

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, June 28th, 2020
Google Hangouts, 10:00 a.m. - 12:24pm
Meeting #2 2020-2021 Publishing Year

Present: Kate Murray, Justin Turcotte, Kalki Nagaratnam, Raghad Sheikh-Khalil, Benjamin King, Leyla Abdoell, Rame Abdulkader, Charley Dutil

Partially Present:

Absent (with reason): Patrick Mangan, David Campion-Smith

Absent (without reason):

1. Opening of Meeting

B. King opened the meeting at 10:05am.

2. Agenda

J. Turcotte motioned to strike item 8 from the agenda. K. Nagaratnam seconded the motion. All voted in favour and the motion passed. J. Turcotte motioned to approve the agenda. K. Nagaratnam seconded the motion. All voted in favour and the motion passed.

3. Approval of May's Meeting Minutes

J. Turcotte motioned to approve May's meeting minutes. K. Nagaratnam seconded the motion. All voted in favour and the motion passed. J. Turcotte noted to ensure that the 2020-21 meeting minutes make it up on the Fulcrum's website.

4. Standing Actions List

J. Turcotte went through the standing actions list and K. Murray and J. Turcotte made the necessary changes. J. Turcotte motioned to add five minutes to the discussion item. K. Murray seconded the motion. All voted in favour and the motion passed. J. Turcotte briefly reviewed the condensed forward agenda and explained the colour coding system.

5. General Manager

Financials

R. Abdulkader reviewed the Fulcrum's financials and informed the Board that the Fulcrum is doing well and didn't lose any money.

Student Winter Levy

R. Abdulkader stated that the Fulcrum received its winter levy, and that Babacar will be getting back to her sometime next week regarding the Fulcrum's summer levy. She mentioned that the UOSU does e-transfers now so no more cheques.

Signing Authorities

R. Abdulkader indicated that she and J. Turcotte are officially signing authorities for the Fulcrum's RBC account. She added that it turns out that the Fulcrum has a chequing account that it wasn't aware of and was recently closed. R. Abdulkader noted that she reached out and asked that it be reopened though.

R. Abdulkader updated the Board on the ongoing signing authority process with TD bank. She explained that she's been in close contact with a CRA person who is working on getting the new director names on there. R. Abdulkader continued, saying that she was speaking with her on Thursday and that everything should be ready to go for next week. She mentioned that once this is done, she'll get a data extraction from the government and send it to the TD employee who is working on the Fulcrum's case. R. Abdulkader added that she's confident that the situation will be resolved by the first week of July.

Human Resources

R. Abdulkader mentioned that since a lot of sporting events have been cancelled for the fall, she and C. Dutil have been working on a plan to have the Sports Editor write the Opinions section as well in the fall just so that she has more work to do, which she's agreed to do.

R. Abdulkader informed the Board that the health insurance will be good to go soon. She also noted that she presented part of the health and safety program at the InterBoard committee meeting this month. R. Abdulkader stated that she has to do more research on COVID-related things, and that the program will be completed for the next committee meeting and ready to go for the fall.

J. Turcotte wondered what the plan is for the editors to come into work. C. Dutil replied that he contacted them to see what their plans are. He mentioned that they'll have access to the building, and as far as meetings go, he'll have separate meetings with supervisors and then meetings with non-supervisors (staff writers) and volunteer meetings. C. Dutil added that he could also have everyone on Zoom in their offices.

6. Editor-in-Chief

2020-21 Ed Board

C. Dutil explained that the first-time journalists on the Board, Paige, the Staff Writer, and Ryan, the Science and Technology Editor, both wrote a piece this month. He stated that this was a suggestion from Matt, the Fulcrum's previous EIC, to develop their writing skills.

C. Dutil announced that he updated the Fulcrum's Style Guide and sent it to every member of the 2020-21 Ed Board so that they have a copy of it on hand ahead of time.

C. Dutil indicated that Ryan will be remotely working from home for the fall semester for health concerns. He noted that Jelena, one of the Fulcrum's staff writers, will also be staying home in the fall due to Carleton offering all of her classes online. C. Dutil said that he met with the editors who will be responsible for assigning stories to her and made a plan that she's on board with.

Content

C. Dutil advised that since he's taken over as EIC, he's been focusing on investigative journalism and on holding the University accountable for its actions. He mentioned that some of the stories that the Fulcrum has broken include:

- The Ali Mubiru Carding Incident
- Proposed 2020-2021 U of O budget projects \$65.5 million loss in revenue and expenditures
- 615 ballots to be emailed out to students who did not receive a ballot to vote in the BOG and senate elections
- University neglects to apologize to Wiliston Mason for carding incident, will allow security guard responsible to return to campus

C. Dutil announced that the Fulcrum officially launched the Science and Technology section this month with the publication of Ryan's story on U of O researchers who discovered a new hormone in zebrafish that could cure infertility in humans.

C. Dutil stated that he and L. Abdoell have worked to promote and revive the Fulcrum's Opinions section. He mentioned that he thinks their efforts are paying off as some of the pieces that have been published in the past month have been the Fulcrum's most successful ones in terms of views. C. Dutil added that the Fulcrum has been receiving a number of good Letters to the Editor that the Fulcrum has published in June that have done well on social media.

C. Dutil reported that the Fulcrum put out a statement in solidarity with the protesters and reporters covering the BLM protests. He also noted that the Fulcrum published his first editorial which took aim at voter apathy.

Other Projects

C. Dutil informed the Board that he and R. Abdulkader will be meeting to figure out their painting plan for the office, which will likely happen sometime at the end of July.

C. Dutil mentioned that he's slowly preparing the Volume 80 document for the archives with all of the articles.

C. Dutil advised that he is still in the process of rewriting the Editorial Constitution, which was last updated in 2014.

7. President

J. Turcotte began his report by giving an update on the COVID-19 pandemic. He noted that at this time, all Fulcrum staff continue to be directed to work remotely as much as possible, with

limited presence in the office. J. Turcotte continued, saying that the Executive Committee is working on a plan to host a virtual AGM in the fall term.

