

Fulcrum Publishing Society  
Board of Directors  
MINUTES

Sunday, March 29<sup>th</sup>, 2020  
Google Hangouts, 10:30 a.m. - 1:08pm  
Meeting #10 2019-2020 Publishing Year

*Minutes amended after approval without change from March's meeting.*

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

**Partially Present:**

**Absent (with reason):**

**Absent (without reason):**

1. Opening of Meeting

B. King opened the meeting at 10:35am.

2. Agenda

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

3. Approval of February's Meeting Minutes

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

4. Standing Actions List

J. Turcotte presented the standing actions list and K. Murray made the necessary changes.

5. General Manager

Financials

D. Ghosn informed the Board that the biggest change in the Fulcrum's financials is in the Fulcrum's RBC investments account due to COVID-19. He noted that hopefully by this time next year it'll be back up.

Student Winter Levy

D. Ghosn stated that the Fulcrum's student winter levy cheque is signed and that he's trying to coordinate who can be there to give him the cheque and how its going to work. He added that he's hoping to get it this week.

#### CRA

D. Ghosn noted that the CRA rejected the Board's director registration form again. He explained that he thinks the Board will need to submit a couple more forms. D. Ghosn continued, saying that last year, the CRA said that the Board had too many directors, and this year they said that the Board needs two more.

#### HR

D. Ghosn mentioned that this past week was the final week for the majority of the Ed Board staff.

D. Ghosn admitted that unfortunately, he didn't get to complete the health and safety check with Ryan before the COVID-19 pandemic occurred. D. Ghosn wondered if there is an alternative way to complete this or if this a task that should be assigned to the next General Manager.

D. Ghosn informed the Board that all freelance pay and staff reimbursement cheques have been completed and will be sent out this week. He added that all Fulcrum equipment is back.

#### Fullview Updates

D. Ghosn reported that he heard back from Fullview this morning. He reported that they are finally charging the Fulcrum from April 2019 to April 2020 at approximately \$99 per month. D. Ghosn continued, explaining that Fullview sent him another email saying that they noticed that non-supporter plug-ins have been installed on the Fulcrum's website, which is essentially malicious code. He stated that they also noted that the Fulcrum's server consumes very high resources, approximately 82g of disc space, and is taking their developer two to three times extra to work on it. D. Ghosn mentioned that because of this, Fullview stated that they need to increase the monthly fee to \$149 per month. D. Ghosn indicated to the Board that he wants to see the action happening on their end because there are plugins that have been missed, and Fullview didn't answer about the Fulcrum's website accessibility or the second website crash. He informed the Board that he'll talk to him on Monday about what services Fullview can actually provide the Fulcrum.

### 6. Editor-in-Chief

#### Hiring/Staffing

M. Gergyek began his report by stating that the Ed Board had a great year, and congratulated Charley, the incoming Editor-in-Chief, who will be starting on May 1st. He continued, saying that the hiring team opened hiring for all positions for the next year. M. Gergyek listed off the open positions, noting that the Science and Tech Editor, Podcast Producer, and Staff Writers are all new positions. He added that S. Saud has been promoting a lot of the postings on the Fulcrum's social media accounts. M. Gergyek noted that the next stages include testing and

interviews (all online), with the goal being to have everyone hired by April 20th. He mentioned that all positions are scheduled to start on September 1st, with the exception of the Online Editor who will start on May 1st and training will take place at the end of August. M. Gergyek explained that the plan is for Charley to cover essential campus and city news over the summer where necessary, and mentioned that he'll share the training material that he developed with Charley this year that he can use if he wants for next year.

As for this past year, M. Gergyek stated that the Editorial Board didn't have any changeovers this year, and that everyone really connected. He then proceeded to go over some highlights by section:

- **Online:** Safa did a great job in growing the Fulcrum's social media accounts. She more than doubled the Fulcrum's Instagram followers and the speaker series that she and David organized and ran was a huge success
- **Visual:** Rame moved away from using illustrations and more towards all original photography, which really helped grow the Fulcrum's social media following, especially on Instagram. He noted that this section has the most volunteers
- **News:** the news team this year (Aaron and Mac) did a great job with breaking stories and in shaping the Fulcrum in general as an online news outlet
- **Arts & Culture:** Ryan expanded what the section really is by focusing more on the cultural side of the section
- **Features:** Zoë did excellent work in the section by growing the volunteer base as well as writing some powerful stories this year. He added that she did two big investigation pieces and piloted some online special issues, although not all of them came into fruition
- **Sports:** Charley and Jasmine really focused on publishing stories as fast as they could. He added that the Fulcrum Insta sports account was a great tool as well
- **Videographer:** Dasser did some really solid work this year and he's going to pass on some of the technique to the next videographer

M. Gergyek added that transition reports from editors are due by mid-April.

#### Marketing/Community Engagement

M. Gergyek reported that the Fulcrum's social media following has really grown over the past few months, and that more people than ever before are going on the Fulcrum's website. He announced that the Fulcrum's newsletter reached 350 subscribers, which is up from 75 at the beginning of the year.

#### Other notes

M. Gergyek mentioned that due to the COVID-19 pandemic, the Editorial Board's work has shifted slightly: there are no more in-person meetings, and a focus on using stock photos in order to limit the need of being on campus. He stated that the transition has been simple and smooth, especially given that the Fulcrum is already completely online. M. Gergyek said that the Ed Board held their final appreciation/celebration event last week and they are also planning a summer reunion.

## 7. Online Editor

### Website Analytics Overview

S. Saud announced that March was a great month for the Fulcrum, and the second best month of the production year. She explained that although there was a decline in users, the bounce rate also declined, which means that people are spending more time on the website. S. Saud added that the Fulcrum's website received a total of 56,975 page views with the average session being almost 50 seconds long.

S. Saud continued, saying that most of the Fulcrum's users came from organic searches from Google, and the rest came from either social or direct referrals. She clarified that Facebook still generates the highest number of social referrals. S. Saud noted that the majority of the top stories of the month were either about the COVID-19 pandemic or student deaths.

### Facebook Analytics

S. Saud reported that Facebook, in conjunction with the Fulcrum's website, performed really well as well. She proceeded to review some of the Facebook analytics, including the fact that the Fulcrum's Facebook page received 2,000 page views, which was up 129% from last month. S. Saud also stated that the Fulcrum page followers increased by 69 this past month.

S. Saud noted that the Fulcrum's Facebook page is still behind The Charlatan's by 50 page likes.

### Twitter Analytics

S. Saud informed the Board that this was the best performing month of the year for the Fulcrum's Twitter account. She briefly went over a few statistics, most notably that the Fulcrum's Twitter received over 263,000 impressions, which is a 217% increase since February. S. Saud continued, remarking that a lot of the traffic came from the panelists from the Speaker Series and from the COVID-19 pandemic coverage.

### Instagram Analytics

S. Saud indicated that the Fulcrum's Instagram performed big this month as well. She stated that the Fulcrum received a total of 59 new followers and earned 31,581 impressions. S. Saud mentioned that the Fulcrum was actively using Insta stories this month. She enthused that the best performing posts were record breaking.

