

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, January 26th, 2020
FSS 2045, 10:30 a.m. - 11:42 a.m.
Meeting #9 2019-2020 Publishing Year

Present: Kate Murray, Justin Turcotte, Dorian Ghosn (ex-officio), Kalki Nagaratnam, Safa Saud (ex-officio), David Campion-Smith, Benjamin King, Patrick Mangan (Board Candidate)

Partially Present: Raghad Sheikh-Khalil

Absent (with reason): Matt Gergyek (ex-officio), Jia Kim

Absent (without reason): Dayne Moyer

1. Opening of Meeting

B. King opened the meeting at 10:02 am.

2. Agenda

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

3. Approval of New Board Member

P. Mangan introduced himself and expressed his interest in joining the Board as a student representative. He noted that he's a reader of the Fulcrum and explained that he wants to be more involved on campus and see how the formality of Board meetings work. J. Turcotte asked P. Mangan the traditional questions required by all Board Candidates. In response, P. Mangan confirmed that he is over 18 years old, that he is of sound mind, that he has not declared bankruptcy, and that he is not a current or a former employee of the student union at the University of Ottawa. All voted to approve P. Mangan as a student representative on the Board of Directors for the remainder of the 2019-2020 publishing year.

4. November's Meeting Minutes

J. Turcotte motioned to approve November's meeting minutes. D. Campion-Smith seconded the motion. All voted in favour and the motion passed.

5. Standing Actions List

J. Turcotte went over the Standing Actions List and made the necessary changes. Two particular updates of interest in the list of standing actions were that (1) D. Ghosn looked in potential insurance for the Fulcrum's new camera and found that only the Fulcrum would be covered, not volunteers and (2) that CUP can offer one hour summary from the media lawyer if it's

requested in advance, but they wouldn't be able to reimburse the Fulcrum if there's no request in advance.

6. General Manager

Financials

D. Ghosn began his report by reviewing the Fulcrum's current financials. He reported that the Fulcrum's RBC account increased again, and advised that the Board should consider taking some of it out. D. Ghosn also noted that the Fulcrum's chequing account is down by approximately \$20,000 because of salaries and the NASH trip.

Financial Audit Update

D. Ghosn stated that the Fulcrum has already received and deposited its HST refund.

Bell Update

D. Ghosn informed the Board that the Fulcrum has officially moved over to Virgin Mobile internet this week. He said that unfortunately Bell was only able to offer the Fulcrum a three year contract for \$99/month, which would have been \$30 more than they were already charging, and additionally were unable to offer a month to month contract. D. Ghosn stated that with Virgin Mobile, the Fulcrum will be paying \$40/month for the first year, \$60/month after the first year, no installation or modem fees, and it's a month to month contract.

Human Resources (Updated from November)

D. Ghosn updated the Board that a substance report has been requested from UOttawa, and there's currently no update on its status, although he said that he'll follow-up with UOttawa again. He continued, saying 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, with no response as of yet.

D. Ghosn mentioned that new first aid kits have been purchased and should be in the office by the end of the week (one in the bathroom on the first floor and the other in the editors office).

NASH 82

D. Ghosn announced that NASH was amazing! He briefly reviewed the numbers for NASH, which are as follows:

- Budgeted: \$5000
- Fundraising: \$3900
- Actual: \$7764.92
- Difference: \$1135.08

Advertising and Promotion

D. Ghosn stated that the Fulcrum held its first trivia night of the year yesterday at Father and Son's. He thanked Safa and David for hosting and creating the trivia questions.

D. Ghosn informed the Board that he gave Safa the ability to use the Fulcrum credit card (with a limit of \$500) on the Fulcrum's social media accounts without needing approval from him first.

He said that he did this so that Safa can experiment and have more freedom with boosting posts. He added that she'll be forwarding him each receipt so that he can file them and keep track for auditing purposes.

Student Levy Update

D. Ghosn announced that the Fulcrum finally received its fall levy (which is not currently represented in the Fulcrum's official numbers for this month as it will take five business days to be verified and deposited), which is slightly higher than the Board had anticipated and budgeted for. He suggested that the higher figure could be because of having a higher opt-in rate.

D. Ghosn mentioned that with regards to the Fulcrum's winter levy, Sam from UOSU told him that they are expecting to receive the money at the end of February.

Office Tune-Up

D. Ghosn noted that the Fulcrum used a company called "Just Junk" to remove the majority of the Fulcrum's junk from the office. He thanked Justin, Kalki, Kate, and everyone that helped to re-organize and clean up the office.

7. Editor-in-Chief

Note: M. Gergyek was unable to attend the meeting in person, so the Board read his report aloud.

Staffing/Content

M. Gergyek noted that the Fulcrum has extra money this semester due to the university deeming previously non-essential fees mandatory this semester. He recommended that the Fulcrum does not use these funds to hire a full-time editorial position because the Fulcrum lacks the time to train them and get them ready before the production cycle ends. Instead, M. Gergyek suggested that the Fulcrum hire for a position that can help out other already hired editors, such as a staff photographer or a videographer (in consultation with Rame and the rest of Ed Board).

M. Gergyek indicated that he's begun working on his transition report and also his recommendations for editorial structure for the next publication cycle. He continued, saying that he also started encouraging the editorial board to consider running for the position of Editor-in-Chief. M. Gergyek mentioned that he'll set up an application deadline for mid-February, test writing the following week, elections during the first week of March, and will open up hiring for the 2020-21 editorial board a few weeks after that.

Marketing/Community Engagement

M. Gergyek said that a trivia night was held on January 25th at Father and Son's. He added that looking ahead, some upcoming potential events in the coming months include: hosting a photo walk, art gallery night, and panel discussion.

M. Gergyek announced that the Ed Board will start class presentations in the next few weeks to boost volunteers and freelancers. He went on to state that he'll be taking part in the winter semester clubs week next week by tabling in the UCU and holding workshops with recognized student governments in February.

8. Online Editor

S. Saud began by stating that her report is based on analytics from December 28th to January 25th.

Website Analytics

S. Saud reported that the website received 13,000 users since December 28th, which is significantly lower than other months. She suggested that this is likely due to it being winter break and most of Ed Board being on break as well though. S. Saud announced that since then the numbers have been growing (with a huge peak on January 6th) apart from a three day period the following week when there was a decline in users due to NASH. She reported that the numbers have continued to rise from that point onwards.

S. Saud indicated that of the 13,000 users, nearly 12,000 of them were new users. She explained that a strategy for improving website analytics in February is to continue posting great stories and promoting the website via ads. S. Saud noted that the top referral sources this month have been organic searches, and then Facebook and Instagram.