Executive Committee

J. Turcotte stated that the Executive Committee welcomed P. Mangan onto the team in his role as Treasurer and met to review and plan for the implementation of the Fulcrum's forward agenda. He explained that items were prioritized and appropriately assigned to staff or committees for action.

Legal Committee

J. Turcotte updated the Board on the Fulcrum's draft intellectual property agreement for volunteers. He announced that Carlos, the Fulcrum's media lawyer, finally replied to K. Murray's request and will submit his feedback by next week. J. Turcotte went on to say that once the agreement has been reviewed, it will be turned into a google form that all current and new volunteers are to complete.

Finance Committee

J. Turcotte advised that the rejected UOSU winter levy was returned to the UOSU. He reported that the Fulcrum's winter levy was successfully wire-transferred to the Fulcrum's account this month, and was approximately \$4,300 more than the Fulcrum budgeted for.

J. Turcotte stated that the Fulcrum is still waiting for the CRA to process the change of directors forms, which will allow R. Abdulkader and B. King to be added as signing authorities on the Fulcrum's TD chequing account. He noted that until then, Dorian, the Fulcrum's previous General Manager, remains a signing authority and the corporate credit card is under his name.

J. Turcotte recalled the randomly discovered RBC deposit account open under the Fulcrum's RBC account and moved that the Fulcrum close this unused account.

J. Turcotte mentioned that the Finance committee met to discuss the potential financial ramifications for the Fulcrum as a result of the COVID-19 pandemic. He indicated that the University of Ottawa is forecasting a reduction in tuition revenue of approximately 13%, and explained that they have set-up four different potential scenarios for a 5%, 10%, 15%, and 20% reduction in tuition revenues.

J. Turcotte briefly reviewed how each of these scenarios would affect the Fulcrum. He clarified that all of these projections take into account a corresponding drop in expenses in the event that the Fulcrum staff are working mostly remotely, with physical distancing in place of course. J. Turcotte explained that this in turn would reduce the expenses or items such as NASH, Board expenses, employee appreciation, office supplies, and transportation. He announced that at this time, the Fulcrum won't be making any budget changes, however, certain expenses will be watched more closely. J. Turcotte continued, saying that it's likely that the Fulcrum will run a deficit for this fiscal year, although thankfully the Fulcrum has a surplus of more than \$30,000 in the last publishing year, which should offset any significant deficit this year.

Human Resources Committee

J. Turcotte reminded the Board that C. Dutil and R. Abdulkader have been speaking with incoming employees as the Fulcrum adjusts to what the situation on campus might be like in the fall. He mentioned that the Sports Editor role has changed to Opinions Editor and that some editors will be working remotely from home. J. Turcotte encouraged C. Dutil and R. Abdulkader to ensure that the Fulcrum's remote editors are receiving proper support and training, and that they feel that they are part of the team.

Inte-board Health and Wellness Committee

J. Turcotte stated that the committee discussed potentially physically distant social events for the organization this upcoming year, received an update on the health and safety program from Rame, and discussed re-opening plans for staff in light of COVID-19.

Policy Committee

J. Turcotte mentioned that the committee completed the review of the appendices of the Policy Manual, which completed the process.

Marketing and Readership Committee

J. Turcotte noted that the committee didn't meet this month. He thanked D. Campion-Smith for sending the update on his committee's forward agenda items.

Board Matters

J. Turcotte reminded the Board that there are three empty Board seats, but that the Board won't be looking to fill them until the AGM.

Calendar Items

J. Turcotte said that the next monthly Board meeting will be on the last Sunday of July at 10am.

8. Online Editor

L. Abdolell remarked that overall the Fulcrum has performed consistently across its social media channels.

Facebook

L. Abdolell indicated that Facebook has performed notably better than last month in page previews, likes, and engagement. She noted that she did a big push for invites this month, which ultimately resulted in the Fulcrum surpassing The Charlatan by 10 likes. She added that the Fulcrum's average post reach was a bit over 1000 per post, which is slightly more than last month, although she said that she'd like to see it higher.

Twitter

L. Abdolell reported that there hasn't been a massive change in the Fulcrum's Twitter account, but there have been some slight improvements which makes sense since more posts were made this past month. She stated that she's making a plan to use Twitter in different and more

effective ways, which might lead to more engagement. L. Abdoell continued, saying that some of her ideas right now include more media and mini-threads.

L. Abdoell announced that retweets have doubled this month in large part due to the story surrounding the carding incident on campus.

Instagram

L. Abdoell declared that the Fulcrum's Instagram account has done pretty well across the board, and that it's still improving from last month on areas such as likes, comments, link clicks, etc. She informed the Board that she's planning on doing a contest this month with an FnS gift card as the prize, which she hopes will boost the engagement on the Fulcrum's account. L. Abdoell added that she's also going to do some outreach to future students over Instagram over the next month or so as they seem to be more active there than on Facebook.

Website

L. Abdoell noted that overall the Fulcrum's website has been pretty consistent this past month. She explained that deeper in the metrics though, things have been changing. L. Abdoell indicated that the Fulcrum's social and direct channels have grown by 5% each and that direct includes traffic from the Fulcrum's social media accounts, which means that that growth is consistent with the social network performance that she's seeing. She went on to state that the number of sessions for each channel has more than doubled. L. Abdoell proceeded to briefly review the top channels.

Mail Chimp

L. Abdoell stated that since the newsletter gives the Fulcrum good traffic to the website and longer time spent on pages, she said that she's going to do a relaunch of the newsletter, which should be happening in the next month or two. J. Turcotte asked how many people are on the mailing list. L. Abdoell replied that there are around 400 people on it. J. Turcotte wondered if she has any ideas on how to grow the list. L. Abdoell said that signing up to it is a bit cumbersome, so making the process easier should help. C. Dutil added that the Fulcrum might do some newsletter exclusives as well.

R. Sheikh-Khalil asked if L. Abdoell could reference last year's numbers from the same month in her next monthly report. L. Abdoell said that she's had a hard time finding them as they're not labelled well. K. Murray offered to go through the archives and send the relevant reports to L. Abdoell.