### Marketing

S. Saud informed the Board that the Fulcrum held its first-ever Speaker Series, which was a great opportunity for networking. She added that Dasser's video from the event turned out really well as well, and the gifts for the panelists, a Fulcrum mug, chocolates, note, and gift card, were well-received. S. Saud noted that she's working to compile a list of resources so that the next event runs just as smoothly. She explained that the March event at the Art Gallery will have to be postponed to next year due to the ongoing COVID-19 pandemic.

J. Turcotte wondered how the link in bio feature is structured on Instagram. S. Saud answered that it's a yearly subscription, and she thinks that the Fulcrum has it until October.

## 8. President

### COVID-19 Pandemic

J. Turcotte reported that the Executive committee enacted the Incident Response Plan, and briefly detailed the timeline of events, noting how quickly things changed. He then proceeded to review the contingency plan to the Board. J. Turcotte reminded the Board that the COVID-19 motion, which was voted and passed via email vote, accomplished three things:

1. The AGM has been postponed to the fall semester;
2. Board meetings will be held via video conference; and
3. All director and officer positions have been extended until the fall AGM.

J. Turcotte reminded directors to let K. Murray know if they are unable to commit to a longer directorship term. He then asked the Board if they wish to issue a more detailed public statement on how the Fulcrum is handling the COVID-19 situation. The general consensus from the Board was that they don't think that an additional statement is necessary.

### Executive Committee

J. Turcotte stated that the executive committee did a good deal of planning for the planned AGM, but has largely focused on COVID-19 since March 10th.

J. Turcotte noted that he met with Mathieu, the General Manager of La Rotonde, on March 10th to have them remove a few boxes of documents from the Fulcrum's office and to have a brief meeting.

J. Turcotte informed the Board that the committee has assigned the Fulcrum's Ombudsperson, Denray, to review and revise the Fulcrum's Anti-Oppression document. He added that Denray will be presenting at April's Board meeting.

### Finance Committee

J. Turcotte announced that the budget planning process is almost complete, and that the Board will have the opportunity to approve the budget later on at today's meeting. He explained that the executive committee decided not to pursue withdrawing from the Fulcrum's investment accounts for three reasons:

1. The Fulcrum's investments have shrunk due to the current economic environment;
2. To keep growing the Fulcrum's emergency reserve;
3. In light of the surplus expected this year.

J. Turcotte reported that the Fulcrum is projecting a surplus of \$55,265.39 this year. He added that all staff salaries were increased, and a special project line of \$1.00 was included for use for any projects that are prepared over the summer months or into the next publishing year. J.

Turcotte mentioned that the Fulcrum's winter levy cheque has been signed and the Fulcrum is just trying to coordinate how to get it.

#### Human Resources Committee

J. Turcotte informed the Board that the HR committee sent out a SurveyMonkey survey to every student paper in the country on March 3rd to collect information on how student papers across the country reimburse their staff ahead of the HR meeting for salaries. He went on to say that 26 responses were received.

J. Turcotte stated that performance reviews and exit interviews have all been completed.

J. Turcotte indicated that the HR committee met on March 5th with D. Ghosn, M. Gergyek, and C. Dutil to discuss salaries for next year. He noted that an item that is still outstanding is a mechanism for tracking the hours of the editorial staff.

#### General Manager

J. Turcotte gave the Board an update on the hiring of the new General Manager. He mentioned after posting the position on March 1st, that 18 applications were received by the deadline of March 20th. J. Turcotte continued, saying that five candidates were interviewed and the committee narrowed down to two candidates and are waiting to contact references. He added that the successful candidate will start on May 1st, although training may be conducted virtually with D. Ghosn before their official start date. J. Turcotte went on to state that the incoming General Manager will have to start their position remotely.

#### Editorial Board hiring

J. Turcotte informed the Board that he met with M. Gergyek and C. Dutil to finalize the editorial positions on March 18th. He mentioned that the positions were posted that evening and the deadline to apply is April 2nd.

J. Turcotte noted that at least one HR committee member will sit in on the interview for the Online Editor candidates. He stated that the Board will ratify the successful candidates at the April Board meeting.

#### Committees

J. Turcotte indicated that all committees met this month. He enthused that the Speaker Series was a huge success.

#### Board Matters

J. Turcotte informed the Board that a coordinated effort is needed to fill in the University Representative Board seat.

#### Other Items

J. Turcotte announced that the Executive committee has implemented a forward agenda of things to work on over the summer. They include:

- A levy referendum;

- Health coverage for full-time staff;
- Digital journalism internship;
- Risk registry;
- Health and safety program

### Calendar Items

J. Turcotte reminded the Board that the next Board meeting is on Sunday, April 26th via Google Hangouts, and the Fulcrum's AGM is tentatively scheduled for sometime in September.

#### 9. Inter-Board Health and Wellness Committee

K. Nagaratnam reported that there are not a lot of new updates from the Inter-Board Health and Wellness committee. She explained that the committee was initially planning on having a dinner with the Ed Board and Board last weekend, but due to the current situation with COVID-19, that's not going to happen and instead the committee will be postponing it to a later date.

K. Nagaratnam mentioned that the committee will be postponing the project of tidying up the office too. She noted that the focus once it resumes will be on getting the Board's meeting area looking good so that it looks professional.

K. Nagaratnam stated that over the next few meetings, the committee will be working on things and planning a calendar of events for next year. She added that the committee will also be focusing on health and wellness.

#### 10. Marketing Committee

D. Champion-Smith began his report by thanking S. Saud for all of her work on the Speaker Series event.

D. Champion-Smith mentioned that at this month's committee meeting, the team planned events for the upcoming year, including:

- 101 Week event in collaboration with the Arts Student Association in order to paint or decorate the Fulcrum's old newsstands. There would be some guidelines and would want them to connect to U of O somehow;
- 101 Week BBQ with the SFUO and CHUO, the committee will have to look into booking an outdoor space and a bbq;
- November Speaker Series with the theme of breaking down complex ideas (Andre Picard). This time, and for the March Speaker Series as well, the committee will only book half of Tabaret Hall and offer donuts and coffee/tea. This edition will focus on science, medicine, politics, and technology reporters;
- Art Gallery Event in January: the idea is to partner with the OAG and the Arts Students Association, and have a mix of the Fulcrum's art and student art as well. The theme of the event will be Ottawa;

- March Speaker Series: this edition's theme will be media outside the mainstream, and will focus on startups, website or magazine news, and also potentially podcasts, BuzzFeed, Canadaland, etc
- Alumni event: good networking opportunity for the Ed Board

D. Champion-Smith added that throughout the year, the committee is going to try and do more photo walks and workshops, which are easy to set up.

## 11. Policy Committee

K. Murray stated that at the March Policy committee meeting, the team discussed their vision for an intellectual property agreement for Fulcrum volunteers to sign before they submit any work to the Fulcrum. She explained that the purpose of this agreement is to ensure that the Fulcrum has a permanent record of its work. K. Murray briefly reviewed the draft that the team had put together, explaining that they intend for it to be a Google form that volunteers can fill out online and then submit. She added that once the Board approves the draft, the team will reach out to our lawyer to ensure its legality.

