. The audit ~~or review engagement~~ shall be monitored by the President, General Manager, and the Finance Committee and such committee shall have the power to approve drafts, except the final draft which must be approved by a majority vote of the Board. If signatures are needed to approve the final draft it shall first be signed by the President, followed by any other member determined by the Board to fill the required signatures. Auditors shall be instructed to complete all the necessary tax return forms for both levels of governments.

4.9.1 Audit. ~~An audit must be conducted under the following circumstances:~~

- ~~a. A full audit must be undertaken every year following and preceding the hiring of a new General Manager~~
- ~~b. A full audit must be undertaken every year when the Fulerum's budget exceeds \$500,000 of expenses~~
- ~~c. A full audit must be undertaken every year when the Fulerum's cash holding fall below 50% of the annual operating budget~~
- ~~d. A full audit must be undertaken every year fourth year if none has been conducted in the previous three years~~

4.9.1 Audit. A full audit must be conducted every year.

~~4.9.2 In years when a full audit is not completed, a financial review engagement shall be completed in compliance with the Ontario Not-For-Profit Corporations Act.~~

4.12.1.2 The Finance Committee will assess the request based on the available assets of the Fulcrum. If the funds are not available the offer will be rejected. This decision will be final. If it is determined that funds are available, the Finance Committee will then be responsible for making a recommendation to the Board to accept the request in whole or in part, and, in the case where only a partial offer is made, and the Board accepts the recommendation, negotiating where necessary.

~~5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of an Advertising Manager, they, in conjunction with the General Manager, must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the Advertising Manager and General Manager at a meeting called for that purpose. Should the advertising plan meeting between the Advertising Manager, the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.~~

5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of a General Manager, they must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the General Manager called for that purpose. Should the advertising plan meeting between the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.

5.4 Consultation. The General Manager and the Chair a member of the Finance Committee must provide a draft budget and supporting documents to the following individuals at least seven (7) days before submission to the Board for comments and recommendations:

- a. Editorial Board
- b. Editor-in-Chief
- c. ~~Advertising Manager~~ Treasurer
- d. President
- e. Board of Directors

5.4 Editorial Salaries. The budget for editorial salaries for the upcoming publishing year is set by the Board in conjunction with the annual budget planning process.

a. The General Manager, Editor-in-Chief, ~~Production Manager~~, and President shall review the existing salary structure for the Editorial Board and propose changes to the Board.

K. Murray motioned to omnibus approve the proposals with the amendments made. D. Campion-Smith seconded the motion. All voted in favour and the motion passed.

K. Murray motioned to have a six minute recess. J. Turcotte seconded the motion. All voted in favour and the motion passed.

11. Inter-Board Health and Wellness Committee

Health and Wellness Survey

K. Nagaratnam announced that the results of the Health and Safety Stress survey are available. She briefly went over a summary of the results and a comparison of the results from last year's survey:

- Workplace stress is there and linked often to increased workload/duties
- Level of control is at about the same level/increased
- Have felt several health effects due to stress
- Raised concerns to board and family/friends and this helped alleviate their stress
- Suggestions: better communication and transparent workplace
- Ultimately: many felt that stress is inevitable given the nature of work, juggling other responsibilities

She noted that some key differences are:

- Growing concerns over asbestos in *The Fulcrum* building and its effect on their health
- Complaints about poor ventilation and lighting

K. Nagaratnam outlined that the next steps in this process are:

- Getting in touch with uOttawa's Health and Safety Inspector
- Having them conduct an inspection of the building
- Making designated substance report available to staff and volunteers
- Having a health and safety representative come in and discuss the results
- Committee will be cleaning, reorganizing, and freshening up the office space

Board and Ed Board Bonding Events

K. Nagaratnam mentioned some of the ideas for events that were suggested in the poll, and announced that the first bonding event will be an escape room on December 2nd at 6pm.

Tidy Office Space

K. Nagaratnam explained that the committee made a plan for the office revamp, which includes:

- Step 1: identify things to keep, garbage/recycle, and donate;
- Step 2: get rid of things to garbage/recycle and donate;
- Step 3: organize things to keep/the space;
- Step 4: get new things (ex. Plants, pillows, power bars, door mat, etc).

She stated that the cleaning session will be taking place after today's Board meeting.

12. Strategic Planning Session Debrief

D. Ghosn gave a brief summary of the session, noting that the group talked about things such as *The Fulcrum's* current definition of membership, potential ways to advertise and get *The Fulcrum's* name out there, as well as a guest presentation from the former Online Editor, Kathryn LeBlanc. The Board proceeded to discuss one of the ideas that was brought forward that day - the repurposing of *The Fulcrum's* news stands. D. Moyer briefly explained his experience at *The Uniter* doing a pilot project with newsstands. He said that although his experience didn't work out well, he thinks that *The Fulcrum* could find a way to monetize it for ourselves. D. Ghosn suggested that *The Fulcrum* could maybe use some of its profits from *The Fulcrum's* investments towards the project. D. Moyer said that the Board will have to figure the liability of the project in addition to the utility. J. Turcotte advised for the Board to not be afraid of making contributions to re-establish *The Fulcrum* on campus, especially since *The Fulcrum* will probably be going back to its 100% levy. All agreed that the discussion should move to the Marketing committee to figure out by the end of the summer so that *The Fulcrum* can start strong in September.

13. Present for Jon

J. Turcotte gave an update on the plaque that he and K. Murray ordered to commemorate the many years that Jon has been with *The Fulcrum* and in honour of his retirement from the Board. He explained that the engraved plaque was ordered from Things Engraved at a cost of just under \$100, noting that the plaque itself was \$29.99 and the engraving accounted for the additional cost. The Board discussed potential dates to have brunch and ultimately chose December 1st at 10:30am, a time when Jon is also free. K. Murray said that she will message some of his former colleagues to see if they are able to attend the brunch as well.

14. Performance Reviews

J. Turcotte stated that he'll be sending out emails to schedule performance reviews soon.

15. Other Business

J. Turcotte reviewed the standing actions list.

The Board briefly discussed the option of doing a Secret Santa, but unfortunately there wasn't enough interest in it.