Facebook Analytics

S. Saud informed the Board that Facebook and Instagram are still the Fulcrum's best performing platforms. She continued, saying that Facebook performed especially well in January despite there being fewer stories posted compared to other months. S. Saud mentioned that the Fulcrum's Facebook page is only 90 likes behind the Charletan's. She added that she's considering doing more giveaways to earn views, increase engagement rates, and hopefully gain more page followers.

Instagram Analytics

S. Saud stated that Instagram also performed well this month in its follower growth rate and excitedly announced that the Fulcrum is almost at 1,000 followers. She explained that although the month of December saw a decline in followers and engagement rates because of the lack of posting, the Fulcrum is picking up the pace now. S. Saud noted that the top performing posts of the month were the back-to-school giveaway and the group picture from NASH.

Twitter Analytics

S. Saud reported that Twitter performed well this month in engagements and impressions and the Fulcrum gained 26 new followers, yet profile visits declined by 9%, which S. Saud said it was low. She went on to explain that considering the Fulcrum only posted 33 tweets, the Fulcrum's engagement and number of likes per post is doing extremely well. S. Saud added that the change of tweeting style is really making a difference in boosting engagement and follower rates.

Marketing

S. Saud exclaimed that the Fulcrum has an exciting semester coming up in terms of events being planned. She noted that the Fulcrum's trivia night was yesterday, which was great in terms of attendance and for marketing as it boosted followers on Instagram and Twitter. S. Saud said that it would be good and appreciated if there was more Board attendance at future events.

S. Saud mentioned that the Fulcrum has an art gallery/potential wine and cheese event planned at the end of February. She continued saying that the Fulcrum will be partnering with the graduate arts students association. S. Saud clarified that the Fulcrum aims to showcase its best artwork and illustrations from the decade as well as network with students on campus.

S. Saud added that the Fulcrum also has a photo walk coming up where Aaron and Parker will walk with attendees around the city taking pictures and teaching them basic photography skills.

S. Saud announced that the Fulcrum has an exciting panel coming up in March with influential Ottawa journalists. She disclosed that currently, Judy Trinh and Adrian Harewood from the CBC have been confirmed as panelists and Gabriella from the Digital Journalism program will serve as the moderator. S. Saud stated that she'll be continuing to send out more emails to journalists inviting them this week. She estimated that the event will cost approximately \$500-600 and added that the Fulcrum will probably have to serve coffee, tea, and some snacks as well. S. Saud said that the marketing committee feels that this event will build a bridge between the news outlets in Ottawa in addition to improving the Fulcrum's presence on campus.

9. Marketing Committee

In the interest of time and to avoid repeating the updates from S. Saud's report, D. Champion-Smith simply added that the marketing committee are hoping that the art gallery event and the speaker series can serve as proof of concepts as it would be great if they can be ongoing, annual events. He also noted that the committee is considering holding a paper plane contest when it's warmer outside.

10. President

Executive Committee

J. Turcotte announced that he attended an Ontario CUP meeting to discuss the court decision on the Student Choice Initiative. He explained that initially, when the SCI was implemented, the Ontario Branch of the CUP hired Earnscliffe, to lobby MPPs on the subject of deeming student journalism an essential service. J. Turcotte stated that the Fulcrum pledged to contribute funding to this project, although the Fulcrum wasn't charged. J. Turcotte noted that since the Student Choice Initiative wasn't successful, students will not be allowed to opt-out of services for the Winter term.

J. Turcotte informed the Board that he inquired about any potential subsidy from CUP for legal fees, as he explained that this is something that has been done in the past. He continued by saying that at the moment, CUP is reorganizing its finances and therefore subsidies are not at the top of their mind. J. Turcotte said that the Fulcrum may be able to claim 1-hour of legal advice in the future.

Finance Committee

J. Turcotte reminded the Board that on December 13th, the Board found out that the University of Ottawa will not allow students to opt-out of student fees in the winter term, which means that the Fulcrum expects 100% of its levy for this term! He reported that after receiving this news, the finance committee met on January 17th to review the budget and discuss how to distribute the extra funds. J. Turcotte went on to state that the committee will be seeking the Board's approval to add an additional \$11,075 in spending to the 2019/2020 budget considering the expected additional revenue of \$16,474.42 for the winter term. He added that this will leave the Fulcrum with an expected surplus of \$28,796.96. J. Turcotte explained that these extra funds will allow the Fulcrum to plan a special project for next year, which will be a key topic of discussion at the upcoming strategic planning session.

J. Turcotte indicated that the Fulcrum received its fall levy from the UOSU, although it was very late. He said that he and Dorian reviewed the Fulcrum's agreement with the UOSU and assured the Board that they will be clear that the Fulcrum expects to receive its winter levy within 14 days of when the UOSU receives the funds from the university.

J. Turcotte informed the Board that the budget planning process will begin at the beginning of February, after the strategic planning session.

Human Resources Committee

J. Turcotte mentioned that he, Kalki, and Kate completed performance reviews with the General Manager, the Editor-in-Chief, and the Online Editor in December.

J. Turcotte motioned to go in-camera with the General Manager. K. Nagaratnam seconded the motion. All voted in favour and the motion passed. J. Turcotte motioned to stay in-camera. There was no seconder and the motion failed.

J. Turcotte motioned to add five more minutes to the discussion. D. Champion-Smith seconded the motion. All voted in favour and the motion passed.

J. Turcotte proceeded to give the Board an update on the hiring for the position of General Manager. He mentioned that the HR committee posted the position on December 5th, that 14 applications were received by the deadline of December 20th, and that three candidates were interviewed on January 16th and 17th. J. Turcotte continued, saying that the committee met on January 21st and extended an offer to the first candidate, which was declined on the basis of salary. He stated that an offer was extended to the second place candidate on January 25th, which was declined on the basis of the duration of the contract. J. Turcotte said that the HR

committee will meet again to evaluate the next steps and added that Dorian will remain the General Manager in a part-time capacity until the end of his contract at the end of April.

J. Turcotte announced that with the Fulcrum's additional funding this term, the team may bring on an additional editorial staff member to assist with pictures or video. He noted that this is pending a meeting with the Fulcrum's Art Director.

Inter-Board Health and Wellness Committee

J. Turcotte thanked everyone who came out to Escape Manor on December 2nd! He congratulated one team who was able to escape the room and the committee for putting on the event.