9. Inter-Board Health and Wellness Committee

Health and Wellness

K. Nagaratnam began her report by briefly giving the Board an update on the Health and Safety program that R. Abdulkader has been working on. She noted that the tasks for COVID-19 as we know it now include:

- Providing non-medical or cloth masks to workers if they are receiving a service where physical distancing cannot be maintained

- Obtaining hand sanitizer for every space
- Lysol wipes for every room
- Weekly inspection done by R. Abdulkader/the Health and Safety Officer
- Posters to be hung on practicing physical distancing in the office space

K. Nagaratnam mentioned that the committee also had a discussion about what returning to work means for the Fulcrum. She said that the committee agreed that most meetings will still be done virtually, especially Board meetings and that smaller meetings might be able to be held in the office, depending on numbers and maintaining social distancing.

Inter-board

K. Nagaratnam indicated that the committee discussed COVID-friendly inter-board events for the fall semester, especially because some editors will be working from home. She briefly went over some of the suggested events, including: introductions/Cards Against Humanity, Netflix party, Jackbox, and Secret Santa. She added that the committee also discussed having a reunion with past Ed Board and Board members when it's safe to do so in person.

K. Nagaratnam reported that the committee brainstormed Board workshops for the new year. She noted that some of the options are:

- 1st workshop: Board orientation refresher (after the AGM in September/October)
- 2nd workshop: diversity and inclusion (November) → how to cover it at Board level and ideas for the Fulcrum's staff
- 3rd workshop: mental health (January/February)

10. Policy Committee

K. Murray stated that the Policy committee met twice this past month, and at the first meeting, the committee discussed options for holding a virtual AGM. She mentioned that after looking at some research and recommendations from the Ontario Nonprofit Network, the committee recommends that the Board go with Zoom Video Webinars. K. Murray briefly reviewed a few details of this service:

- Plans start at \$53 CAD/month/host for 100 attendees
- 100 interactive video panelists
- Plans ranging from 100 to 10,000 view only attendees
- Host controls such as mute/unmute panelists, recording, and more
- Q/A with live or text answers, polling, registration, and reporting
- Live streaming to unlimited audiences on Facebook Live and YouTube

The Board proceeded to discuss these details and agreed to go with the committee's recommendation.

K. Murray reported that at the second meeting of the month, the committee discussed some additions to the policy manual. The committee motions to add the Fulcrum's mission and vision statements to the beginning of the Policy Manual as a new section three, as well as adding the Fulcrum's anti-oppression document, the health and safety policy, and the workplace violence

policy and program as appendices (officially appendix E, F, and G respectively) to the Policy Manual. She continued, saying that the committee also finished the review of the Policy Manual by going over the appendices section, and motions for the following amendments to be approved by the Board:

Appendix A: Executive Officers

President

- Before or on the final day of their term, shall transfer the **President** email account to the incoming President.

Chair

- **Receives, and causes to be presented, motions to the Board**

Appendix B: Business Department Employees

General Manager

General

- Oversees the Business Department
- Acts as a link between the Board and the Business Department
- Acts as a liaison between the Fulcrum and Canadian University Press for administrative matters
- Implements any resolutions passed by the Board of Directors
- Attends all Board meetings
- Acts as the Office Manager of the Corporation
- Responsible for the professional upkeep of the office
- Provides a report to the Board at all regular meetings and as requested by the Board
- Provides adequate training to the incoming General Manager
- Writes a transition report for the incoming General Manager
- Oversees and maintains the distribution of the Fulcrum's equipment
- Performs any tasks assigned by the Board

Human Resources

- Is responsible for hiring and disciplinary procedures in accordance with Human Resources policy
- Administers employee intake
- Ensures alignment and compliance with all relevant employment legislation, including, but not limited to, the *Employment Standards Act*, the *Occupational Health and Safety Act*, the *Workplace Safety and Insurance Act*, the *Accessibility for Ontarians with Disabilities Act*, and the Ontario Human Rights Code
- Administers payroll
- Approves and tracks staff leave, vacation, and hours worked, as required by law
- Acts as the workplace coordinator for health and safety

Bookkeeping and Administration

- Maintains accounts payable
- Maintains accounts receivable in conjunction with the Advertising Manager

- Approves all advertising contracts
- Is responsible for all Fulcrum accounts
- Maintains relations with Free Media to ensure the Fulcrum receives remittances for national advertising
- Administers the Corporation's bank accounts and petty cash
- Communicates with the Fulcrum banker, accountant, and auditor
- Maintains Corporation's files to ensure that continuity is maintained from year to year
- Acts as a signing authority
- Procures some online advertising

Budgetary

- Drafts Corporation's budget in accordance with budgeting policy
- Assures adherence to the annual budget
- Approves all expenditures within the parameters set by the Board
- Ensures that the advertising sales target is met

Marketing Manager → keep, but remove from the Policy Manual

The Marketing Manager for The Fulcrum Publishing Society is responsible for building awareness of the organization and managing the brand of The Fulcrum. Furthermore, the Marketing Manager helps build the readership of The Fulcrum online and helps the organization fulfill its mission by building mutually beneficial partnerships on campus.

Specifically, the Marketing Manager has the following responsibilities:

Branding

- Acting as the steward of the brand that supports the brand promise, vision, and position of The Fulcrum
- Positioning The Fulcrum as the number one media outlet at the University of Ottawa
- Building relations with community groups on and off campus
- Leading brand-specific projects ensuring effective and efficient delivery on time and within budget commitments

Marketing

- Developing channel strategies with measurable KPIs
- Identifying opportunities to market the Fulcrum on campus and abroad
- Developing a comprehensive and aligned marketing plan

Advertising

- Securing ads for the print and online versions of The Fulcrum
- Placing and booking ads
- Maintaining advertising records
- Drafting and signing all advertising contracts
- Submitting all contracts to the General Manager for approval
- Maintaining client relations and lists

- Identifying market gaps and needs on campus
- Setting ad rates in conjunction with the General Manager and the Board
- Prepares tear sheets for clients
- Coordinates placement of advertisements with the Production Manager
- Pursues new clients through canvassing activities

-

Other Duties

- Fundraising for The Fulcrum related events and projects
- Compiling data related to the performance of The Fulcrum, online communities, and potential clients / partners
- Developing analytics through analysis of online trends, performance indicators and competitive environment
- Executing plans related to the philanthropic activities of the Fulcrum
- Attending a weekly meeting with the General Manager for a progress update
- Helping with the general upkeep of the office
- Attending all monthly Board meetings
- Providing a report to the Board at all regular meetings and as requested by the Board
- Providing adequate training for the incoming Marketing Manager
- Writing a transition report for the incoming Marketing Manager

Online Editor

Editorial responsibilities...