J. Turcotte motioned to adjourn the meeting at 12:36pm. All voted in favour and the motion passed.

Online Votes

On December 16th, K. Murray put forward a motion, seconded by J. Turcotte, relating to approving the October meeting minutes since they were not approved at November's monthly Board meeting. The motion is as follows:

WHEREAS According to The Fulcrum's Policy Manual we are required to approve the monthly Board meeting minutes by vote at a duly constituted Board meeting;

WHEREAS The text of the policy reads as follows:

"12.2 Meeting Minutes. The Chief of Staff shall take minutes of every Board meeting or assign their responsibility to another Board member that include:

- a. The names of the Board members and guests who attended the meeting;*
- b. The text of all motions before the Board, including all related documentation necessary to give effect to a Board motion that has been passed (such as a budget); and*
- c. The results of the votes on all motions.*

Following the voted approval of the minutes at a duly constituted Board meeting, any two signing authorities must sign the document to certify its approval. Only signed minutes may be uploaded to the corporate website. The signed copy of the minutes shall be kept at the Corporate headquarters";

WHEREAS The Board did not approve October's Board meeting minutes at November's monthly Board meeting because they were received late;

BE IT RESOLVED THAT The Board approves October's Board meeting minutes after having had enough time to review them.

This motion passed.

Appendices

GM Report November 2019

1. Financials

	Previous Month	This Month	Difference
TOTAL	\$275,291.85	\$256,223.67	\$-19,068.18
Chequing	\$188,116.43	\$167,212.50	-\$20,903.93

RBC	\$87,175.42	89,011.17	1,835.75
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2. Financial Review Update

After formal approval by the Board, the Fulcrum has begun the audit process. This is still ongoing and will be for the next few weeks. The total cost of the audit will be \$5000. That is with tax and the same cost as last year.

3. Bell Phone Line Update

Bell phone cancellation fee will be paid in December. Was not automatically charged to credit card and was only contacted recently concerning that.

4. Human Resources

a) Health & Safety

- i) Substance report has been requested from uOttawa. Currently no update on the status.
- ii) I sent an email to facilities to fix the tap in the bathroom on the main floor and to fix the door stopper for each stairwell door.
- iii) 2 New certified first aid kits should be in the office by the end of the week.

5. NASH82

Original Budget	Additional Budget	Fundraising to Date	Budget Total
\$3,000	\$2,000	\$3,900	\$8,900
NASH Tickets	Plane Tickets	Hotel Rooms	Current Expense Total

\$2793	Price TBD	\$1,134	\$3927
They have been purchased. Cheque has been deposited. *I am looking into seeing if my ticket can get the early bird pricing even though the decision to go was made afterwards.	Will be purchased this week. *Had to wait for confirmation from a few employees due to some timing issues with the flights	2 Rooms have been reserved(deadline was Dec.3). *Each room is \$567+tax and holds 4 people.	

6. Wordpress Support

We have contracted out the webmaster/wordpress role to our previous webmaster from the year prior. The cheque has been signed by two signing authorities but has not yet been deposited.

7. Office Tune-Up

- Completed a big IKEA trip with Matt (thanks to Rame's great suggestions) and spent a total of \$402.03. The total includes, new lamps, LED lights, a bookshelf, coffee table, some plants, and new cushions.
- We purchased a new amazing camera for \$2542.48 tax included (thank you to board for approving this).
- Our next purchased will be new paint for the main lobby area.

Editor-in-Chief Board Report (Nov. 24)

STAFFING/CONTENT

- We've successfully hired two new editors: Aaron, our co-news editor, and Jasmine, our associate sports editor. Both are fitting into their roles extremely well and seem to be enjoying the jobs and clicking well with the rest of the editorial board
 - Aaron's hiring especially has helped make my workload much more manageable
- Web editor has been hired on a freelance basis but I have not heard back from him yet; I sent a ton of tasks for him to work on slowly, listed below by priority...
 - Updating the way links from our site appear on Twitter**
 - Updating the quality of featured images on our website**
 - Changing the typography and font on our website in articles**

- **Fixing author links**
- **Adding new subsections for special issues under the "features" menu**
- **Linking comments on Facebook to comments on articles, vice-versa**
- We've also relaunched our freelance program thanks to our opt-in numbers under the Student Choice Initiative, where freelancers are paid \$40 for every contribution (i.e. reporting, photo, or video assignment)
 - Carved out a portion of the freelance budget for podcast pay, I highly recommend this be made a full staff position in future years
 - Will add to freelance budget next semester if need be
- It's been a good month for content...
 - News: UOSU news, byelections, updates on major campus issues, strike negotiations
 - Sports: Coverage of Colonel By Classic went really well, along with USports rugby championships and soccer playoffs
 - Arts & Culture: Previews, campus events, etc.
 - Features: Sustainability issue is in the works, to be published at the end of month

MARKETING/COMMUNITY ENGAGEMENT

- Our newsletter is still seeing a lot of success
- Put up posters around campus to remind the campus of our move to digital platforms
- Working on developing other promotional material on this as well...
 - Ads on TV screens around campus/on-campus computers
 - Ads on social media, quick video ads, etc.
- Scheduling classroom talks for the first few weeks of January, also looking to do tabling again and info sessions for first-year students at our office

OTHER INITIATIVES

- The One in Five podcast launched Friday!