The Board approved of the draft intellectual property agreement and all agreed that Carlos, the Fulcrum's lawyer through CUP, should be consulted over it. R. Sheikh-Khalil mentioned that the Fulcrum should be sending something to Jenna, the Fulcrum's pro bono lawyer, to thank her for her time.

K. Murray continued with her report, noting that the team also reviewed section 10 and part of section 14 of the Policy Manual. She proceeded to review the proposed policy amendments. J. Turcotte motioned to put all of the changes into an omnibus and approve them. R. Sheikh-Khalil seconded the motion. All voted in favour and the motion passed.

## 12. Budget 2020-2021

D. Ghosn presented the proposed budget for the 2020-2021 publishing year. He began by noting that not much has changed since the Board had the special finance committee meeting relating to the budget. D. Ghosn wondered if the Fulcrum should be concerned for the student levy because of COVID-19. J. Turcotte replied that there could be a dip in the summer student levy, but that it's not something that can really be foreseen.

D. Ghosn proceeded to review the budget, noting any lines which have been changed and any notable lines. These included:

- Wages and Salaries: all editors received a raise this year;
- EI and CPP: confirmed this line. D. Ghosn said that he's fairly confident in those two numbers, and the same with the WSIB figure;
- Ceridian/Payroll: D. Ghosn stated that this line remains the same every year. The Board discussed how the Fulcrum can pay editors (reimbursements) and freelancers faster, including the potential of direct deposit. All agreed that this is something that the next



General Manager can look into as an option. D. Ghosn reported that the Fulcrum is currently at \$2684 for this line;

- Employee appreciation line was increased to \$2000;
- D. Moyer wondered if the Board needs to increase the office supplies line to reflect the increase in the Fullview monthly payments. D. Ghosn answered that he's kept that in the website expenses line;
- Website expenses: this lined has increased, and will definitely have to increase if the Board wants to stay with Fullview;
- New addition: Special projects line. D. Ghosn explained that he kept this line at \$1, kind of like the contingency fund. He added that the Fulcrum can use it if and when we want to;

R. Sheikh-Khalil inquired if J. Turcotte could expand on the University's plan for the Fulcrum's office building. J. Turcotte replied that he thinks it's a good foresight for the Board to think about where the Fulcrum wants to move. He continued, saying that his vision is to meet with a university representative to discuss this, and that his preference is to have a bit of a smaller space, but to be more central on campus. D. Moyer thinks that the Fulcrum should partner with the student union and maybe a couple of other groups.

B. King asked if the Fulcrum's investments are reflected anywhere in this budget. D. Ghosn stated that they're not, and that the money from the Fulcrum's investments is being allowed to grow.

J. Turcotte drew the Board's attention to this year's projected surplus. He explained that the number is a bit deceiving because of the wages and salaries line. J. Turcotte went on to state that the biggest reason for the surplus is the Student Choice Initiative having a higher opt-in rate and then ultimately being cancelled outright, and then D. Ghosn going from full-time to part-time.

J. Turcotte informed the Board that the Fulcrum won't be withdrawing from its investments this year. D. Moyer suggested that the Fulcrum should buy investments now because they'll be at a lower rate, which could maybe help the Fulcrum to recover from the market loss on the Fulcrum's other investments.

J. Turcotte motioned to approve the budget for the 2020-2021 production year. P. Mangan seconded the motion. All voted in favour and the motion passed.

### 13. COVID-19

J. Turcotte indicated that he already said everything that he needed to say on the subject of COVID-19 in his president's report. R. Sheikh-Khalil stated that the Ed Board has done such a great job in covering it.

### 14. Ratify EIC

J. Turcotte asked C. Dutil if there's anything that he'd like to say. C. Dutil gave a brief preview for next year, mentioning that the Ed Board will be continuing to do what they've been doing this year and have added a couple of new positions: a podcast editor and a science and tech editor.

J. Turcotte motioned to ratify C. Dutil as the Editor-in-Chief for the 2020-2021 publishing year. K. Nagaratnam seconded the motion. All voted in favour and the motion passed.

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

#### 15. General Manager Discussion

J. Turcotte motioned to move in camera with only the Board. K. Murray seconded the motion. D. Moyer mentioned that he was not opposed to having D. Ghosn included in the General Manager discussion. D. Moyer motioned to invite D. Ghosn to the in camera discussion. J. Turcotte seconded the motion. All voted in favour and the motion passed.

#### 16. HR in Camera

D. Ghosn leaves the in camera discussion.

J. Turcotte motioned to accept the recommendations that the HR committee proposed and discussed in camera. R. Sheikh-Khalil seconded the motion. P. Mangan abstained because he only joined the Board and doesn't know the Board's full expectations, not because he doesn't agree. The motion passed.

J. Turcotte motioned to stay in camera. D. Moyer seconded the motion. The motion failed.

#### 17. Revisit Standing Actions List

J. Turcotte asked if K. Murray would present the forward agenda at the May Board meeting.

#### 18. Other Business

P. Mangan wondered what the process is for increasing the Fulcrum's investment accounts and how does the Board decide on it. R. Sheikh-Khalil explained that she and a few others had a meeting with the Fulcrum's RBC representative and discussed what kind of portfolio the Fulcrum would like. She continued, saying that they chose a balanced portfolio, which is not entirely stock or government bonds. R. Sheikh-Khalil stated that the various options were presented to the Board. In general, R. Sheikh-Khalil said that the Finance committee would handle this and the final decision would need to be approved at a Board meeting.

R. Sheikh-Khalil motioned to adjourn the meeting at 1:08pm. All voted in favour and the motion passed.

### Online Votes

On March 14, J. Turcotte put forward a motion relating to a provisional Bylaw amendment to be passed to Bylaw no. 2 regarding the COVID-19 pandemic and how it impacts the operations of the Board of the Fulcrum. The motion reads as follows:

WHEREAS The World Health Organization has labelled the 2019 novel coronavirus (COVID-19) disease a pandemic.

WHEREAS The World Health Organization, the Public Health Agency of Canada, the Ontario Ministry of Health, and Ottawa Public Health have identified “social distancing” as the most effective means of protecting individuals from infection.

WHEREAS The University of Ottawa has suspended all in-person classes as of Monday, March 16th, 2020 for the remainder of the winter semester.

WHEREAS The Fulcrum has adopted “social distancing” for its staff and directors.

WHEREAS Section 5.01 of Bylaw no. 1 of The Fulcrum Publishing Society states that “The Annual Meeting of members must occur during the winter term of the University of Ottawa and must be held at such a time and at such a place that is directly on central University of Ottawa campus. The place and time of the meetings of the members is to be determined by the Board or the President”.

WHEREAS Section 6.03 of Bylaw no. 1 states that “Each director shall be elected to hold office for a term of one year, beginning June 1 of the year the director is elected and ending May 31 the following year. New Board members will be elected at the annual meeting of the members for the upcoming publishing year”.