- As assigned by the Editor-in-Chief, reference the Editorial Constitution.

Marketing responsibilities ...

- Develops analytics through analysis of online trends, performance indicators and competitive environment.
- Positions the Fulcrum as the number one media outlet at the University of Ottawa.
- Leads brand-specific projects and events, in collaboration with the chair of the marketing committee of the board, ensuring effective and efficient delivery on time and within budget commitments.
- Identifies opportunities to market the Fulcrum on campus and abroad in order to increase readership.
- Attends all monthly board meetings.
- Attends all monthly marketing committee meetings.

Other duties...

- As assigned by the Editor-in-Chief, reference the Editorial Constitution.

Appendix C: Archival Procedures

K. Murray motioned to omnibus approve these amendments to the Policy Manual. J. Turcotte seconded the motion. All voted in favour and the motion passed.

11. COVID 19 Budget

J. Turcotte presented the budget that the finance committee discussed. He highlighted the affected lines given the potential enrollment scenarios that he went over in his President's report as he explained that some of them would be adjusted in a digital world. He said that these lines include:

- Revenue (NASH; sponsorship; levy)
- Expenses (Board expenses; capital assets; CUP; employment appreciation; office supplies; repair and maintenance ; telephone; and transportation)

J. Turcotte noted that these lines are areas for R. Abdulkader to pay more attention to in a COVID world.

12. Board Meeting Survey Presentation

B. King presented the results of the Board survey to the Board.

Meeting procedure

B. King reported that respondents thought that the meeting procedure was overall pretty good. He said that some feedback included that agenda items didn't run overtime very much, and the only real concern was about the meetings starting on time. B. King explained that in order to improve this, the Executive committee will be setting the start of Board meetings a few minutes earlier so that the Board can have the actual meeting at the proper time.

Agenda

B. King stated that respondents thought that the agendas were well-structured for each meeting, and generally the Board has been under time for most agenda items.

Document availability and preparation

B. King noted that respondents believed that documents were available, but not enough in advance, and that those responses had overlap. He continued, saying that in order to improve on this point, motions will be prepared ahead of time so that Board members can look them over ahead of the meetings.

Director participation

B. King mentioned that the Executive committee will improve the Board orientation to give a better understanding of the Fulcrum's organizational structure as well as continue to encourage questions at the end of reports at Board meetings and discussion. He continued, saying that there are a lot of acronyms, so he'll be providing a package with a lot of these common terms at orientation. B. King added that having a process of the best way to handle disagreements on the Board is a good idea so this will be devised as well.

Other comments

B. King reported that other suggestions that respondents gave include making more use of resources in the Google drive, having a couple of more interactive elements to the meeting, special training or speakers, and having short breaks half-way through the meeting.

Conclusions

To conclude his report, B. King remarked that some steps that the Executive committee will be taking with regards to Board meetings include: preparing meeting documents in advance, encouraging more idea sharing and director participation during meetings, and finding ways to make meetings more engaging.

13. Virtual AGM Update

K. Murray gave an update on the Fulcrum's virtual AGM. She went over the list of tasks that need to be completed leading up to the AGM, noting that the majority of the logistics will be handled by the Executive committee.

14. NASH Contingency Plan

C. Dutil announced that NASH will officially be held virtually this year, and although costs are not confirmed yet, they are estimated to be around \$70-100/person. He argued against signing Ed Board up for a virtual NASH, noting that it doesn't make sense to him to spend \$1000 on Zoom conferences (a steep amount for an online event) that he feels most of the editors wouldn't be interested in attending. C. Dutil added that most of the Fulcrum's NASH budget is fundraised through donations from faculties, which he doesn't think is likely to happen during a pandemic.

With this all in mind, C. Dutil proposed an alternative two-part solution to the Board. The first part would entail the Fulcrum holding 12 online workshops throughout the year for the Ed Board on a number of different topics relevant to student journalism and young journalists. He explained that he would reach out to Fulcrum Alumni who are now working in the field to ask if they'd be interested in presenting. The second part would aim to replace the social aspect of NASH, and he proposes a weekend retreat to either Tremblant/Morin Heights/St-Sauveur during the February reading week.

C. Dutil estimated that the budget for the weekend getaway would be approximately \$800 for the cottage rental, \$200 for a car rental and gas (some members from Ed Board have cars, so it would depend on the numbers), and attendees would be responsible for their food and any activities such as skiing or tubing. He added that they would have to book a cottage by September to ensure that they can get a spot.

Discussion ensued on these proposals and all agreed that they were good ideas. J. Turcotte and R. Abdulkader both thought that it's a good idea, saying that it depends on how the world is at that time, but that it definitely makes sense. R. Abdulkader remarked that the Fulcrum will

need to make a decision in terms of NASH in September, and that the cottage can be discussed at a later date. C. Dutil said that he will look into cancellation policies for the cottages because ideally he'd like to book it by September. He added that one of the workshops could be a roundtable with panelists.

15. Revisit Standing Actions List

B. King reviewed the standing actions list and made additions and changes.

16. Other Business

J. Turcotte motioned to adjourn the meeting at 12:24pm. All voted in favour and the motion passed.

Appendices

GM Report June 2020

1. Financials

	Previous Month	This Month	Difference
TOTAL	258,971.41	354,877.45	\$ 95,906.04
Chequing	\$170,799.64	\$265,348.76	\$ 94,549.12
RBC	\$ 88,171.77	\$89,528.69	\$1356.92

2. Student Winter Levy

We received USUO winter levy, Summer Levy in the works, Babacar will get back to me next week.