Fulcrum Analysis Report: November 2019

Website Analytics

Overview

Users

16K

↓35.2%

Sessions

20K

↓34.4%

Bounce Rate

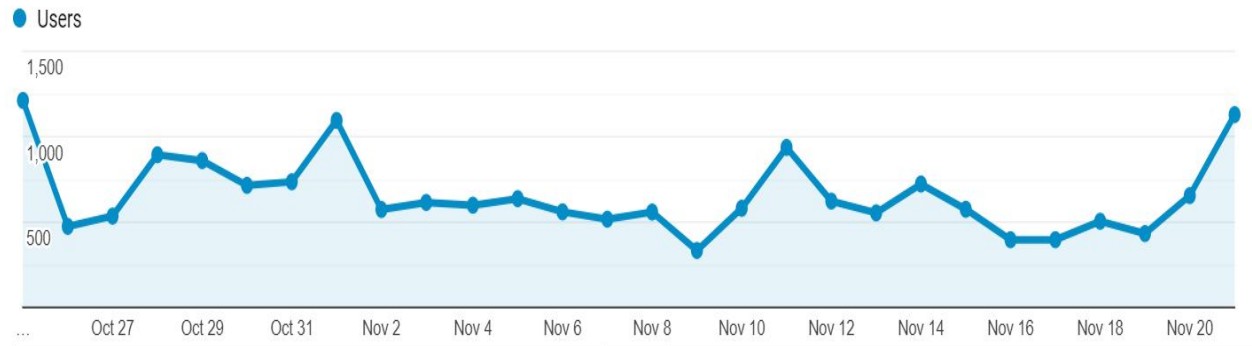
83.95%

↓1.0%

Session Duration

0m 52s

↑10.3%



The Fulcrum received 14,706 new users since October, which is lower than October but it's also a busy month for U of O students. We received a total of 28, 417 page views. There has been a decline in sessions or visits since September but the bounce rate has increased since.

Users

16,446



New Users

14,706



Sessions

19,842



Number of Sessions per User

1.21



Pageviews

28,417



Pages / Session

1.43



Avg. Session Duration

00:00:53

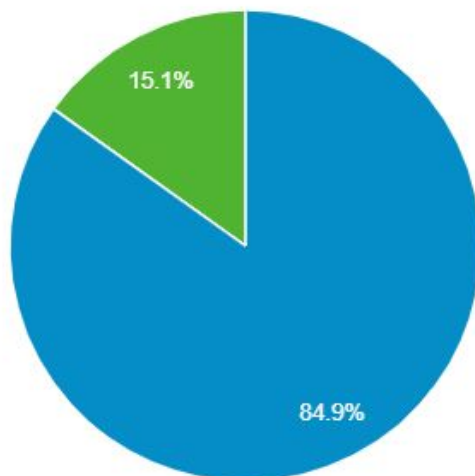


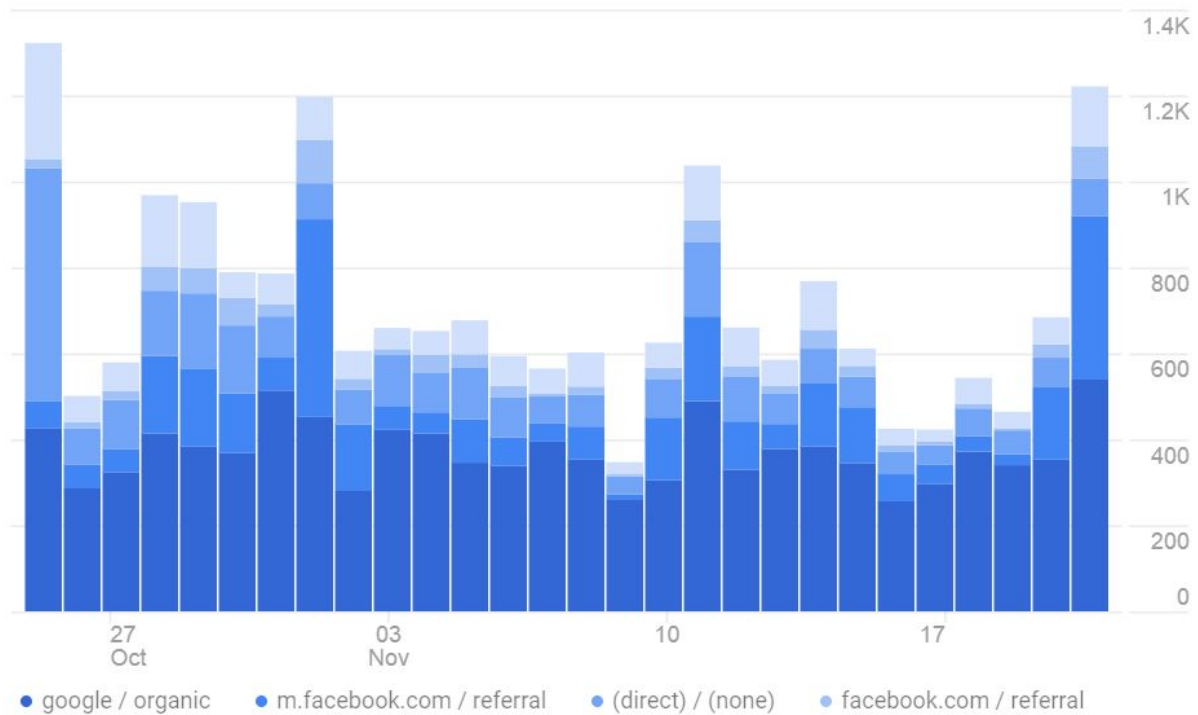
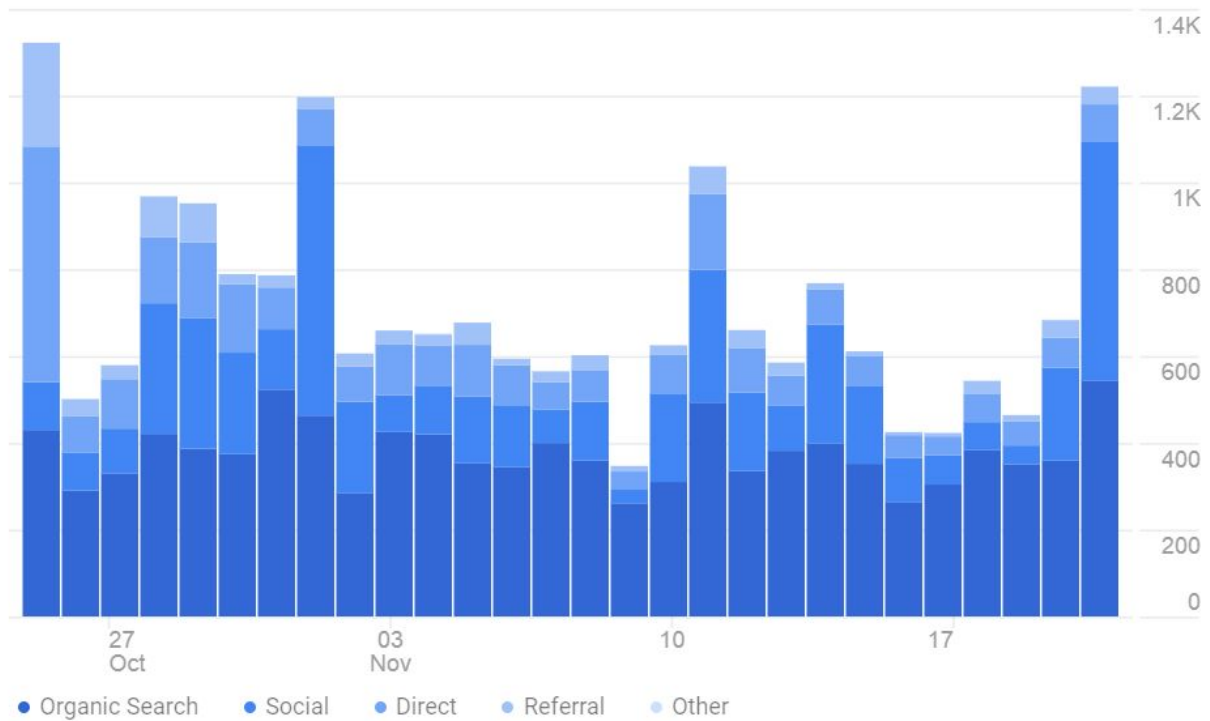
Bounce Rate