WHEREAS Section 7.02 of Bylaw no. 1 states that “Members of the Board must be physically present at the place of the meeting for the transaction of business to occur. However, a director may be able to join meetings by video or telephone link, providing the unanimous consent of directors physically present at the meeting is obtained. The director not physically located at the place of the meeting must provide evidence of exceptional circumstance forcing their physical absence”.

WHEREAS Section 12.05 of Bylaw no. 2 states that “The Board may at any time vote to provisionally change the Bylaws at any duly constituted meeting of the Board of Directors”.

WHEREAS Section 13.2 of the Policy Manual states that “A motion passed by the Board via email in accordance with this section has the same force and effect as though the motion were passed by the Board at a regular meeting”.

BE IT RESOLVED THAT A provisional Bylaw amendment be passed to Bylaw no. 2 as follows:

SECTION FOURTEEN  
COVID-19

14.01 In response to the exceptional circumstances posed by the 2019 novel coronavirus (COVID-19), the winter 2020 Annual Meeting of Members has been exceptionally postponed to the fall 2020 semester. A notice will be sent to the members of the Corporation by posting a notice to all of the social media accounts of the Corporation and by posting a notice on the website of the Corporation. Other than the date of the meeting, section 5 of Bylaw no. 1 will apply.

14.02 Exceptionally, the 2019/2020 directorships will be extended until the date of the postponed fall 2020 Annual Meeting of Members.

14.03 Exceptionally, the 2019/2020 officer positions will remain in place until the first meeting of the new board following the fall 2020 Annual Meeting of Members.

14.03 The members of the Board have agreed that meetings of directors (Board meetings) may be held entirely via video conference or conference call while this Bylaw section remains in effect. The members of the Board have agreed that the COVID-19 pandemic represents an exceptional circumstance preventing their physical presence at meetings of Directors.

14.04 This Bylaw is written with the intention that it is to temporarily supersede any sections of the Bylaw that conflict with the contents of this section.

14.05 It was the intention of the Board while passing this provisional Bylaw amendment that the members will remove this Bylaw section at the next duly constituted Annual Meeting of Members in the fall 2020 semester.

This motion passed.

Appendices

## **GM Report March 2020**

### **1. Financials**

**Previous Month This Month Difference**

**TOTAL \$310,423.03 \$274,691.84 -\$35,731.19**

Chequing \$218, 544.13 \$194,807.36 -\$23,736.77

RBC \$91,878.90 \$79,884.48 -\$11,994.42

## **2. Student Winter Levy**

UOSU got back to me Friday afternoon and said the cheque is signed. Waiting to hear back as to how or when we can pick it up.

## **3. CRA**

They rejected our directors registration forms. I will be sending out additional directors forms as soon as I can.

## **4. Human Resources**

a) This week was the final week for most of the editorial staff. b) Unfortunately, I did not get a chance to complete the health and safety check with Ryan before the COVID-19 pandemic occurred. HR Committee - Is there an alternative to me completing this with someone else? Is it a task for the next GM? c) All freelance pay and staff reimbursement requests have been completed. Cheques will

be sent out this week via Canada  
Post.

### **Editor-in-Chief Board Report (March 2020)**

#### **Hiring/Staffing**

- Today is the 2019-20 editorial teams' last day! (except for Safa and I, who go to May 1). It was such a great year and I'll dive into some highlights down below.

- Congrats to our EIC for the 2020-21 publication year, current sports editor Charley! He starts May 1 and his tenure runs until May 1, 2021
- Charley, Dorian and I have opened hiring for all positions for the 2020-21 editorial board. There are 13 available positions and they're listed below for your reference...
  - Managing Editor
  - Online Editor
  - Visual Director
  - News Editor
  - Arts & Culture Editor
  - Features Editor
  - Sports Editor
  - Science & Tech Editor
  - Staff Writers (2)
  - Podcast Producer
  - Staff Photographer
  - Videographer
- We've only received a few applications so far (features, news, managing, online, staff writer) but that's quite common for hiring for the editorial board, which is open until April 2 (at least based on my experience last year)
  - However, job postings have been distributed among faculties/programs, will promote on social media through this week
  - After applications close on April 2, we'll begin organizing a test writing period, which should run about a week. Tests will be done virtually.
  - We'll then move onto interviews, which will all be conducted over the phone or via a video call. The goal is to have all positions filled by April 20.
  - All positions on the 2020-21 editorial board will start on Sept. 1 or late August, except for the online editor, who will work with Charley through the summer
  - The plan is to have Charley cover essential campus/city news over the summer (i.e. student union + university governance, student issues, Sandy Hill news, big Gee-Gees developments) where necessary
  - I'll share the training material I developed with Charley this year that he can use if he wants for next year
- As for our current editorial team, they absolutely killed it this year, and I'm proud to say we had no turnovers! The team clicked unbelievably well. Here are some section by section highlights...
  - **Online:** Safa helped grow our social media following immensely. We more than doubled our Instagram followers to over 1,100. Facebook just reached 3,000 likes. Twitter now has close to 4,600 followers. Newsletter has close to 350 subscribers. Not to mention the speaker series her and David organized and ran, which was a massive success.

- **Visual:** Rame focused a lot this year on shifting away from illustrations and stock photos to using our own original photography as much as possible. This helped grow our social media following (i.e. Instagram especially). It's also been a great step in redefining ourselves as an online news outlet with quality photography.
  - **News:** It would be an understatement to say this was one of the wildest years in news in recent memory. So many big stories have impacted our campus this year, and a ton of long existing issues came to the forefront this year. The news team (Aaron + Mac) played an integral role in shaping us into an online news outlet, breaking stories as quickly as possible and digging into the deeper issues with a great amount of empathy and commitment.
  - **Arts & Culture:** Ryan really expanded what it means to have an arts & culture section. We started introducing more “in photos” stories, and also focusing on the more cultural side of the section by digging into internet culture, campus issues, etc. We found these stories often had the most readership by far.
  - **Features:** Zoë did phenomenal work this year in the features section, not only growing the volunteer base but also writing some of the most powerful stories we've published this year, especially on mental health. She also piloted online special issues, which we'll hopefully build on next year.
  - **Sports:** Charley and Jasmine did great work in sports as well, focusing on publishing stories as quickly as we could (i.e. Panda, Cap Hoops), and also using social media in new and innovative ways. Charley's sports Instagram account has become widely followed and a great tool for finding sources/contacts.
  - **Videography:** Although Dasser has only been on the team for a few weeks now, he's truly brought video to the next level. His weekly videos are always super high-quality and innovative, and he's developed a “Fulcrum formatting” — videos have been getting great traction on social media
- All transition reports from current editors (used by the incoming section editor for their training) are due by mid-April, including myself

### **Marketing/Community Engagement**

- As I mentioned above, social media following is continuing to grow quickly, and we're seeing more people on our website per month than ever before (i.e. last month we hit 50,000 unique users)
  - Our newsletter now has close to 350 subscribers, up from 75 at start of year