3. Signing Authorities

- RBC:
 - Justin and I are officially signing authorities.
 - It turns out we have a chequing account that we weren't aware of and was recently closed, I reached out and asked that it be reopened.
- TD: I have been in close contact with a CRA person who is working on getting the new director names on there. She called me Thursday and let me know that everything should

be ready to go next week. Once that is done I will get a data extraction that is recognized by the government and send it to Gino, the current TD employee working on our case. I'm confident this will be resolved by the first week of July.

4. **Human Resources**

- a) We are working on a plan for the Sport editor in case all sporting events are cancelled, Charley and I discussed alternative positions and we agreed that opening the Opinion section for her would be the best strategy. She has agreed to do this and we are working up a contract.
- b) Health Insurance is in the works, I have contacted Flexbox who are setting up Charley and my insurance, they say the process will be completed by July.

Editor-in-Chief's June 2020 Board Report

By Charley Dutil

2020-21 Edboard

- Paige (Staff Writer) and Ryan (S & T) both wrote a piece this month, this was something Matt recommend I do over the summer to assess their writing skills and help them develop their skills as writers since this is their first journo jobs.
- I have updated the Fulcrum's Style Guide and sent it to every member of the 2020-21 Edboard so they have a copy on hand for when they begin their term or if they write a freelance piece this summer.
- Ryan our Science & Tech will be remotely working from home for the fall semester for health concerns. Ryan and I have spoken of my expectations for him as the Science & Tech Editor and we see eye to eye on what we want for the section.
- Jelena one of our staff writers will also be staying home in the fall due to Carleton offering all of her classes online. I met with the editors who will be responsible for assigning stories to her and we set up a plan for her that she's on board with.

Content

- Since I've taken over as EIC, I've personally tried to focus on investigative journalism and on holding the University accountable for its actions. This month we broke a number of exclusive stories that we were able to break due to exhaustive research and our efforts to branch out more to students. Example of these include: **The Ali Mubiru Carding Incident**, **Proposed 2020-2021 U of O budget projects \$65.5 million loss in**

revenue and expenditures, 615 ballots to be emailed out to students who did not receive a ballot to vote in the BOG and senate elections and University neglects to apologize to Wiliston Mason for carding incident, will allow security guard responsible to return to campus

- The **Science and Tech** section was officially launched this month with the publication of Ryan's story on U of O researchers that discovered a new hormone in zebrafish that could cure infertility in humans
- Leyla and I have also worked hard to promote and revive our opinions section. I think our efforts as of now are panning out as some of the opinion pieces we've published in the last month have been our most successful in terms of views. We are also receiving a number of good Letters to the Editor that we've published in June that have done very well on social media.
- Full coverage of the BOG and Senate elections
- Put out a statement in solidarity with the protesters and reporters covering the BLM protests.
- Published my first editorial taking aim at voter apathy

Other Projects

- Rame and I will be meeting next week to determine what we plan to do for repainting the office. We should be repainting the office starting late in July.
- I am slowly preparing the Volume.80 document for the archives with all of the articles.
- I am still in the process of rewriting the editorial constitution that was last updated in 2014.
- Nash Contingency Plan



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

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Ottawa, ON
K1N 6N5



Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, June 28th, 2020

Google Hangouts

Meeting #2 of 2020/21 Publishing Year



Justin Turcotte

1. COVID-19 Pandemic

The COVID-19 pandemic continues to demand that we operate in a physically distant manner.

The Fulcrum's pandemic rules are as follows:

- All interactions will be held remotely via video conference or conference call as much as possible;
- Everyone should maintain a 2-metre separation with other people;
- All office hours are cancelled; and
- If physical distancing is not possible, staff should wear non-medical cloth masks. To be clear, wearing a cloth mask does not replace physical distancing.

Although the province is loosening restrictions, the pandemic is by no means over. The province is currently in Stage 2 of a three-stage framework for reopening the province. Stage 2 focuses on opening more workplaces and outdoor spaces and allowing some larger gatherings.

At this time, all Fulcrum staff continue to be directed to work remotely as much as possible, with limited presence in the office.

The Executive Committee is actively working on a plan to host a virtual AGM in the fall term.

2. Executive Committee

The Executive Committee met on Thursday, June 11th to review and plan for the implementation of The Fulcrum's forward agenda. Items were prioritized and appropriately

assigned to staff or committees for action. The forward agenda represents various longer-term goals for the organization. The summer months, despite sometimes being a distracting time, also represent the quietest time to work on tasks of this nature.

3. Legal Committee

Our draft intellectual property agreement for volunteers was sent to our media lawyer for review. He finally replied to Kate's request and will submit his feedback by the middle of this upcoming week. Once the agreement has been reviewed, it will be implemented and completed by all current and new volunteers by the GM and EIC.

4. Finance Committee

The rejected UOSU winter levy cheque was returned to the UOSU. Our winter levy was successfully wire transferred to our account this month. The amount was \$101,347.28, which is about \$4,300 more than what we budgeted for.

We are still waiting for the CRA to process the change of directors forms, in order to allow Rame and Ben to be added as signing authorities on our TD chequing account. Until then, Dorian remains a signing authority and the corporate credit card is in his name.

As a small note, it was discovered that there is an RBC deposit account open under The Fulcrum's RBC account. The account has \$0 in it. Pending any other ideas, I move that we close this unused account.

The finance committee met Thursday, June 4th to discuss the potential financial ramifications for The Fulcrum as a result of the COVID-19 pandemic. The University of Ottawa is forecasting a reduction in tuition revenue of approximately 13%. That said, the university has set-up four different potential forecasts:

SCENARIOS		1	2	3	4
Enrolment Decrease vs. Plan					
Intake	Domestic	-5%	-10%	-15%	-20%
	International	-30%	-50%	-75%	-100%
Continuing	Domestic	-5%	-5%	-10%	-15%
	International	-5%	-15%	-25%	-35%
TUITION REVENUE IMPACT		32,000,000	54,156,000	86,410,186	119,266,232
ENROLMENT IMPACT (Projected Decrease vs. Plan)					
Intake	Domestic	-429	863	1,303	1,739
	International	-745	1,200	1,728	2,408
Continuing	Domestic	-1165	1,165	2,093	3,033
	International	-206	595	975	1,267

Any reduction in tuition will directly affect the levy received from every student by The Fulcrum. The Fulcrum has created the following budget forecasts, in the event of a reduction in tuition revenues:

Percent Reduction	5%	10%	15%	20%
Deficit	\$510.02	-\$10,419.98	-\$21,349.98	-\$32,279.98
Severity	<i>Low</i>	<i>Low</i>	<i>Medium</i>	<i>High</i>

All of these projections take into account a corresponding drop in expenses in the event that staff are working primarily remotely, with physical distancing in place. This reduces expenses or items such as NASH, board expenses, employee appreciation, office supplies, and transportation.