83.95%



■ New Visitor ■ Returning Visitor





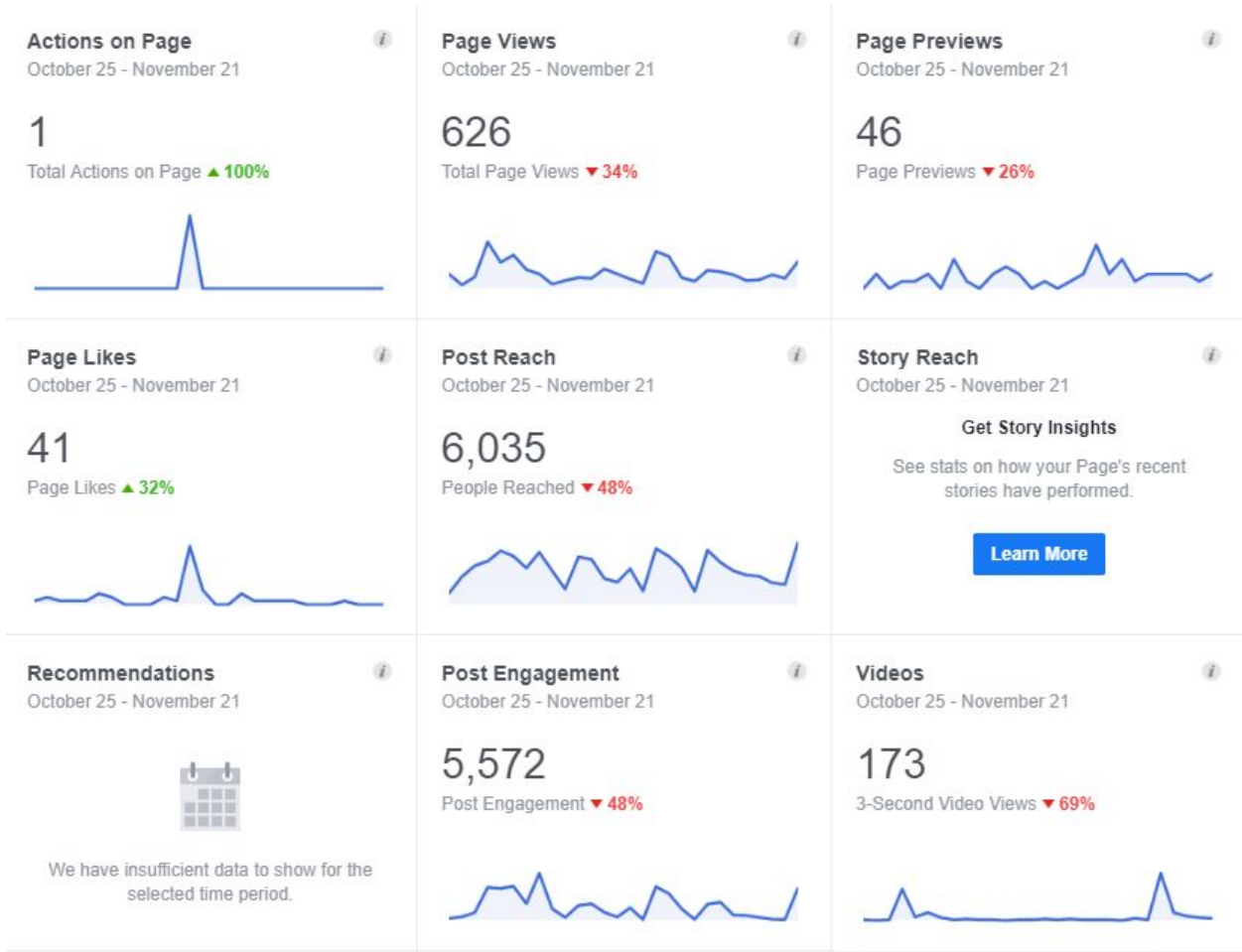
Social Network	Pageviews ▼	Sessions
1.  Facebook	5,605	83.42%
2.  Twitter	1,260	13.58%
3.  Instagram	225	2.43%
4.  LinkedIn	41	0.21%
5.  reddit	16	0.25%
6.  Instagram Stories	3	0.06%
7.  Pinterest	2	0.04%
8.  Weebly	1	0.02%