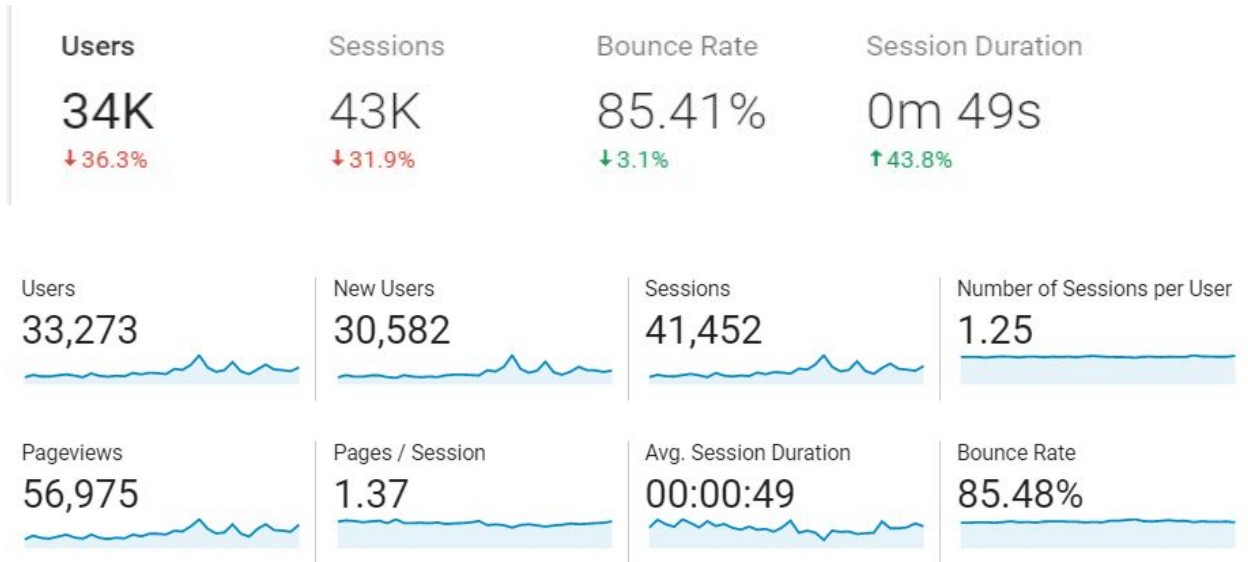
### **Other Notes...**

- Due to the COVID-19 pandemic, the editorial board's work shifted slightly...
  - No in-person meetings (includes interviews, volunteer meetings, ed board)
  - Focus on using stock photos to limit need to be on campus
  - The transition was overall simple and smooth, since we're online as is
- Held our final ed board appreciation/celebration last week, planning summer reunion

# FULCRUM ANALYTICS REPORT: MARCH 2020

## Website Analytics

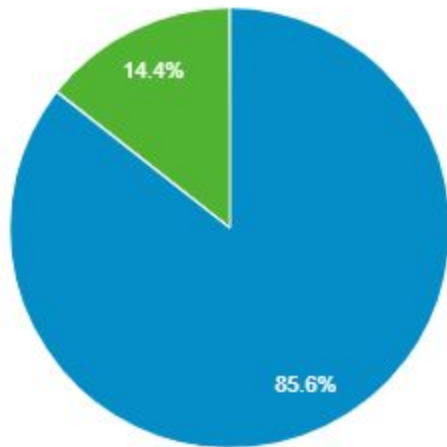
### Overview



- ❖ This month was also record-breaking for the Fulcrum. We received a total of 34,000 users on the website, with 30,582 of them being new users. Although there was a decline in users, this month was the second-best performing month for the 2019-2020 year. We saw a decline in our bounce rate which is great and it means people are spending more time on the website.
- ❖ We also received a total of 56,975 page views with the average session being almost 50 seconds long.



■ New Visitor ■ Returning Visitor



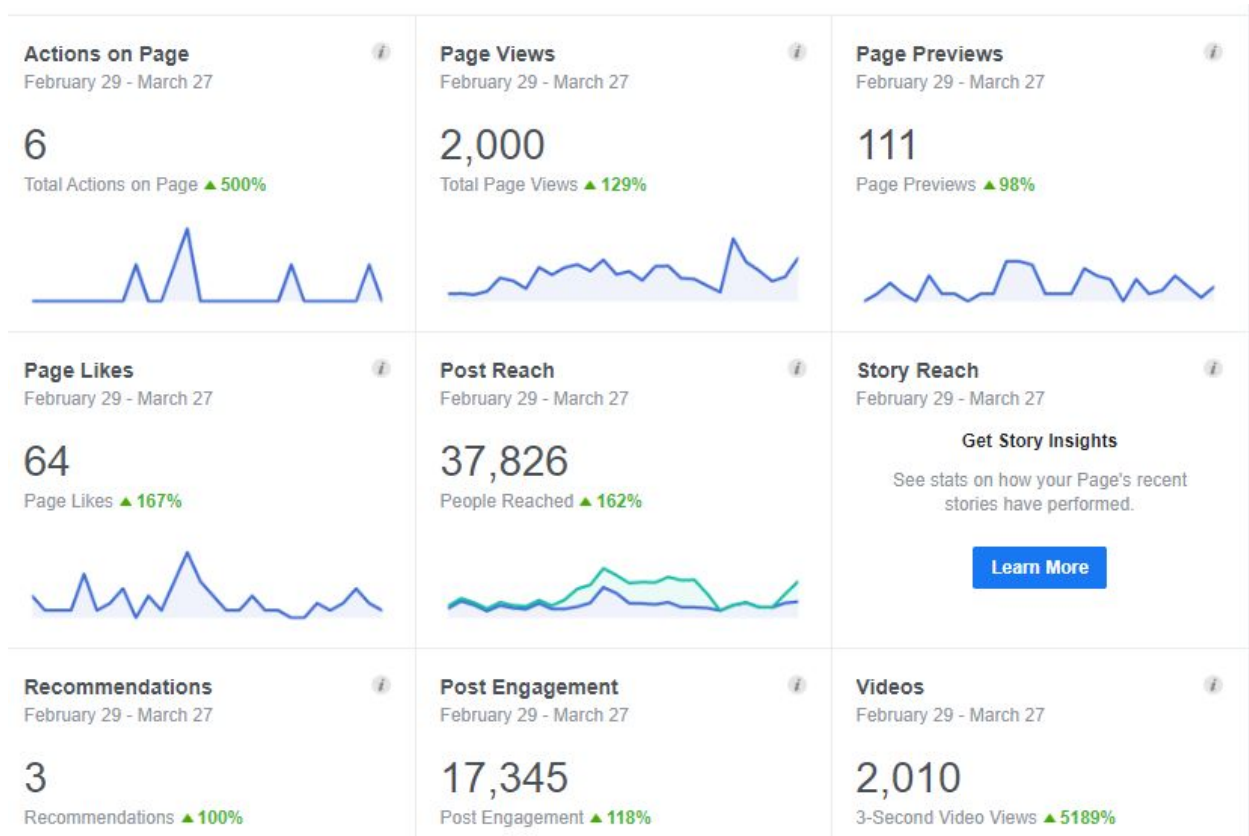
	Acquisition			Behavior		
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓
	34,250	31,461	42,788	85.42%	1.38	00:00:49
1 ■ Organic Search	19,471	<div style="width: 85.6%;"></div>		83.69%	<div style="width: 83.69%;"></div>	
2 ■ Social	9,400	<div style="width: 27.4%;"></div>		88.05%	<div style="width: 88.05%;"></div>	
3 ■ Direct	4,347	<div style="width: 12.7%;"></div>		86.21%	<div style="width: 86.21%;"></div>	
4 ■ Referral	1,579	<div style="width: 4.6%;"></div>		84.69%	<div style="width: 84.69%;"></div>	
5 ■ (Other)	22	<div style="width: 0.06%;"></div>		96.00%	<div style="width: 96.00%;"></div>	
6 ■ Email	1	<div style="width: 0.003%;"></div>		100.00%	<div style="width: 100.00%;"></div>	

Most of our users, 19,471 to be specific, came from organic searches from Google. The rest were either social (Facebook, Twitter, and Instagram) or direct referrals. Facebook still generates the highest number of social referrals.