J. Turcotte stated that this committee has been hard at work at the office too. He explained that over two long sessions, the committee has cleaned up and reorganized the offices of the Fulcrum. J. Turcotte went on to say that on December 11th, a junk removal company removed many old items and garbage from the office. He added that several boxes of items were also given to the Free Store on campus. J. Turcotte conveyed that the committee asks that everyone respect the office space.

J. Turcotte informed the Board that a university health and safety specialist has been contacted and asked to speak to the staff about the building's state and the safeguards that are in place to protect them from any hazards regarding designated substances. He said that he's waiting to hear back from the university to begin organizing this.

Policy Committee

J. Turcotte mentioned that the policy committee met on January 23rd, although the meeting became an HR committee meeting in order to make a decision after the first offer for the GM position was declined.

Marketing and Promotions/Readership Committee

J. Turcotte said that this committee met on January 14th. He congratulated the committee for putting on a successful Office Trivia last night. J. Turcotte reported that the committee is in the planning stages for the Fulcrum speaker series coming up in March. He added that the committee is looking at a potential art installation in the OAG in February.

Board Matters

J. Turcotte indicated that there is one open seat on the Board: a university representative seat. He also asked that Board members ensure that they've completed the *Accessibility for Ontarians with Disabilities Act (AODA)* online training that was emailed to them, and once completed, to forward their certifications of completion to president@thefulcrum.ca.

Special Committee for Employment Compliance

J. Turcotte stated that this committee met on January 7th, and completely drafted a legally required joint Workplace Violence Policy and Program. He clarified that the policy/program has

been signed by himself and is on the health and safety board in the Fulcrum office, and said that it will become an appendix to the Policy Manual.

J. Turcotte advised the Board that the regulation first aid kits requested by the committee are now available in the office.

J. Turcotte mentioned that the committee will examine the Fulcrum's workplace harassment policy and program at its next meeting in order to ensure compliance with the *Occupational Health and Safety Act*.

Strategic Planning Session

J. Turcotte reminded the Board that the Fulcrum's next strategic planning session is scheduled for Sunday, February 9th, and asked that everyone come with one concrete idea for a special project or initiative that could help to project the Fulcrum forward as a digital media outlet.

Other Items

J. Turcotte recalled that the next Board meeting is on Sunday, February 23rd at the office.

J. Turcotte mentioned that the editorial team went to NASH in Vancouver the second weekend of January and congratulated Matt for bringing home two awards of excellence in student journalism.

11. Inter-Board Health and Wellness Committee

Health and Wellness Survey Next Steps

K. Nagaratnam reported that the next step for the health and wellness survey is to have a Health and Safety representative from the University come to the office before April to speak with Ed Board and answer any of their questions.

Board and Ed Board Bonding Events

K. Nagaratnam mentioned that the first bonding event was an escape room in December. She asked those present what they would like for the next event and when, suggesting options such as: attending Capital Hoops, Sens game, potluck and board games, and Nature Nocturne. J. Turcotte proposed that the Inter-Board committee coordinate with the marketing committee for a future event. K. Nagaratnam said that she'll send a Doodle to everyone to narrow down the options. The Board agreed that the Inter-Board committee will also plan the annual Oscars night.

Tidy Office Space

K. Nagaratnam explained that so far, the committee has identified things to keep/toss, got rid of the things to toss, organized the things to keep, and are currently on step four of the process which is to purchase new items for the office such as plants, pillows, power bars, and a doormat. She added that the committee will also be focusing on creating a BoD room with matching Board furniture, a President's office, and purchasing two large rugs for the main floor, some sturdy large bookcases, large file dividers, and filing cabinets.

12. Winter Strategic Planning Session

J. Turcotte announced that the Winter Semester Strategic Planning Session will be held on February 9th at 11:30 am. He said that he'll send an email to everyone confirming pizza requests and attendance. J. Turcotte requested that ahead of the session, Board members think about what projects can help the Fulcrum in terms of concrete spending items.

13. Ratification of New Ed Board Members

J. Turcotte and K. Murray explained to the Board that at a previous monthly Board meeting the Board had forgotten to ratify the two new Ed Board members: Jasmine McKnight as the Associate Sports Editor and Aaron Hemens as the News Editor. J. Turcotte made an omnibus motion to approve to ratify Jasmine and Aaron. K. Nagaratnam seconded the motion. All voted in favour and the motion passed.

14. Approval of Amended Winter 2020 Budget

Note: The winter adjusted 2019/2020 budget can be found in the finance committee folder on the Chief of Staff's Google drive.

J. Turcotte explained each of the columns in the budget document and reviewed the proposed new changes. He stated that the finance committee will need to be able to explain this surplus profit at the Fulcrum's Annual General Meeting this year. D. Champion-Smith asked about the \$500 for content enhancement. J. Turcotte said that it was partly to cover a request for information that the EIC submitted to the university. He added that it's a pretty versatile line intended to help editors with carry out elements of their stories.

J. Turcotte made an omnibus motion to approve the Column G proposed winter additions to the budget. K. Nagaratnam seconded the motion. All voted in favour and the motion passed.

15. Revisit Standing Actions List

J. Turcotte revisited the Standing Actions List and added:

- hosting Oscar night;
- brainstorming for the Strategic Planning Session;
- training Patrick; and
- OAG.

J. Turcotte emphasized that it's important to have effective communication in the lead up to the Annual General Meeting as the Fulcrum is required to have a quorum of 25 for the meeting.

J. Turcotte also noted that the summer months will be a time to get a lot done and to keep on track with goals and targets.

J. Turcotte reminded the Board that the next monthly meeting is on February 23rd. He asked that each Board member try to attend as many committee meetings as they can and requested that committee chairs try to coordinate so that not all meetings are in one week.

16. Other Business

J. Turcotte motioned to adjourn the meeting at 11:42 am. All voted in favour and the motion passed.

Appendices

GM Report January 2020

1. Financials

Previous Month

Month Difference

TOTAL \$256,223.67 \$236,679.95 \$-19,543.72

Chequing \$167,212.50 \$145, 430.35 -\$21,782.15

RBC \$89,011.17 \$91,249.60 \$2,238.43

2. Financial Audit Update

We've already received and deposited our HST refund of \$5,057.10 (reflected in the amounts shown above).

3. Bell Update

After 3 years of service with Bell internet, we've moved over to Virgin Mobile (officially tomorrow evening). Unfortunately, Bell was only willing to offer us a 3 year contract at \$99.00 a month(\$30.00 over what we were already being charged) and had no wiggle room with letting us stay on a month to month contract. They said that we would be paying \$226.00 (approx.) instead if

we went month to month. With Virgin Mobile, we now will have the following:

- 50mbps instead of 25 - \$40.00 (plus HST) a month for the first year and \$60.00 a month afterwards - No installation fee - Month to month plan

4. Human Resources (Updated from November)

a) Health & Safety

- i) Substance report has been requested from uOttawa. Currently no update on the status. - No response yet from uOttawa (will follow up again)
- 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. - No response from EXT 2222
- iii) 2 New certified first aid kits should be in the office by the end of the week. - Both have been purchased. One is in the bathroom on the 1st floor and the other is in the editors office.