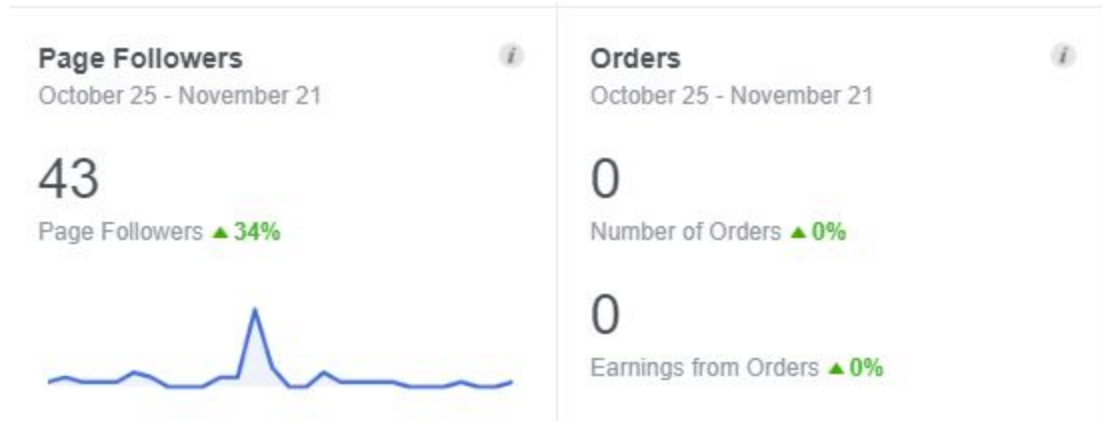
Shared URL ?	Sessions ?	Pageviews ?	Avg. Session Duration ?	Pages / Session ?
1. thefulcrum.ca/features/students-with-chronic-illnesses-face-difficult-balance-between-their-studies-and-health/	320 (6.08%)	354 (4.95%)	00:00:21	1.11
2. thefulcrum.ca/news/police-confirm-student-death-off-campus/	307 (5.83%)	344 (4.81%)	00:00:05	1.12
3. thefulcrum.ca/news/student-who-fled-afghanistan-in-pursuit-of-education-graduates-from-u-of-o/	221 (4.20%)	230 (3.22%)	00:00:06	1.04
4. thefulcrum.ca/	215 (4.08%)	774 (10.82%)	00:06:21	3.60
5. thefulcrum.ca/news/local-programmer-creates-website-to-fill-gaps-in-lrt-delay-notifications/	209 (3.97%)	243 (3.40%)	00:00:30	1.16
6. thefulcrum.ca/news/bullet-shot-through-window-into-u-of-o-residence-room-no-one-hurt/	175 (3.32%)	210 (2.94%)	00:00:33	1.20
7. thefulcrum.ca/news/anti-abortion-group-regains-club-status-sparking-petition-to-reverse-decision/	134 (2.55%)	171 (2.39%)	00:00:49	1.28
8. thefulcrum.ca/news/u-of-o-chancellor-and-wife-donate-2m-to-launch-scholarship-supporting-first-generation-canadians/	128 (2.43%)	137 (1.92%)	00:00:05	1.07
9. thefulcrum.ca/news/creditors-claiming-1-86-million-from-sfuo-receiver-says/	111 (2.11%)	123 (1.72%)	00:00:26	1.11
10. thefulcrum.ca/news/divisional-court-strikes-down-provinces-student-choice-initiative/	105 (1.99%)	115 (1.61%)	00:00:44	1.10




















The top 10 stories got a total of 19,488 unique sessions this month and garnered over 2,700 page views in total.

The best performing channels in terms of referrals were Facebook and Twitter generating 5,605 and 1,206 respectively. Instagram generated more clicks since september and october combined.

FACEBOOK ANALYTICS





Page	Total Page Likes	From Last Week	Posts This Week	Engagement This Week
1  Ottawa Citizen	153.9K 	▲ 0.1%	250+	785.9K 
2  Ottawa Sun	42.8K 	▲ 0.1%	250+	257.9K 
  The Charlatan	3K 	▲ 0.1%	16	1K 
YOU 4  The Fulcrum	2.9K 	▼ 0.1%	14	911 
Keep up with the Pages you watch. Get More Likes				
5  La Rotonde	2.7K 	▲ 0.1%	15	556 
6  Syndicat étudiant de l'U...	1.5K 	▲ 0.5%	10	557 

- Facebook performed well overall this month. We reached 2908 likes and 2993 followers and are on track to hit 3000 before the end of the year.
- We received over 5000 engagements overall which is less than October primarily because October saw more stories.

- We received 41 new page likes and 43 new followers which is relatively higher than those in October.
- We are still behind the Charlatan in terms of page likes but need less than 100 to take the 3rd position.

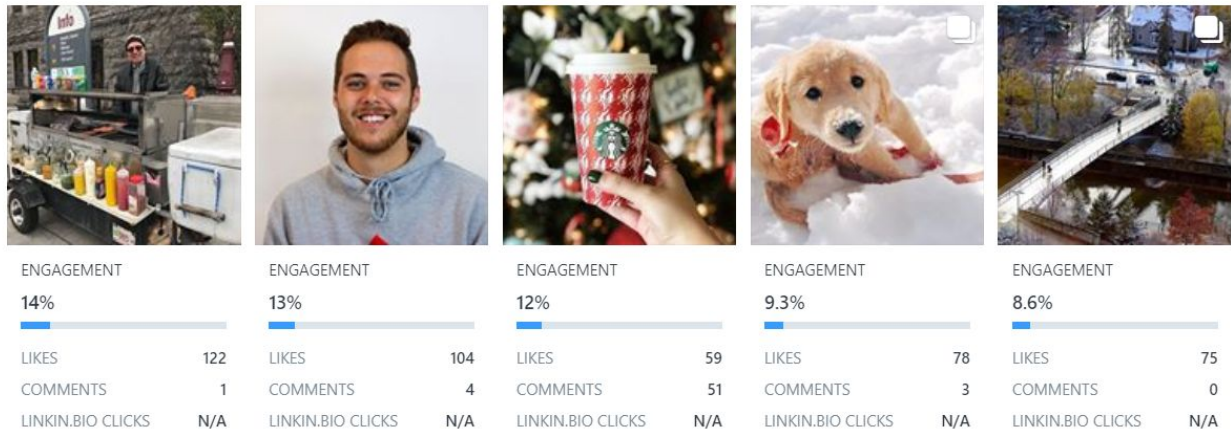
Instagram Analytics



Instagram has been performing extremely well this month. We received 67 new followers and are on track to receive 1000 by the end of the year. Overall, we received 60 linkinbio clicks and 1,077 page views. We had a competition for a Starbucks gift card which gave us followers and engagement as well.