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	58,925 % of Total: 100.00% (58,925)	52,999 % of Total: 100.00% (52,999)	00:02:11 Avg for View: 00:02:11 (0.00%)	42,790 % of Total: 100.00% (42,790)	85.42% Avg for View: 85.42% (0.00%)	72.62% Avg for View: 72.62% (0.00%)	\$0.00 % of Total: 0.00% (\$0.00)
1. /news/u-of-o-confirms-student-death-3/	4,883 (8.29%)	4,669 (8.81%)	00:03:44	4,505 (10.53%)	94.27%	92.77%	\$0.00 (0.00%)
2. /	3,444 (5.84%)	2,512 (4.74%)	00:01:09	2,039 (4.77%)	34.38%	30.98%	\$0.00 (0.00%)
3. /news/students-push-for-optional-pass-fail-courses-after-semester-goes-online-due-to-covid-19/	1,734 (2.94%)	1,653 (3.12%)	00:03:03	1,535 (3.59%)	91.60%	88.12%	\$0.00 (0.00%)
4. /news/covid-19-most-students-in-res-must-move-out-by-sunday-u-of-o-says/	1,065 (1.81%)	1,009 (1.90%)	00:03:32	959 (2.24%)	91.97%	88.73%	\$0.00 (0.00%)
5. /category/news/	948 (1.61%)	620 (1.17%)	00:00:53	106 (0.25%)	40.57%	19.62%	\$0.00 (0.00%)
6. /features/a-brief-history-of-pornography-until-1910/	948 (1.61%)	879 (1.66%)	00:04:24	843 (1.97%)	92.05%	89.24%	\$0.00 (0.00%)
7. /were-hiring/	866 (1.47%)	703 (1.33%)	00:01:58	613 (1.43%)	81.24%	72.40%	\$0.00 (0.00%)
8. /features/orgy-etiquette/	798 (1.35%)	751 (1.42%)	00:04:55	745 (1.74%)	93.69%	93.11%	\$0.00 (0.00%)
9. /news/covid-19-faculty-of-social-sciences-implements-optional-pass-fail-course-grading-for-undergrads/	779 (1.32%)	745 (1.41%)	00:03:43	674 (1.58%)	92.73%	88.70%	\$0.00 (0.00%)
10. /news/uosu-advocacy-commissioner-resigns-citing-concerns-over-appointment-of-former-stuov-manager/	728 (1.24%)	669 (1.26%)	00:02:42	553 (1.29%)	86.44%	78.98%	\$0.00 (0.00%)

These are the top 10 stories of the month in terms of unique sessions and pageviews.

## Facebook Analytics



## Page Followers







February 29 - March 27

# 69

Page Followers ▲ 165%



Facebook, in conjunction with the website, performed really well as well. We received 2,000 page views, up 129% from last month. Our posts reached 37, 826 people as compared to 15,000 from last month (post reach went up by 162%). We also received a total of 17,345 engagements and 64 new page likes as well. Our page followers increased by 69 this past month.

Page	Total Page Likes	From Last Week	Posts This Week	Engagement This Week
1  Ottawa Citizen	158.1K 	▲ 0.2%	250+	959.6K 
2  Ottawa Sun	43.7K 	▲ 0.2%	250+	204.1K 
3  The Charlatan	3.1K 	▲ 0.2%	12	716 
YOU 4  The Fulcrum	3K 	▲ 0.4%	33	4.8K 
Keep up with the Pages you watch. <a href="#">Get More Likes</a>				
5  La Rotonde	2.8K 	▲ 0.1%	14	343 
6  Syndicat étudiant de l'U...	1.5K 	▲ 0.3%	5	47 

We are still behind the Charlatan. We are at 3,003 likes and 3,092 followers while they are at 3,053 likes. They are leading by 50 page likes.

# Twitter Analytics

## 28 day summary with change over previous period



This was the best performing month for Twitter this year. We received over 263,000 impressions which is a 217% increase since February. We received 2,312 profile visits as compared to 1,040 in February. We received 90 mentions and our followers increased by 53.

## Engagements

Showing 28 days with daily frequency

---

Engagement rate

2.2%



Link clicks

1.4K



On average, you earned **51 link clicks** per day

---

Retweets

199



On average, you earned **7 Retweets** per day

Likes  
**560**



On average, you earned **20 likes** per day

Replies  
**70**



On average, you earned **3 replies** per day

We received a total of 1400 link clicks with almost 51 link clicks daily. The total number of retweets was 199 and we received a total of 560 likes. In total, our tweets generated a total of 70 likes with an average of 3 replies per day.

## Instagram Analytics

### FOLLOWERS

Why is my data not displaying?

1,120  
FOLLOWERS

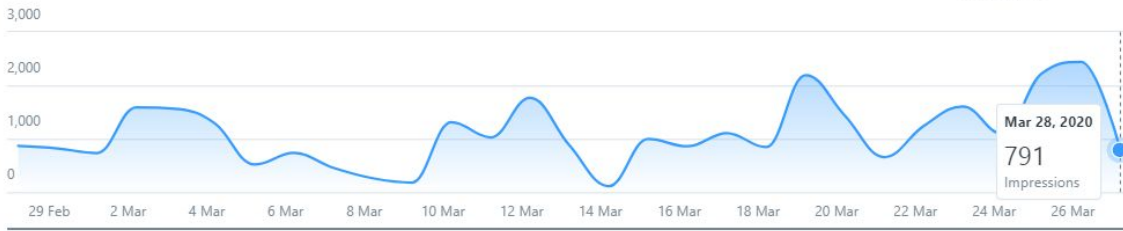
59  
GROWTH

5.56%  
GROWTH RATE



### IMPRESSIONS

31,581  
IMPRESSIONS



### REACH

520  
AVG. REACH



Instagram performed really well this month. We received a total of 59 new followers and are currently at 1120 followers. We earned 31,581 impressions and reached an average of 520 accounts.

# Profile Interactions

See insights on how people are interacting with your profile over time.