5. NASH82

Budget Fundraising Actual Difference

\$5,000.00 \$3,900.00 \$7,764.92 **\$1,135.08**

NASH was amazing! That is all!

6. Advertising and Promotion

We held our first trivia night of the year yesterday at Father and Son's, with the theme being "The Office". Thank you to Safa and David for hosting and creating the trivia questions.

Social media: I gave Safa the ability to use the Fulcrum credit card on the social media accounts without needing approval from me first. The reason I did this is so that she can

experiment and have more freedom with boosting posts on Facebook, Twitter, and Instagram. Her budget for this is \$500.00. She will be forwarding me each receipt so that I can file them and keep track for auditing purposes.

7. Student Levy Update

We finally received our fall levy. The total is \$80,526.94, which is actually slightly higher than what we budgeted for after we found out about the opt-in rate. Please note that the fall levy amount is not reflected in our current bank amount as it will take approximately 5 business days to be verified and deposited.

As for the winter levy, Sam from UOSU told me that they are expecting to receive the money at the end of February.

8. Office Tune-Up

We used a company called “Just Junk” to remove the majority of our junk (no pun intended). Thank you to Justin, Kalki, Kate, and everyone that helped re-organize and clean up the office. It looks great!

Editor-in-Chief Board Report (Jan. 26)

Staffing/Content

- We have extra money this semester due to the university deeming previously non-essential fees mandatory this semester
 - I do not recommend we use these funds to hire a full-time editorial position (i.e. opinions editor or managing editor) because we lack the time to train them and get them up and running before the publication cycle ends in just two months
 - Instead, I recommend hiring for a position that can help out other, already hired editors (i.e. a staff photographer or a videographer — but we need to consult with Rame especially and the rest of Ed Board on this and this decision should not be limited to solely the board)
- Working on beginning my transition report and also my recommendations for editorial structure for the next publication cycle
- Started encouraging the editorial board to consider running for EIC position and to reach out to me with any questions or concerns
 - Will set application deadline for mid-February, do test writing the following week
 - Elections will then be held the first week of March, will open up hiring for 2020-21 editorial board a few weeks after

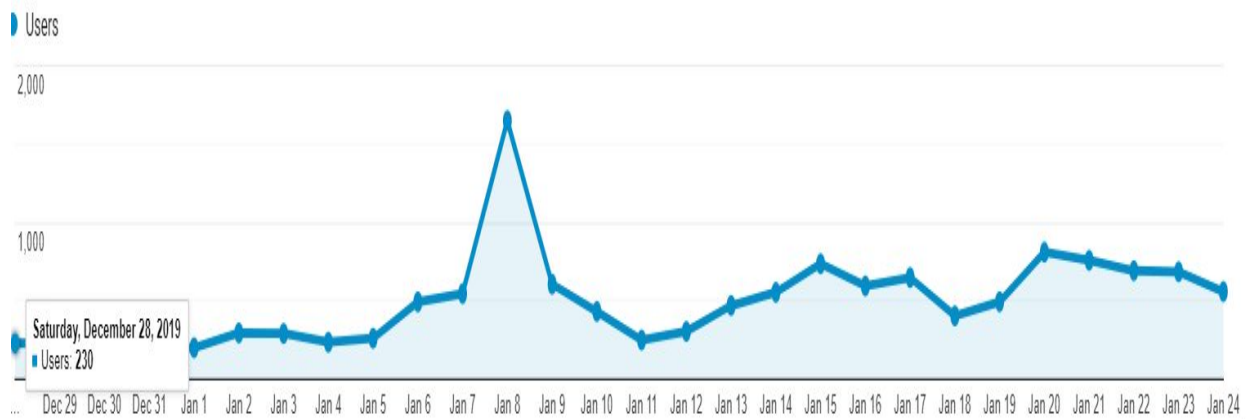
Marketing/Community Engagement

- Trivia night held on Jan. 25 at Father and Sons
 - Looking ahead, potentially hosting a photo walk, art gallery night, and panel discussion in the next few months
- Editorial board will start class presentations in the next few weeks as well to boost volunteers/freelancers
 - Taking part in the winter semester clubs week next week, tabling in UCU
 - Holding workshops with recognized student governments in February

The Fulcrum's January Analytics

January 26, 2020

Website analytics Overview



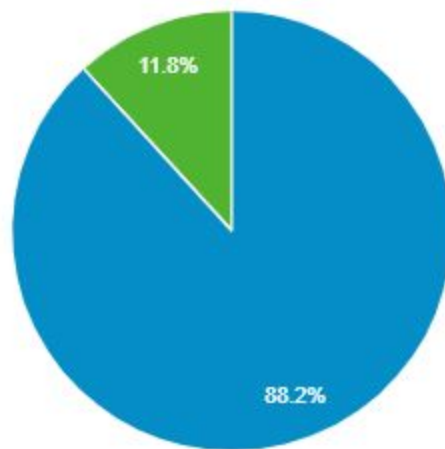
Users	Sessions	Bounce Rate	Session Duration
13K	15K	84.81%	0m 43s
↓ 27.2%	↓ 26.8%	↑ 0.6%	↑ 2.6%

This report is based on analytics from Dec 28 - Jan 25. The Fulcrum received 13,000 users since December 28 which is considerably lower than other months due to winter

break and most Ed board being on break as well. The numbers grew ever since ed board returned from their break which is portrayed in the graph above. There was a slight decline in users the subsequent week due to Nash, however, that period lasted only three days as the numbers continued to rise from that point on.



■ New Visitor ■ Returning Visitor



Out of the 13,000 users, almost 12,000 of them were new users. We received a total of 20,378 although fewer stories were posted. This is a great sign considering January's coverage has been great.