Best Performing Posts

Quickly see which 5 posts have the best engagement from the last 30 posts, in the last 3 months. ⓘ



Instafulcrum saw its first ever 100 likes on a post in November. The first post received 104 likes while the second one received 122.

Twitter Analytics

28 day summary with change over previous period



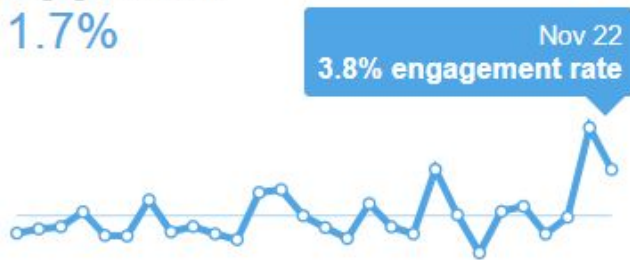
Twitter picked up pace this month. Although fewer tweets were posted, overall impressions, followers, and profile visits drastically increased. We received 12 new

followers since October because a new style of tweeting was adopted. Tweets are limited to two lines with the addition of hashtags and crediting the editor. We had a Twitter giveaway as well which asked followers to like and retweet our post. That boosted our follower and engagement rates as well.

Twitter earned an average of 18 link clicks a day with 495 link clicks for the entire month. We also increased our profile visits by 250 since October.

Engagement rate

1.7%



Link clicks

495



On average, you earned 18 link clicks per day

Retweets

98



On average, you earned 4 Retweets per day

Likes
293



On average, you earned **10 likes** per day

Replies
6



Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, November 23rd, 2019

631 King Edward Avenue, Ottawa, ON

Meeting #8 of 2019/20 Publishing Year



Justin Turcotte

1. Executive Committee

Raghad has expressed interest in the role of Treasurer.

The Executive Committee approved a special freelance rate of \$80/podcast for Anchal Sharma, who has staff status and is thus eligible for the freelance program. The first One in Five podcast was published this past Friday, great job Anchal!

I will be attending a virtual meeting with the Ontario branch of CUP, along with Matt, tomorrow night.

I approved the use of the staff contingency fund for the Art Director to be paid extra for the additional work in the two week period prior to the position becoming full-time. This approval was granted at the start of October.

2. Finance Committee

The YTD budget lines for Q2 (start of November) show that no lines have been exceeded.

Due to the requirement to complete a full audit, which is currently underway with an expected completion of early December, the *accounting and legal* line will be exceeded. \$5000 was budgeted for this line and the cost of the full audit is \$5000. In addition, \$575 has already been used for the editorial lawyer.

The budget planning process will begin at the start of February.

3. Human Resources Committee

Following a special meeting of the board on November 5th, the General Manager has transitioned to part-time hours and pay since accepting a full-time position elsewhere. This took effect November 8th.

I sat down with Dorian and Matt for individual meetings this month.

4. Inter-board Health and Wellness Committee

This committee met on November 14th. The results of the Health and Safety Stress Survey, which was completed by the staff, were presented.

Matt raised that some of the editorial staff have concerns about the safety of the building in terms of asbestos exposure. Dorian has reached out to the university to obtain the building's designated substance report. Moreover, a university health and safety specialist will be contacted and asked to speak to the staff about the building's state and the safeguards in place to protect them from any hazards.

The committee decided on the first inter-board bonding event: Escape Manor the first week of December. The date will be confirmed today.

The committee will start the process of revamping The Fulcrum office, with the first stages beginning right after this meeting to clean up the many messes.

5. Policy Committee

The Policy Committee met on November 18th. The Committee discussed:

1. The question of The Fulcrum's corporate membership; and
2. Reviewed sections four to six of the Policy Manual.

The Board will decide today whether or not we wish to explore changing the membership of The Fulcrum at all, in light of the recent Student Choice Initiative judicial decision, it appears that this point may now be irrelevant.

With the legal instructions provided by our lawyer, it is proposed to change the audit requirements in the policy manual to simply that an audit must be done every year, this is our current requirement under the Ontario *Corporations Act*. Once the Ontario *Not-for-Profit Corporations Act* comes into force sometime in early 2020, the entire policy manual will have to be reviewed to ensure our compliance with the new act.

6. Marketing and Promotions/Readership Committee

This committee met on November 13th. The FnS event has been postponed until January 2020.

7. Capital Assets

The new camera approved at the special board meeting on November 5th has been purchased! I have heard only good reviews from Rame.

8. Board Matters

There are currently two seats open on the Board:

- Student Rep
- University Rep

Please ask any of your student friends who you think would be good additions to the Board.

As well, there is a vacant position on the Marketing Committee if any Board member is interested.

Please ensure to complete the *Accessibility for Ontarians with Disabilities Act* (AODA) online training that was sent out by email on September 9th. AODA training is mandated by law for everyone who develops an organization's policies (e.g., a board member). I ask that you please take the time to complete the training and then forward your certificate of completion to president@thefulcrum.ca.

9. Special Committee for Employment Compliance

This committee had its inaugural meeting on November 8th.

The committee is made up of the following individuals:

1. The President, myself

2. The General Manager, Dorian
3. The Editor-in-Chief, Matt
4. The Health & Safety Representative, Ryan
5. A director at large, Kate

The goal of the committee is to ensure that The Fulcrum complies with the provisions of four key provincial acts:

1. *Employment Standards Act*
2. *Occupational Health & Safety Act*
3. *Accessibility for Ontarians with Disabilities Act*
4. *Workplace Safety and Insurance Act*

The committee drafted a workplace health and safety policy for The Fulcrum, which has been signed by myself and posted on the health and safety board in the office. The policy will become an appendix to the policy manual.

The committee also instructed the General Manager to purchase a first aid kit which meets the requirements of regulation 1101 of the *Workplace Safety and Insurance Act*.