At this time, The Fulcrum will not make any budget changes. Certain expenses will be watched more closely, especially those lines identified as being less relevant in a physically-distant world. It is likely that The Fulcrum will run a deficit for this fiscal year. Thankfully, The Fulcrum has a healthy surplus of more than \$30,000 in the last publishing year, which should act to offset any significant deficit this year, even in a worst-case scenario of a 20% drop in student enrolment.

5. Human Resources Committee

Charley and Rame have been speaking with certain employees as we adjust to what the reality may be on campus this fall. The Sports Editor role has changed over to Opinions Editor after provincial university sporting bodies announced that there would be no competitions for the fall 2020 term.

Likewise, some editors have confirmed that they will not be returning to campus in the fall. This means that we will have some editors who will be working entirely remotely. Thankfully, the nature of our operations allows for this. I encourage Charley and Rame to ensure that our remote editors are receiving all of the proper supports in the completion of their remote work, including as it relates to training and health & safety.

6. Inter-board Health and Wellness Committee

This committee met on June 23rd. The committee discussed potentially physically distant social events for the organization this upcoming year, received an update on the health & safety program from Rame, and discussed re-opening plans for staff in light of COVID-19.

7. Policy Committee

This committee met on June 24th. The committee completed the review of the appendices of the policy manual, completing the process!

8. Marketing and Promotions/Readership Committee

This committee did not meet for the quiet month of June. Thank you to David for sending the update on the relevant forward agenda items.

9. Board Matters

There are currently three seats open on the Board:

- University Rep
- Student Rep
- Fulcrum Alumnus

At this time, during the summer months paired with physical distancing, we will not be looking to on-board new Board members. We hope to fill all 10 Board seats at the September AGM.

Calendar Items

The next Board meeting will be on the last Sunday of July at 10 am.

Facebook

Page Views

May 29 - June 25

457

Total Page Views ▲7%

Page Previews

May 29 - June 25

31

Page Previews ▲94%

Page Likes

May 29 - June 25

52

Page Likes ▲189%

Post Reach

May 29 - June 25

6,151

People Reached ▼7%

Post Engagement
May 29 - June 25

3,947

Post Engagement ▲40%



Facebook has done notably better than last month in page previews, likes, and engagement. I did a lot of invites for page likes this month which accounts for the increase.

On average post reach is a bit over 1k per post, slightly more than last month, still would like to see it higher.

Fulcrum has reached 3,060 likes, and we've passed the Charlatan by 10 likes (they have 3,050)! 🎉 WHHHAAAATTTTTTTT

YOU			
4		The Fulcrum	3.1K
Keep up with the Pages you watch			
5		The Charlatan	3.1K
6		La Rotonde	2.8K

Twitter

28 day summary with change over previous period

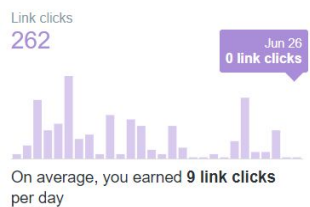
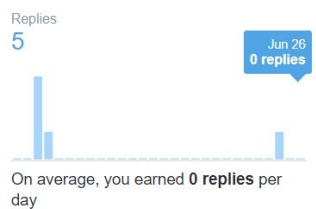
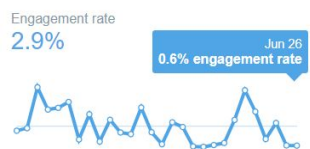


Twitter hasn't seen a massive change this month, it's improved slightly but nothing notable in my opinion. I'm putting together some ideas to use twitter in different ways that might see more engagement (more media, threads, etc.).



Retweets have doubled, everything else has stayed consistent.

Top tweets: Ali Mubiru carding, EIC statement on protests, uOttawa water advisory



Instagram

1,254

FOLLOWERS

89

GROWTH

7.64%

GROWTH RATE

26,288

IMPRESSIONS

375

AVG. REACH

2,167

PROFILE VIEWS

413

WEBSITE CLICKS

250%

250%






120%

90%

240%

150%

Instagram is still improving from last month, including likes, comments, link clicks, etc. Great to see, should continue into next month with the contest we'll be doing. I'm going to do a push to get some more future students on Instagram to follow as well, since they seem to be more active on Instagram than on Facebook.

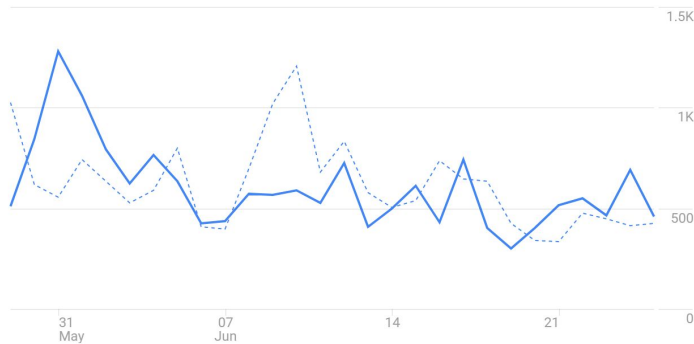
POST	FOLLOWERS	ENGAGEMENT	LIKES	COMMENTS	IMPRESSIONS	REACH	VIDEO VIEWS	SAVES	LINKIN BIO	
	◊	◊	◊	◊	◊			◊	◊	
JUN 1, 2020 BREAKING: Ali Mubiru, a Black third-	1,216	10% <div><div></div></div>	121	0	1.4K	1.2K	N/A	5	73	\$0
	◊	◊	◊	◊	◊			◊	◊	
JUN 20, 2020 "The University of Ottawa has to stop	1,238	13% <div><div></div></div>	159	3	1.3K	1.2K	N/A	1	40	\$0
	◊	◊	◊	◊	◊			◊	◊	
JUN 5, 2020 March for Solidarity * * 📸 via @dasser_k	1,233	14% <div><div></div></div>	178	0	1.2K	867	N/A	5	N/A	N/A
	◊	◊	◊	◊	◊			◊	◊	
MAY 29, 2020 Opinion: This pandemic has made	1,187	6% <div><div></div></div>	72	2	924	782	N/A	0	15	\$0
	◊	◊	◊	◊	◊			◊	◊	
JUN 9, 2020 The University of Ottawa is predicting	1,230	7% <div><div></div></div>	89	2	922	747	N/A	3	42	\$0