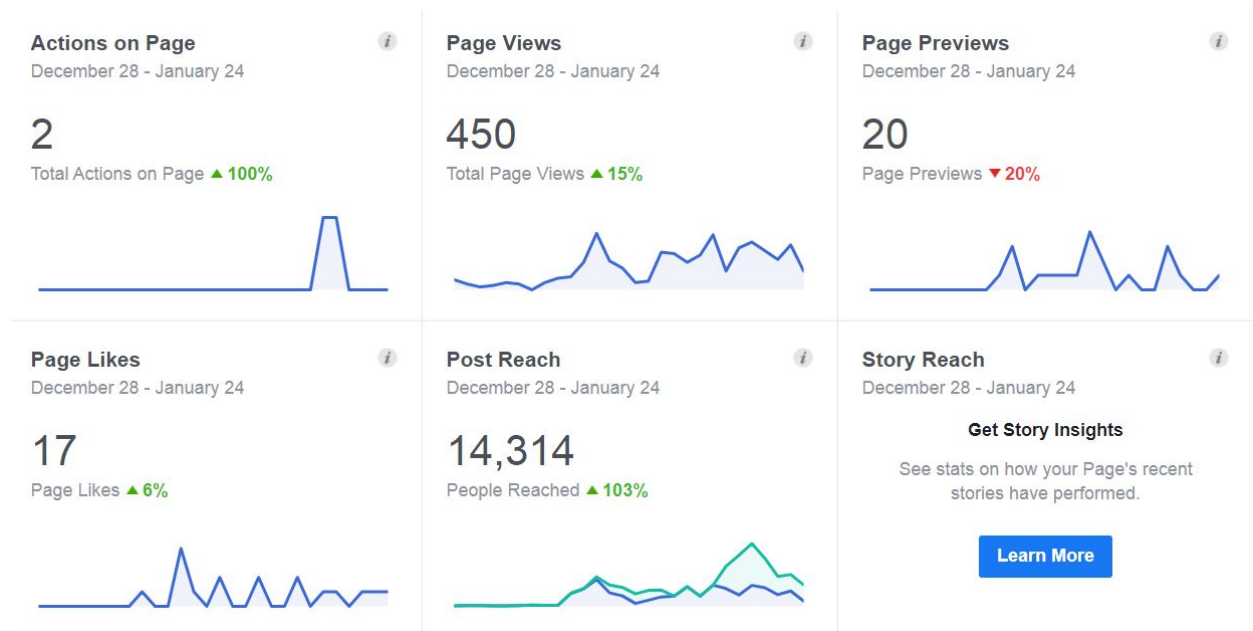
Our strategy for improving website analytics in February is to continue posting great stories as well as promoting our website through ads.

	Acquisition			Behavior		
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓
	4,149	3,746	4,685	83.97%	1.43	00:00:48
1 ■ Organic Search	2,688	<div style="width:75%;"><div style="background-color:blue; height:10px;"></div></div>		83.80%	<div style="width:95%;"><div style="background-color:blue; height:10px;"></div></div>	
2 ■ Social	817	<div style="width:25%;"><div style="background-color:blue; height:10px;"></div></div>		88.15%	<div style="width:100%;"><div style="background-color:blue; height:10px;"></div></div>	
3 ■ Direct	474	<div style="width:10%;"><div style="background-color:blue; height:10px;"></div></div>		82.51%	<div style="width:90%;"><div style="background-color:blue; height:10px;"></div></div>	
4 ■ Referral	209	<div style="width:5%;"><div style="background-color:blue; height:10px;"></div></div>		74.29%	<div style="width:80%;"><div style="background-color:blue; height:10px;"></div></div>	
5 ■ (Other)	3	<div style="width:0%;"><div style="background-color:blue; height:10px;"></div></div>		66.67%	<div style="width:70%;"><div style="background-color:blue; height:10px;"></div></div>	

Source / Medium ?	Acquisition	
	Users ? ↓	New Users ?
	12,963 % of Total: 100.00% (12,963)	11,989 % of Total: 100.03% (11,986)
1. google / organic	8,267 (63.14%)	7,841 (65.40%)
2. m.facebook.com / referral	1,854 (14.16%)	1,507 (12.57%)
3. (direct) / (none)	1,333 (10.18%)	1,288 (10.74%)
4. facebook.com / referral	463 (3.54%)	382 (3.19%)
5. t.co / referral	338 (2.58%)	247 (2.06%)
6. news.google.com / referral	239 (1.83%)	216 (1.80%)
7. bing / organic	76 (0.58%)	73 (0.61%)
8. l.facebook.com / referral	62 (0.47%)	41 (0.34%)
9. l.instagram.com / referral	50 (0.38%)	49 (0.41%)
10. transition.meltwater.com / referral	27 (0.21%)	14 (0.12%)

The top referral sources this month have been organic searches, followed by Facebook and Instagram.

Facebook Analytics



Facebook performed considerably well in January despite fewer stories being posted compared to other months. We got a total of 450 page views and 20 page previews. Our posts reached 14,314 people which is a record high for the Fulcrum. In November, our posts reached only 6,035 people even though more stories were being posted. We received 17 new page likes and followers as well.

Recommendations

December 28 - January 24



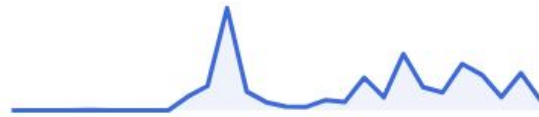
We have insufficient data to show for the selected time period.

Post Engagement

December 28 - January 24

4,372

Post Engagement ▲5%



Page Followers

December 28 - January 24

17

Page Followers ▲6%



Orders

December 28 - January 24

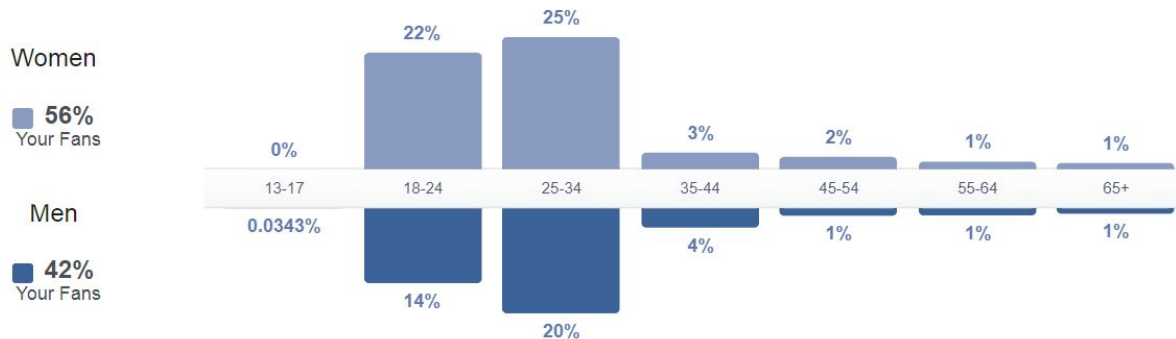
0

Number of Orders ▲0%

0

Earnings from Orders ▲0%

In terms of post engagement, we received 4,372 engagements which is lower than November.