10. Strategic Planning Session

We had our fall Strategic Planning Session on November 10th, thank you to everyone who attended.

11. Student Choice Initiative

I am sure that many of you have heard the good news. The Divisional Court of Ontario has quashed the Student Choice Initiative!

I perused the court's decisions and present to you some of my favourite lines:

“University and college student associations are private not-for profit corporations. Ontario does not fund these associations directly or indirectly. Ontario does not control these associations directly or indirectly. There is no statutory authority authorizing Cabinet or the Minister to interfere in the internal affairs of these student associations.”

“Membership in university student associations is mandatory. That is, universities require students to be members of their student associations. There is no statutory authority authorizing Cabinet or the Minister to interfere with this requirement.”

“Students are required to pay association membership fees, in amounts authorized by the students through democratic processes, including student referenda. There is no statutory authority for Cabinet or the Minister to interfere with democratic decisions taken by students respecting their student association membership fees.”

“The democratization of universities in the 1960s and 1970s gave student associations an important role in internal university affairs. With representation came a need for communication with students about their needs and preferences, which in turn led to transformation of student newspapers from social and artistic publications to fora for discussion of issues of interest to students and communication from student leaders.”

“The parties agreed upon costs: there shall be no costs for or against the intervenors, and Ontario shall pay the Applicants’ costs in the amount of \$15,000 inclusive.”

I am no lawyer, but I do not foresee this decision being successfully appealed by Ontario. Unfortunately, no change will happen for next term, since students have already paid their student fees. However, for September 2020 things should be back to normal and we can expect our levy to once again become mandatory.

12. Other Items

Calendar items:

There will be no Board meeting in December. Our next Board meeting is scheduled for Sunday, January 26th at 10:30 am.

Following this **two month gap**, there will only be **three months** left in the publishing year. For reference, some of the things that the Board has expressed interest in accomplishing in that time:

- Policy Committee
 - Review the entire policy manual
 - Make adjustments based on the *Not-for-Profit Corporations Act* once it comes into force
- Marketing Committee
 - Host a FnS event
 - Have a plan for the old newspaper stands
- Finance Committee
 - Create the 2020/2021 budget
- Inter-Board Health & Wellness Committee

- Revamp and bring to life the office space
- Host two more inter-board bonding events
- Have a discussion/session with the staff on the safety of the building
- Special Committee for Employment Compliance
 - Create a Workplace Violence Policy & Program
 - Create a Health & Safety Program
 - Including a Return-to-Work Procedure
 - Review The Fulcrum's Workplace Harassment Policy and Program

Additionally, the editorial team will be attending NASH the second weekend of January.



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Fulcrum Publishing Society – Board of Directors
Branding and Promotion Committee Report (Sunday, November 24, 2019)
Prepared by: David Campion-Smith

Events

We discussed holding events to raise Fulcrum visibility and also raise more money for NASH. After hearing back from FnS the only dates they had open were too close to the end of the semester. That being said Safa and I are going to work towards holding an Office trivia night when people are back at school.

Fulcrum Speaker Series;

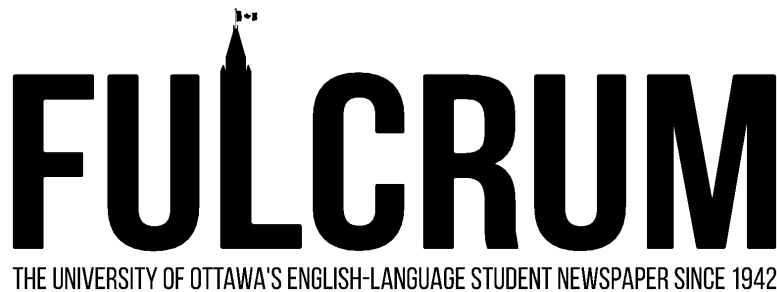
An idea to get people involved, get a journalist to come and speak about their experiences in the field. Mix of recent grads and big fish. I'll start planning for the first couple weeks when people come back to school.

How to engage first-year students

Youtube ad- Dorian will look into cost of a youtube ad. Discussion with Safa, Matt and Rame about how to do it.

Safa has reached out to Student life about getting some promotion on some of the tv screens around campus. As far as I know there has not been a response yet.

We're going to be doing some more paid promotions right when people get back as well. Last update was Rame was making an instagram ad, but I can follow up with her.



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Fulcrum Publishing Society – Board of Directors
Policy Committee Report (Sunday, November 24, 2019)



November Policy Meeting: Monday, November 18, 2019
Present: Kate Murray and Justin Turcotte

October Meeting

The focus of this month's meeting was to:

1. Revisit Membership Discussion;
2. Review sections four to six of the Policy Manual.

Membership Discussion

After having a brief membership-based activity/discussion at the Strategic Planning Session, the committee decided that the next step should be to revisit the discussion with the Board to see if there's any interest in changing *The Fulcrum's* definition of membership.

Policy Manual Review - Sections 4-5

In the interest of time, the committee only reviewed sections four and five of the Policy Manual and moved the review of section six to the next meeting. With that in mind, the committee proposes the following amendments to the Board for approval:

Section 4: Financial Governance

4.2 Signing Authorities. The signing authorities of the Corporation shall be the:

- a. President;
- b. General Manager; and
- c. Any one Board member as voted in by the Board.

4.4 Contracts. Contracts, documents or any instruments in writing requiring the signature of the Corporation, aside from cheques, must be signed by the President of the Corporation and any such other persons as the Board shall appoint from time to time a second signing authority.

~~5.4.1~~ 4.18 Staff Contingency Fund. The budget passed by the Board shall include a line designated as “Staff Contingency Fund” and which:

- a. Shall be no less than 2% of the total salaries line. These funds will be drawn from a special account reserved expressly for this purpose, which will be replenished each year as necessary;
- b. Shall be used to pay for unexpected expenses, including, but not exclusive to: ~~maternity/parental leave~~ unforeseen leave and raises.
- c. The Editor-in-Chief may ask the President for authorization to use the fund. The President’s permission shall be considered sufficient for its one-time use.
- d. Any authorization of funds made by the President must be included in the President’s monthly report.
- e. If the funds requiring authorization affect more than two publication cycles, then the Board’s approval is required

4.5 Investments. Any investments in the name of the Corporation shall be in the control of the President of the Corporation and any such other persons as the Board shall appoint from time to time. The President of the Corporation shall be given the authority to contact the investment broker to obtain any knowledge needed to perform ~~her~~ their duties.