Website

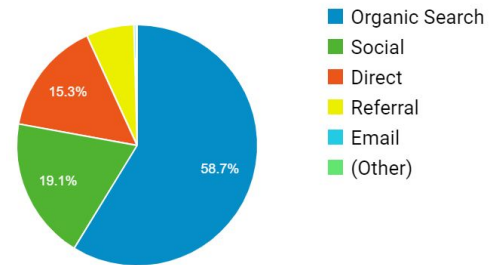
Users Sessions Bounce Rate Session Duration

15K 18K 2.72% 0m 47s

↓ 4.5% ↓ 1.4% ↓ 11.1% ↑ 10.0%



Top Channels



Not much of a change in the website this month overall.

Social Network	Sessions	% Sessions
1. Facebook	2,789	69.86%
2. Instagram	595	14.90%
3. Twitter	413	10.35%
4. reddit	173	4.33%
5. LinkedIn	19	0.48%
6. Instagram Stories	3	0.08%

Social and direct channels have grown a significant amount (by about 5% each). Direct includes traffic from social media apps (mainly Instagram and Twitter), so that growth is consistent with the social network performance we're seeing.

Sessions from social networks have more than doubled from each source. Twitter and Instagram continue to grow in the percentage of sessions they contribute as well.

Page Title	Pageviews	% Pageviews
1. The Fulcrum	3,295	6.29%
2. Opinion: What a post-pandemic Ottawa should look like - The Fulcrum	3,028	5.78%
3. A brief history of pornography until 1910 - The Fulcrum	1,877	3.58%
4. Orgy etiquette - The Fulcrum	1,286	2.46%
5. Letter: The U of O has to create and implement a mental health system that is fair, equitable, and just for all students - The Fulcrum	1,173	2.24%
6. Black U of O student was carded by Protection Services in spring 2019 - The Fulcrum	1,138	2.17%
7. Student charged with sexual assault accepted to U of O law school - The Fulcrum	979	1.87%
8. Proposed 2020-2021 U of O budget projects \$65.5 million loss in revenue and expenditures - The Fulcrum	978	1.87%
9. University neglects to apologize to Wiliston Mason for carding incident, will allow security guard responsible to return to campus - The Fulcrum	959	1.83%
10. Editorial: Don't blame the U of O administration of complacency if you can't be bothered to vote - The Fulcrum	947	1.81%

Mailchimp

Considering the newsletter gives us good traffic to the website (i.e. longer time spent on pages), we're going to do a relaunch of it sometime over the next month or two and take full advantage of that.

Inter-Board Health and Wellness Committee — June 2020

June 23, 2020, 5 p.m.

Attended by: Charley, Justin, Kate, Rame and Kalki

Health and Wellness

1. Health and Safety Program

- Update from the GM
 - [Health and Safety Program](#)
 - [Health & Safety forms, posters and additional Information](#)

Tasks for Covid-19 as we know it now:

- providing non-medical or cloth masks to workers if they are receiving a service where physical distancing cannot be maintained
- Obtaining Hand sanitizer for every space
- Lysol wipes for every room
- Weekly inspection done by myself/Health & Safety Officer
- Posters to be hung on practicing physical distancing in the office space

2. Return to Work from COVID-19

- Allow small group meetings at the office with everyone social distancing. Board meetings will still be done virtually.

Inter-Board

3. Planning Inter-Board Events for Next Year

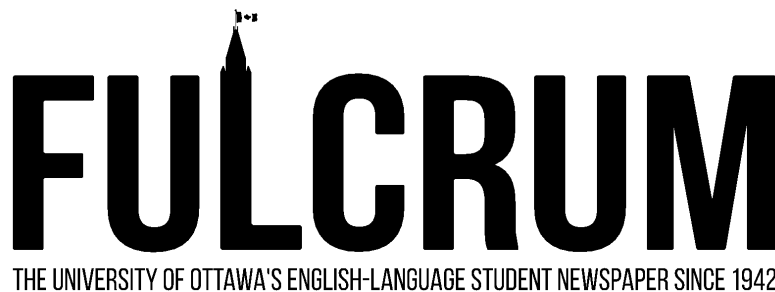
- [Inter-Board Committee Events](#)
- COVID friendly (September - December): Introductions/Cards against Humanity, Netflix party, Jackbox, Secret Santa
- Reunion with past EdBoard and Board members (in person)

4. Planning Board Workshops for Next Year

- 1st Workshop Board Orientation Refresher (after the AGM Sep/Oct)
- 2nd Workshop Diversity and Inclusion (Nov) (how to cover it at board level, ideas for our staff)
- 3rd Workshop Mental Health (Jan/Feb)

Shelved Items:

1. Tidy/Reorganize BoD Space
2. Ontario Occupational Health and Safety Checklist
 - [Ontario Central Forms Repository - Form Identification](#)
3. Revisit Health and Safety Stress Questionnaire
 - Suggested changes: two part (November and March), edit/remove/add questions
 - Current survey: [Health and Safety Stress Questionnaire](#)
 - Some questions to possibly add:
https://www.iwh.on.ca/sites/iwh/files/iwh/tools/ohs_vulnerability_measure_questionnaire_2016.pdf



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Fulcrum Publishing Society – Board of Directors

Policy Committee Report (Sunday, June 28, 2020)



June Policy Committee Meeting #1: Wednesday, June 17, 2020

Present: Kate Murray, Ben King, Justin Turcotte, Rame Abdulkader, Kalki Nagaratnam, Charley Dutil, David Campion-Smith, Patrick Mangan

In the first of two meetings this month, the Policy Committee discussed options for holding a Virtual AGM. After looking at some research and recommendations from the Ontario Nonprofit network, the committee recommends that the Board go with **Zoom Video Webinars**.