Facebook's target demographic, for January specifically, has been people between the ages of 25-34. It is interesting to know that graduate and post-graduate students are reading as well meaning we need to create diverse content, especially in terms of social media engagement.

		Ottawa Citizen	155.7K	▲ 0.1%	250+	771.1K
2		Ottawa Sun	43.2K	▲ 0.1%	250+	115.1K
3		The Charlatan	3K	0%	19	620
YOU						
4		The Fulcrum	2.9K	▲ 0.1%	11	1.7K
Keep up with the Pages you watch. Get More Likes						
5		La Rotonde	2.8K	▲ 0.3%	14	465
6		Syndicat étudiant de l'U...	1.5K	▲ 0.1%	11	438

We are still behind the Charlatan in terms of page likes but we are 90 likes behind.

Our social strategy for Facebook for the coming month would be to continue posting great stories as well as do giveaways to earn views and increase engagement rates.

Instagram Analytics:

Profile Growth & Discovery

See insights on how your profile has grown and changed over time.

■ Collected Data ■ No Data



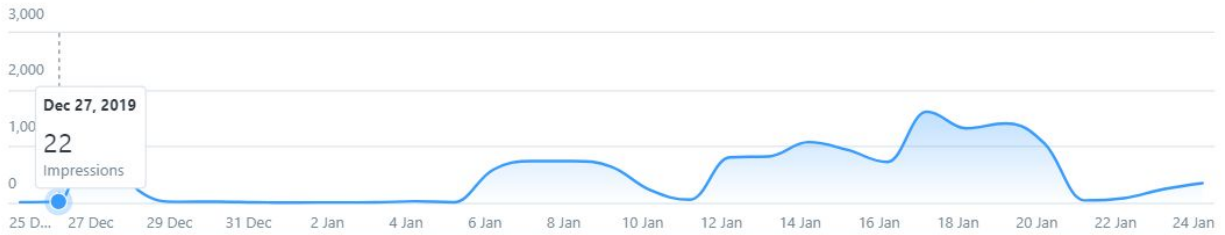
Instagram performed well this month in terms of follower growth rate. We gained 28 followers this past month and are shy of 30 to hit 1,000!!

December saw a decline in followers and engagement rates due to the lack of posting and we lost a few followers from November, however, we are picking up the pace.

We had a back-to-school giveaway which earned us some quality followers as well as boosted engagement rates.

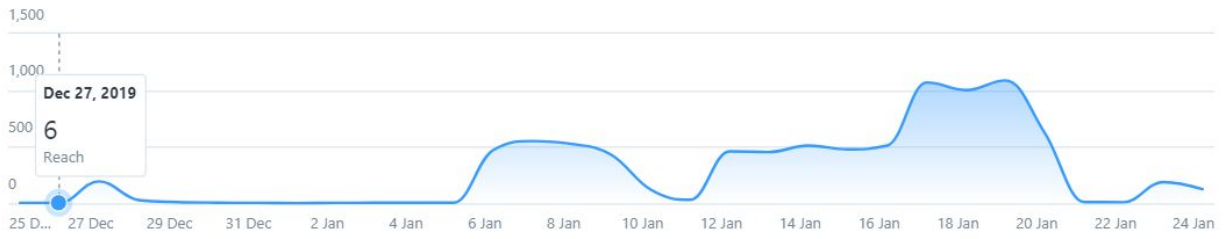
IMPRESSIONS

15,751
IMPRESSIONS



REACH

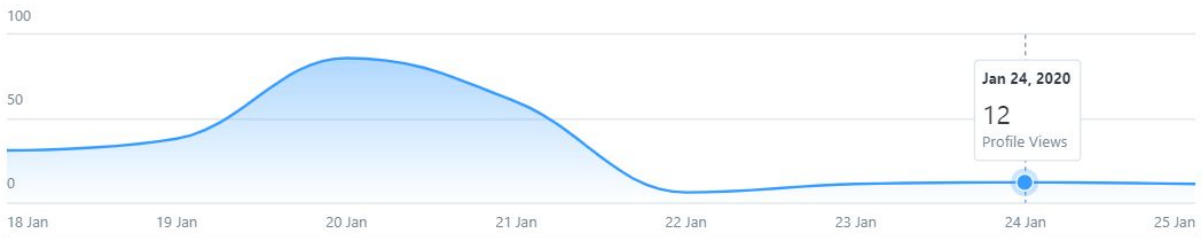
289
AVG. REACH



Our average reach for the month was 289 and our impressions were 15,751.

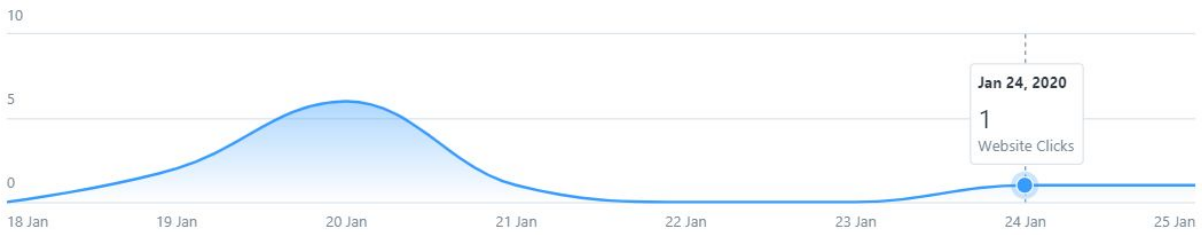
PROFILE VIEWS

255
PROFILE VIEWS



WEBSITE CLICKS

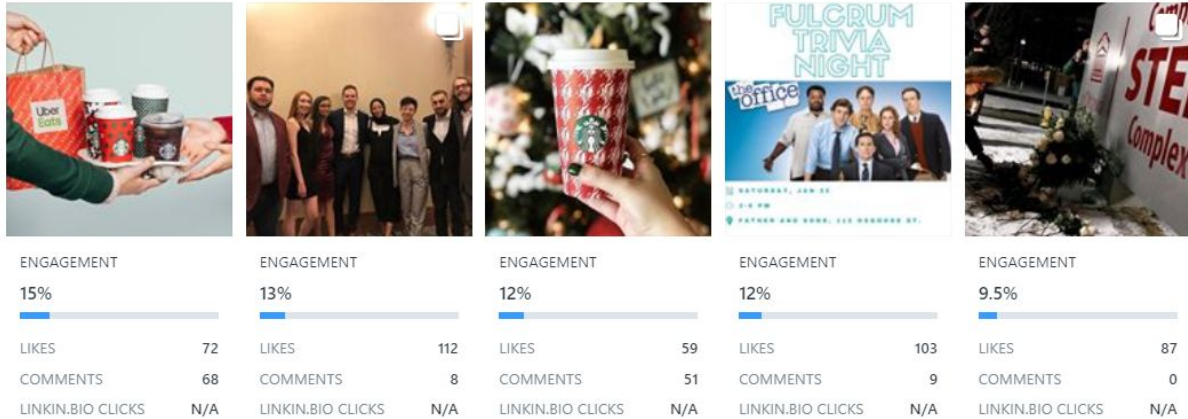
11
WEBSITE CLICKS



We also received 255 profile views and 11 website clicks.