~~4.7 Advertisements. The Advertising Manager shall be responsible for ensuring that all advertisements that go to print correspond with a signed contract from the advertiser. In the event that an advertisement goes to print without a signed contract on file, the Advertising Manager must submit a report to be signed by the President of the Corporation outlining the steps taken to attain the contract before any commission will be paid for the advertisement.~~

4.7 Advertisements. The General Manager shall be responsible for ensuring that all advertisements that are published correspond with a signed contract from the advertiser. ~~In the event that an advertisement is published without a signed contract on file, the General Manager must submit a report to be signed by the President of the Corporation outlining the steps taken to attain the contract.~~

4.8 Financial Review. The General Manager of the Corporation shall be tasked with reviewing the books of the Corporation prior to each duly constituted Board meeting. ~~She is~~ **They are** responsible for reconciling petty cash to ensure that all expenditures are legitimate; reconciling credit card purchases to ensure that expenditures are legitimate; reviewing employee payroll to ensure that employees are receiving the correct remuneration; reviewing the list of unpaid advertisers to ensure that collections are kept up to date; ~~reviewing all commission paid out to employees to ensure they are receiving the correct percentages of commission;~~ ensuring that all invoices issued correspond to signed contracts ~~or that a report on the unsigned contract has been submitted to the President by the Advertising Manager.~~ A report on the finances of the Corporation must be submitted by the General Manager at all duly constituted Board meetings.

4. 8.1 Performance Review. Twice per fiscal year, at regular intervals, the President and Vice-President must meet with each Business Employee **and the Editor-in-Chief** to review their performance. These meetings must be focused on improving their performance in relation to their job descriptions and any other guiding documents, and must be positive in tone.

4.9 Audit /Review Engagement. The audit ~~or review engagement~~ shall be monitored by the President, General Manager, and the Finance Committee and such committee shall have the power to approve drafts, except the final draft which must be approved by a majority vote of the Board. If signatures are needed to approve the final draft it shall first be signed by the President, followed by any other member determined by the Board to fill the required signatures. Auditors shall be instructed to complete all the necessary tax return forms for both levels of governments.

4.9.1 Audit. An audit must be conducted under the following circumstances:

- ~~a. A full audit must be undertaken every year following and preceding the hiring of a new General Manager~~
- ~~b. A full audit must be undertaken every year when the Fulerum's budget exceeds \$500,000 of expenses~~
- ~~c. A full audit must be undertaken every year when the Fulerum's cash holding fall below 50% of the annual operating budget~~
- ~~d. A full audit must be undertaken every year fourth year if none has been conducted in the previous three years~~

4.9.1 Audit. A full audit must be conducted every year.

4.9.2 ~~In years when a full audit is not completed, a financial review engagement shall be completed in compliance with the Ontario Not-For-Profit Corporations Act.~~

4.12.1.2 The Finance Committee will assess the request based on the available assets of the Fulcrum. If the funds are not available the offer will be rejected. This decision will be final. If it **is** determined that funds are available, the Finance Committee will then be responsible for making a recommendation to the Board to accept the request in whole or in part, and, in the case where only a partial offer is made, and the Board accepts the recommendation, negotiating where necessary.

~~5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of an Advertising Manager, they, in conjunction with the General Manager, must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the Advertising Manager and General Manager at a meeting called for that purpose. Should the advertising plan meeting between the Advertising Manager, the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.~~

5.2.1 Advertising Plan. At the earliest reasonable opportunity following the hiring of a General Manager, they must develop a thorough and comprehensive plan for obtaining advertising sales. The plan must be reviewed for comprehensiveness, thoroughness and feasibility by the President of the Society in a meeting with the General Manager called for that purpose. Should the advertising plan meeting between the General Manager and President not occur within 30 days of employment, an emergency meeting of the Board must be called to consider the advertising plan and the reasons for which it was not drafted by the deadline.

5.4 Consultation. The General Manager and **the Chair** ~~a member~~ of the Finance Committee must provide a draft budget and supporting documents to the following individuals at least seven (7) days before submission to the Board for comments and recommendations:

- a. Editorial Board
- b. Editor-in-Chief
- e. ~~Advertising Manager~~ **Treasurer**
- d. President
- e. Board of Directors

5.4 Editorial Salaries. The budget for editorial salaries for the upcoming publishing year is set by the Board in conjunction with the annual budget planning process.

- a. The General Manager, Editor-in-Chief, ~~Production Manager~~, and President shall review the existing salary structure for the Editorial Board and propose changes to the Board.

Nov. 14, 2019, 6 p.m.

Attended by: Dorian, Jia, Justin, Kate, Matt and Kalki

Goals for November/December:

1. Health and Wellness Survey
 - was available from Oct. 11th - Nov. 9th - 7 responses
 - results update:
<https://docs.google.com/document/d/1xkYybYXSKQapFge3xkDZFXtPGWN7WshNM3Lr680MSZk/edit?usp=sharing>
 - next steps
2. Board and Ed Board Bonding Events
 - ideas from poll: dodgeball game, *escape room*, laser tag, *board games*, *go-karting*, potluck, attend sports games (ex. Capital hoops), Christmas activities (masterchef gingerbread house contest, secret santa), paint and wine night (ex. Follow Bob Ross YouTube tutorial), attend Nature Nocturne event, bubble soccer, *brunch*, *dinner*, *going for drinks*, haunted house, Oscars Night, rock climbing, paintball
 - first event: Escape Room on Dec.2 @ 6pm!
3. Tidy Office Space
 - Step 1: identify things to keep/to toss, Step 2: get rid of things to toss, Step 3: organize things to keep, Step 4: get new things (ex. plants, pillows, power bars, door mat)
 - Cleaning session: Nov. 24th after board meeting