Collected Data No Data

7 Days

1 Month

3 Months

Mar 21, 2020 - Mar 28, 2020

Export CSV

## PROFILE VIEWS

295

PROFILE VIEWS



## WEBSITE CLICKS

67

WEBSITE CLICKS



## LINKIN.BIO CLICKS

56

LINKIN.BIO CLICKS

69

PAGEVIEWS

81.0%

CLICK-THROUGH %

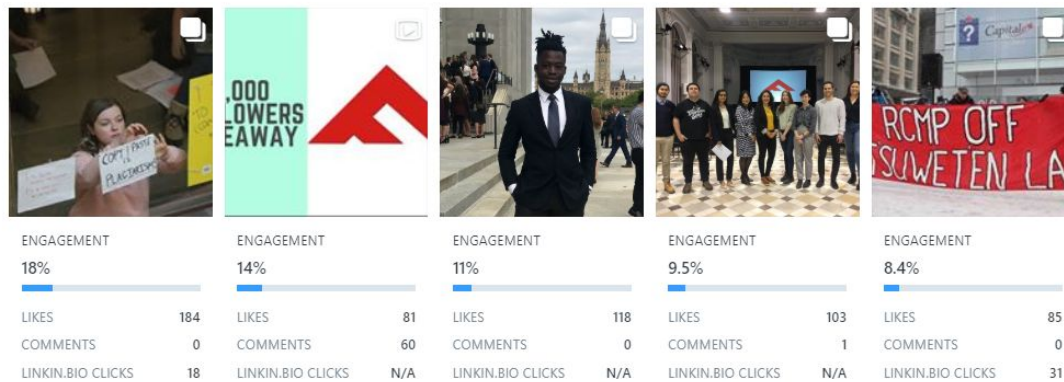


We received a total of 295 profile views, 67 website clicks, and 56 links in bio clicks. So a total of 123 link clicks. We were also actively using insta stories this month, especially with COVID-19 updates. Those stories helped us generate link clicks as well.



## Best Performing Posts

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



These were our top performing posts this month. The best post received 184 likes which is a record for our instagram account.

## Marketing

This past we hosted our first ever Fulcrum Speaker Series which was in the works since early December. It was a successful panel and went smoothly. It was also a great opportunity for us to connect and network with local journalists whom we can invite for future events as well. We had more panelists than anticipated but that only made it better. Dasser also did an amazing job capturing the event and his video turned out great. I am also working on compiling all the information about room bookings, local journalists, attendees' email addresses to make the event run smoothly for the team next year.

The Art Gallery will have to be postponed for the Fall 2021 semester as we couldn't get to it due to COVID-19 concerns.

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

631 King Edward Avenue  
Ottawa, ON  
K1N 6N5

# Fulcrum Publishing Society – Board of Directors

## President's Report

Sunday, March 29<sup>th</sup>, 2020

*Google Hangouts*

Meeting #11 of 2019/20 Publishing Year



Justin Turcotte

### 1. COVID-19 Pandemic

The 2019 novel coronavirus (COVID-19) pandemic has had significant impacts on regular life around the world. The Executive Committee of the Board enacted The Fulcrum's Incident Response Plan as a result of the significant impacts in Ottawa. The following is a timeline of the action that was taken:

01. 10 March: Justin gathered relevant information about the pandemic and consulted with the Executive Committee, as well as Dorian and Matt on the next steps.
02. 11 March: A contingency plan was sent to all editorial staff. The first confirmed case of COVID-19 in Ottawa was reported several hours later.
03. 12 March: A contingency plan was sent to the Board of Directors.
04. 13 March: Ben purchased tissues and Lysol disinfectant wipes for the office. That afternoon, the University of Ottawa announced that all in-person classes would be held remotely for the remainder of the semester. Later that afternoon, Justin separately emailed the editorial staff and the Board of Directors to implement the last step of The Fulcrum's contingency plan: physical (social) distancing. That evening, the Executive Committee drafted the COVID-19 emergency pandemic motion and forwarded it to Ben.
05. 14 March: The COVID-19 motion was sent to the Board of Directors.
06. 17 March: The COVID-19 motion passed unanimously.
07. 18 March: A message from the President was communicated to our membership via social media channels. The text of the motion was placed on our website.
08. 1 April: The end of the two week period where any two members may seek to reverse the provisional bylaw amendment.

The Fulcrum's contingency plan laid out the following:

- All meetings will be held remotely via video conference or conference call; Interviews will be done remotely rather than in-person. This includes for sources, exit interviews, performance reviews, hiring interviews, etc.;
- Staff are encouraged to maintain a 2-metre separation with other people;
- All office hours are cancelled;
- Dorian will not be expected to be in the office, as such, cheques will be delayed for the foreseeable future. Please continue to send reimbursement requests to Dorian, but there may be a significant delay;
- A special provisional by-law amendment will be motioned to grant the board exceptional emergency powers to postpone the AGM and extend the mandates of directors until an AGM can be called in the fall term. This provisional by-law amendment will be written in such a way that it is specific to the COVID-19 situation and will be removed at the next duly constituted AGM; and
- Handshakes should be replaced with other forms of greeting, such as a wave, a nod, or a bow.

The COVID-19 motion accomplished three things:

01. The AGM has been postponed to the fall semester;
02. Board meetings will be held via video conference; and
03. All director and officer positions have been extended until the fall AGM.

Please let Kate know if you cannot commit to a longer directorship term!

The last step of The Fulcrum's Incident Response plan is as follows:

*The President must call a special meeting of the Board of Directors. At this meeting, a written plan of action shall be developed which will guide how the Corporation will address the issue. This plan must be shared with the GM and the EIC. Moreover, the Board may choose to issue a more detailed public statement on the situation.*

**Does the Board wish to issue a more detailed public statement on how The Fulcrum is handling the COVID-19 situation?**

## 2. Executive Committee

The committee did a good deal of planning for the planned AGM. However, from March 10th onwards, the committee has almost entirely focused on COVID-19 planning.

Justin met with Mathieu, the General Manager of La Rotonde, on March 10th to have them remove a few boxes of documents from our office and have a quick meeting.

The committee has assigned our Ombudsperson to review and revise The Fulcrum's Anti-Oppression document. He will be presenting at our April board meeting.

### 3. Finance Committee

The budget planning process is now nearly complete:

01. 3 March: Justin and Dorian met to begin drafting the budget.
02. 5 March: The HR Committee met, along with Dorian, Matt, and Charley to review the salaries for the next publishing year.
03. 12 March: The finance committee met to review and approve the budget for consultation.
04. 18 March: The budget was sent out for consultation, no additional feedback was received.
05. Today: The Board will have the opportunity to approve the budget.

The Executive Committee decided not to pursue withdrawing from our investment account for three reasons:

01. Our investments have shrunk due to the current economic environment;
02. To keep growing our emergency reserve; and
03. In light of the surplus expected this year.

**We are projecting a surplus of \$55,265.39 this year.**

All staff salaries were increased:

- Editorial Staff: \$15/hour
- Managing Editor: \$15.50/hour
- EIC: \$16/hour
- GM: \$18/hour

A \$1.00 special project line was added for use for any projects that are prepared over the summer months or into the next publishing year.