Best Performing Posts

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



Our top performing post of the month was our back-to-school giveaway followed by a staff picture of NASH. Staff pictures generally perform really well on Instagram.

Twitter Analytics

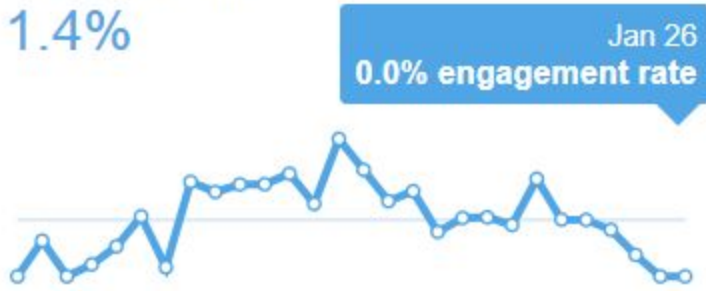
28 day summary with change over previous period



Twitter performed well in terms of impressions and engagements, however, profile visits declined by 9% which is low. We gained 26 new followers which is great considering our average is 10-12 new followers per month.

Engagement rate

1.4%



Link clicks

370



On average, you earned **13 link clicks** per day

Retweets

49



Likes

171

Jan 26
0 likes



On average, you earned **6 likes** per day

Replies

4

Jan 26
0 replies



On average, you earned **0 replies** per day

Considering we only posted 33 tweets, our engagement and number of likes per post is doing remarkably well. We received 171 link clicks, 49 retweets, and 370 link clicks.

The new style of tweets + the change in Twitter's user interface has boosted engagement and follower rates.

MARKETING

We have a very exciting semester planned in terms of events. Our first event took place yesterday and we had an average of 46 people show up. It was a great marketing stunt as most people brought friends who were introduced to the Fulcrum. The event also boosted followers on IG and TW as well.

February

We have an art gallery/ potential wine and cheese event planned to take place on Saturday the 26th. We will be partnering with the graduate arts student association and ask them to share their work with us as well. We aim to showcase our best artwork and illustrations from the decade as well as network with students on campus.

We also have a photo walk coming up. This event will be led by Aaron and Parker and they will be walking around the city with attendees to take pictures and teach them basic photography skills.

March

We have an extremely exciting panel coming up with influential journalists from the city. The event is set to take place on March 11th and we are yet to confirm the room. As of now, Judy Trinh and Adrian Harewood from the CBC have been confirmed as panelists while Gabriela is our moderator. We have reached out to journalists from the Globe and Mail and Huff Post but have not heard back. I will be sending out a fresh round of emails this week as well.

We feel this event will build a bridge between news outlets in Ottawa as well as improve our presence on campus.

The logo for Fulcrum features the word "FULCRUM" in a large, bold, black, sans-serif font. A small black silhouette of a fulcrum (a triangular support) is positioned above the letter 'U'. A thin blue horizontal line is visible on the left side of the page, partially overlapping the logo.

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

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Fulcrum Publishing Society – Board of Directors
Branding and Promotion Committee Report (Sunday, January 26, 2020)
Prepared by: David Campion-Smith

Updates

We had our Office trivia event yesterday at FnS. Thank you to everyone who came out and helped make it a success.

February Events

We discussed several possible events for February including; Snowball fight, beavertails on campus, skating on the canal.

What we decided on for February though was

- 1) Photo workshops on campus early in February.
- 2) Art gallery of our old illustrations. Talk to arts school and the OAG. Open it up to undergraduate and graduate arts students contributions.

The art gallery is our biggest project for February. Safa has reached out to the OAG to see if we could hold it there. We will also be reaching out to the faculty of arts and their student association to see if anyone would be interested in contributing art based on the theme of Ottawa.

If we do not hear back from the OAG we will do our best to use a room on campus and hold it there instead. Much like our speaker series event we are hoping this will prove as a proof of concept idea for future marketing efforts going forward.

March Event

On March 11th we will be doing a panel discussion with journalists. We have a few who are checking their schedules and are waiting on responses from some others. We have a moderator. The three of us will have a meeting the first week of February to discuss the event more.

To Dos

Speaker Series

We need to reach out to more journalists as we only have a yes from two so far. We will be reaching out to ed board to get some of their input. We would also like to take the time to ask the board if anyone has recommendations for journalists of colour they follow who they would like to see speak at a panel on campus.

Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, January 26th, 2020

120 University Private, Ottawa, ON

Meeting #9 of 2019/20 Publishing Year



Justin Turcotte

1. Executive Committee

I attended a virtual meeting with the Ontario branch of the Canadian University Press (CUP) on November 25th. We discussed the (then) recent court decision on the Student Choice Initiative (SCI). When the SCI was initially implemented the Ontario branch of CUP hired Earncliffe, a Canadian strategy group, to lobby MPPs on the matter of deeming student journalism an essential service. The Fulcrum contributed funding to this project. Ultimately, it was not successful.

After the court decision, Earncliffe reached out to the Ontario branch to pitch their services again. Their logic is as follows: while the SCI may have been deemed unlawful, there's still a chance that the government may win an appeal and that it's best to set up meetings with MPPs in order to talk them out of it. Earncliffe believes that these discussions will be more fruitful this time around simply because the PC party has bigger fish to fry: between the teachers' union and all the other unhappy actors in the province, the government is tired of fighting and tired of the bad press, according to Earncliffe. At the very least, Earncliffe wants to convince the government to add a caveat to future appeals which state that student media is an essential service. It would be a similar process as before, CUP reps meet with MPPs and basically make their case to these government officials.

With that said, during the meeting several reps, myself included, vocalised that we did not think this was a necessary step at this time. As such, no action is being taken on this front for now.