Some details:

Starting at CAD 53/mo/host for 100 attendees *

- 100 interactive video panelists
- Plans ranging from 100 to 10,000 view only attendees
- Host controls such as mute/unmute panelists, recording and more
- Q/A with live or text answers, polling, registration and reporting
- Live streaming to unlimited audiences on Facebook Live and YouTube

June Policy Committee Meeting #2: Wednesday, June 24, 2020

Present: Kate Murray, Justin Turcotte, Rame Abdulkader, Kalki Nagaratnam, Charley Dutil, David Campion-Smith, Patrick Mangan

Additions to Policy Manual

The committee proposes adding the Fulcrum's mission and vision statements to the beginning of the Policy Manual as a new section three, as well as adding the Fulcrum's anti-oppression document, the health and safety policy, and the workplace violence policy and program as appendices (officially appendix E, F, and G respectively) to the Policy Manual. Not only does it make a lot of sense to include these items in the Policy Manual in terms of their content, but it also ensures that they don't get lost within the mass expanse that is our Google Drive.

Policy Manual Review

The committee finished the review of the Policy Manual by going over the appendices section, and motions for the following amendments to be approved by the Board:

Appendix A: Executive Officers

President

- Before or on the final day of their term, shall transfer the **President** email account to the incoming President.

Chair

- **Receives, and causes to be presented, motions to the Board**

Appendix B: Business Department Employees

General Manager

General

- Oversees the Business Department
- Acts as a link between the Board and the Business Department
- Acts as a liaison between the Fulcrum and Canadian University Press for administrative matters
- Implements any resolutions passed by the Board of Directors
- Attends all Board meetings
- Acts as the Office Manager of the Corporation
- Responsible for the professional upkeep of the office
- Provides a report to the Board at all regular meetings and as requested by the Board
- Provides adequate training to the incoming General Manager

- Writes a transition report for the incoming General Manager
- Oversees and maintains the distribution of the Fulcrum's equipment
- Performs any tasks assigned by the Board

Human Resources

- Is responsible for hiring and disciplinary procedures in accordance with Human Resources policy
- Administers employee intake
- Ensures alignment and compliance with all relevant employment legislation, including, but not limited to, the *Employment Standards Act*, the *Occupational Health and Safety Act*, the *Workplace Safety and Insurance Act*, the *Accessibility for Ontarians with Disabilities Act*, and the Ontario Human Rights Code
- Administers payroll
- Approves and tracks staff leave, vacation, and hours worked, as required by law
- Acts as the workplace coordinator for health and safety

Bookkeeping and Administration

- Maintains accounts payable
- Maintains accounts receivable in conjunction with the Advertising Manager
- Approves all advertising contracts
- Is responsible for all Fulcrum accounts
- Maintains relations with Free Media to ensure the Fulcrum receives remittances for national advertising
- Administers the Corporation's bank accounts and petty cash
- Communicates with the Fulcrum banker, accountant, and auditor
- Maintains Corporation's files to ensure that continuity is maintained from year to year
- Acts as a signing authority
- Procures some online advertising

Budgetary

- Drafts Corporation's budget in accordance with budgeting policy
- Assures adherence to the annual budget
- Approves all expenditures within the parameters set by the Board
- Ensures that the advertising sales target is met

Marketing Manager → keep, but remove from the Policy Manual

~~The Marketing Manager for The Fulcrum Publishing Society is responsible for building awareness of the organization and managing the brand of The Fulcrum. Furthermore, the Marketing Manager helps build the readership of The Fulcrum online and helps the organization fulfill its mission by building mutually beneficial partnerships on campus.~~

~~Specifically, the Marketing Manager has the following responsibilities:~~

Branding

- Acting as the steward of the brand that supports the brand promise, vision, and position of The Fulerum
- Positioning The Fulerum as the number one media outlet at the University of Ottawa
- Building relations with community groups on and off campus
- Leading brand specific projects ensuring effective and efficient delivery on time and within budget commitments

Marketing

- Developing channel strategies with measurable KPIs
- Identifying opportunities to market the Fulerum on campus and abroad
- Developing a comprehensive and aligned marketing plan

Advertising

- Securing ads for the print and online versions of The Fulerum
- Placing and booking ads
- Maintaining advertising records
- Drafting and signing all advertising contracts
- Submitting all contracts to the General Manager for approval
- Maintaining client relations and lists
- Identifying market gaps and needs on campus
- Setting ad rates in conjunction with the General Manager and the Board
- Prepares tear sheets for clients
- Coordinates placement of advertisements with the Production Manager
- Pursues new clients through canvassing activities

-

Other Duties

- Fundraising for The Fulerum related events and projects
- Compiling data related to the performance of The Fulerum, online communities, and potential clients / partners
- Developing analytics through analysis of online trends, performance indicators and competitive environment
- Executing plans related to the philanthropic activities of the Fulerum
- Attending a weekly meeting with the General Manager for a progress update
- Helping with the general upkeep of the office
- Attending all monthly Board meetings
- Providing a report to the Board at all regular meetings and as requested by the Board
- Providing adequate training for the incoming Marketing Manager
- Writing a transition report for the incoming Marketing Manager

Online Editor

Editorial responsibilities...

- As assigned by the Editor-in-Chief, reference the Editorial Constitution.

Marketing responsibilities ...

- Develops analytics through analysis of online trends, performance indicators and competitive environment.
- Positions the Fulcrum as the number one media outlet at the University of Ottawa.
- Leads brand-specific projects and events, in collaboration with the chair of the marketing committee of the board, ensuring effective and efficient delivery on time and within budget commitments.
- Identifies opportunities to market the Fulcrum on campus and abroad in order to increase readership.
- Attends all monthly board meetings.
- Attends all monthly marketing committee meetings.

Other duties...

- As assigned by the Editor-in-Chief, reference the Editorial Constitution.

Appendix C: Archival Procedures