Additionally, I inquired about any potential subsidy from CUP for legal fees, as this is something that has been done in the past. At the moment, CUP is reorganizing its finances and subsidies are not their top of mind. That said, we may be able to claim 1-hour of legal advice in the future.

2. Finance Committee

On December 13th, we learnt that the University of Ottawa would not allow students to opt-out of student fees through their online portal for the winter term. As such, we expect 100% of our levy for this term!

With this in mind, the finance committee met on January 17th to review the budget. The committee will be seeking the board's approval to add an additional \$11,075 in spending to the 2019/2020 budget considering the expected additional revenue of \$16,474.42 for the winter term. This leaves us with an expected surplus of \$28,796.96. This reserve allows us to plan a special project or projects for next year. This will be a key topic of discussion at our strategic planning session in February.

We received our fall levy from the UOSU, although it was very late. Myself and Dorian have reviewed our agreement with the UOSU and will be clear that we expect to receive our winter levy within 14 days of when the UOSU receives the funds from the university.

The budget planning process will begin at the start of February, after the strategic planning session.

3. Human Resources Committee

Myself, Kalki (Vice President), and Kate (Chief of Staff) completed performance reviews with the General Manager, Editor-in-Chief, and Online Editor in December.

One in Five Podcast

The HR committee received a revised proposal to reimburse the podcast volunteer, Anchal, on November 29th. After consideration, the HR committee offered an honorarium of \$800 to Anchal, to be paid at the end of the publishing year as a "thank you" and a gesture of goodwill for voluntary services for which fees are not legally required. This offer was pending approval of the Board, since it represented unplanned/new spending in excess of \$500.

This decision was made so as to maintain Anchal's status as a volunteer, rather than an independent contractor or an employee. Anchal does not meet the definition of an independent contractor and the HR committee did not support the option of hiring Anchal as a staff member, considering the potential exposure of back-pay.

Ultimately, after some additional back and forth, the Editor-in-Chief informed me on January 19th that the offer was declined by Anchal. As such, Anchal has decided to continue the One in Five podcast without The Fulcrum, effective immediately.

Unlike employees, volunteers own copyright in the works they author or create, unless there is a written contract with the volunteer which assigns ownership of the copyright to the business. This was not done in Anchal's case and is an oversight that will be examined by the policy committee. Therefore, Anchal owns copyright on all One in Five podcast episodes.

General Manager

The HR committee posted the position of General Manager on December 5th. Fourteen applications were received by the closing date of December 20th. Three candidates were interviewed on January 16th and 17th.

The HR committee met on January 21st and extended an offer to the first candidate. This offer was declined on the basis of salary. An offer was extended to the second place candidate on January 25th. This offer was declined on the basis of the duration of the contract.

The HR committee will meet again to evaluate next steps. Dorian will remain the General Manager in a part-time capacity until the end of his contract at the end of April.

New Editorial Position

With our additional funding this term, we may bring on an additional editorial staff member to assist with pictures or video. This is pending a meeting with our Art Director.

4. Inter-board Health and Wellness Committee

Thank you to everyone who came out to Escape Manor on December 2nd! Congrats to the one team that was able to escape the room and for the committee for putting on the event.

This committee has been hard at work in the office too. Over two sessions of several hours, the committee cleaned up and reorganized the offices of The Fulcrum. On December 11th a

junk removal service removed many old items and garbage items from the office. Several boxes of items were also give to the Free Store on campus. We ask everyone to respect the office space. Please put items back where you found them and let's all work to keep the space in a good state of maintenance.

The committee met on January 21st.

A university health and safety specialist has been contacted and asked to speak to the staff about the building's state and the safeguards in place to protect them from any hazards in terms of designated substances. This conversation is on-going.

5. Policy Committee

This committee met on January 23rd. However, the meeting transitioned to an HR committee meeting in order to make a decision after the first offer of employment for the GM position was declined.

6. Marketing and Promotions/Readership Committee

This committee met on January 14th.

Congratulations to the committee for putting on a successful Office Trivia event last night!

The committee is in the planning stages for The Fulcrum speaker series coming up in March. Additionally, the committee is looking at a potential art installation in the OAG for February.

7. Board Matters

There are currently two seats open on the Board:

- Student Rep
- University Rep

We have someone presenting themselves for the student rep seat today!

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.

8. Special Committee for Employment Compliance

This committee met on January 7th. The committee drafted a legally required joint Workplace Violence Policy and Program. The policy/program has been signed by myself and is now on the health and safety board in The Fulcrum office. The policy/program will become an appendix to the policy manual.

The regulation first aid kits requested by the committee are now available in The Fulcrum office.

The committee will examine The Fulcrum's workplace harassment policy and program at its next meeting to ensure its compliance with the *Occupational Health and Safety Act*.

9. Strategic Planning Session

Our next strategic planning session is scheduled for Sunday, February 9th at 11:30 am in FSS 6032.

It is asked that everyone come with one concrete idea of a special project or initiative that could help to project The Fulcrum forward as a digital media outlet.

10. Other Items

Calendar Items

Our next Board meeting is scheduled for Sunday, February 23rd at 10:30 am in The Fulcrum office.

The editorial team went to NASH in Vancouver the second weekend of January! Congratulations to our Editor-in-Chief, Matt, for bringing home two awards for excellence in student journalism!

Inter-Board Health and Wellness Committee — January 2020

Jan. 21, 2020, 6 p.m.

Attended by: Kate and Kalki

Goals for January/February:

1. Health and Wellness Survey Next Steps
 - uOttawa's Health and Safety Inspector
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 in December
 - next event: what and when?
 - Ideas: Capital Hoops, Sens game, potluck and board games, nature nocturne
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)
 - Progress made: currently on Step 4
 - Focus on creating BoD room (matching boardroom furniture), president's room two large rugs for main floor, sturdy large bookcases, large file dividers, filing cabinets



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Fulcrum Publishing Society – Board of Directors
Policy Committee Report (Sunday, January 26, 2020)



January Policy Meeting: Thursday, January 23, 2020
Present: Kate Murray and Justin Turcotte

January Meeting

This month's meeting was intended to focus on:

1. Reviewing the definition of the Human Resources Committee;
2. Reviewing the definition of a Freelancer;
3. Going through sections 6 and 7 of the Policy Manual.

Due to unforeseen circumstances, the Policy Committee weren't able to meet this month. Instead, the committee will be meeting twice in February - whether in person or via Google Hangouts - in order to stay on track with its targets for the year.

The first meeting will cover the items that were supposed to be covered in January's meeting and the second meeting will focus on creating an intellectual property policy and reviewing sections 8 and 9 of the Policy Manual.