Our winter levy cheque has been signed and we are now just trying to coordinate getting our hands on it.

### 4. Human Resources Committee

The HR Committee sent out a SurveyMonkey survey to every student paper in the country (or at least pretty darn close) on March 3rd to collect information on how student papers across the country reimburse their staff. 26 responses were received.

Performance reviews were done by the HR Committee on March 4th and 5th. Exit interviews were done on March 24th.

The HR Committee met on March 5th with Dorian, Matt, and Charley to discuss salaries for next year. An item that is still outstanding is a mechanism for tracking the hours of the editorial staff.

#### General Manager

The HR Committee posted the General Manager job posting on March 1st. 18 applications were received by the deadline of March 20th. Five candidates were interviewed over the last week. The HR Committee has now narrowed in on two applicants and is waiting to contact references.

The successful candidate will start on May 1st. However, training may be done virtually with Dorian before their start date. The incoming GM will need to start their position remotely. The committee hopes to hire a candidate by the end of this upcoming week.

#### In-Camera Matters

Move in-camera to discuss the final two GM applicants and an item concerning staff members.

#### Editorial Hiring

Justin met with Matt and Charley to finalize the editorial positions on March 18th. The positions were posted that evening and the deadline to apply is April 2nd.

At least one HR Committee member will sit in on the interview for the online editor candidates.

The Board will need to ratify the successful candidates at the April Board meeting.

#### 5. Inter-board Health and Wellness Committee

The committee met on March 17th.

## 6. Policy Committee

This committee met on March 18th. Justin is still working on updating the Code of Conduct to comply with the harassment provisions of the *Occupational Health and Safety Act*.

## 7. Marketing and Promotions/Readership Committee

This committee met on March 10<sup>th</sup> and March 19th. As well, Safa and David successfully pulled off an amazing first speaker series on March 11th! A huge shout out and congratulations to everyone involved.

## 8. Board Matters

There is currently one seat open on the Board:

- University Rep

## 9. Other Items

We have implemented a forward agenda to track items to be worked on over the summer. Some items we wish to explore/develop so far:

- A levy referendum
- Health coverage for full-time staff
- Digital journalism internship
- Risk registry
- Health and safety program

### Calendar Items

Our next Board meeting is scheduled for Sunday, April 26<sup>th</sup> at 10:30 am via Google Hangouts.

Our AGM is tentatively scheduled for sometime in September.

## **Inter-Board Health and Wellness Committee — March 2020**

**Mar. 17, 2020, 6 p.m.**

Attended by: Justin, Kate, Matt and Kalki

### **Updates/Goals for March/April:**

1. Board and Ed Board Bonding Events
  - Event 1: Escape Room in December

- Event 2: Oscars Night in February
  - Event 3: FnS Dinner... May or June
2. 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)
  - Current focus is creating BoD space on 3rd floor: (1) president's room, (2) file storage room, (3) BoD meeting room
  - Created list of items we need to buy to make the space more welcoming
  - Next steps: buying and assembling
  - Goal: ready for September board meeting
3. Planning for Next Year
- New tasks for the committee to complete
  - Preplanned calendar of events



# FULCRUM

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

Fulcrum Publishing Society – Board of Directors  
 Branding and Promotion Committee Report (March 19, 2020)

Prepared by: David Campion-Smith

Attendance: David Campion-Smith, Matt Gergyek, Kalki Nagaratnam, Safa Saud, Kate Murray

101 week event - Get the Arts student association involved to paint/decorate our old newspaper boxes. Make them connect to U of O somehow, some guidelines. Reach out to the arts student association, find our old boxes, get them cleaned.

101 week barbecue with LaRotonde, CHUO. Email LaRotonde and CHUO. Trying to book outdoor space and barbecue.

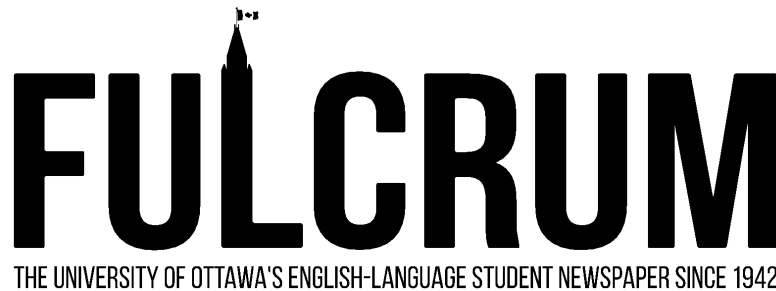
(November) - Speaker Series - Breaking down of complex ideas. (Andre Picard). Same room/split in half. Donuts and coffee. Focus on science, medicine, politics, technology reporters.

Art Gallery (January) - Pair it with the OAG, pair with Arts association. Mix of our art and student art as well. Ottawa as the theme. Reaching out to the OAG. Then to the arts student associations and the school.

(March) Speaker Series - Media outside the mainstream. Same room/split in half. Donuts and coffee. Focus on startups, web site, or magazine news. Or a podcast. BuzzFeed, Canadaland. (Jane Lytvenenko)

Alumni Event - Collect past employee emails, past director emails. Pick a loose date and go from there.

Workshop style events and photowalks throughout the year as well.



631 King Edward Avenue  
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Fulcrum Publishing Society – Board of Directors  
Policy Committee Report (Sunday, March 29, 2020)



March Policy Meeting: Wednesday, March 18, 2020  
Present: Kate Murray, Justin Turcotte, Patrick Mangan, and Kalki Nagaratnam

### **February Meeting**

The first meeting this month was intended to focus on:

1. Developing an intellectual property agreement;
2. Reviewing section ten and fourteen of the Policy Manual

### **Intellectual Property Agreement**

The committee discussed their vision for this document and agreed that it should be a comprehensive, yet concise one-page Google form that volunteers can fill out online. An online form was suggested as it is more accessible, easier to collect, and easily stored on the Google Drive.



The committee proposes the following draft to the Board for consideration (we'll have Carlos, our lawyer, review it for legality and her suggestions after):

### **Google Form Content**

#### **Section 1**

Thanks for your interest blah blah!

→ written by the EIC

#### **Section 2**

Thanks again for your interest in volunteering with The Fulcrum! Before we can accept any original written work, photographs, videos, or any other submitted material, a volunteer must assign their copyright rights to The Fulcrum.

What does this mean?

Essentially, it means that everything that you submit to The Fulcrum for publication becomes the property of The Fulcrum. You will no longer own the work once you have submitted it to The Fulcrum. That said, you are always welcome to include the work in your professional portfolio or ask the Editor-in-Chief for permission to reproduce the work.

Ouch! That's a bit intense, isn't it?

The reason we include this is because as a news organization, we want to ensure that we have a permanent record of our work. If we didn't have our volunteers assign copyright, anyone could ask us to remove their work from our archive. This wouldn't be cool because then we would be erasing a part of our history. Likewise, we are very proud of the incredible work done by our volunteers! As such, we don't want people to see duplicates of our work in other papers or mediums. Once you submit your work to us, it will be available to everyone, but through our channels alone. You will not be able to submit your work to other publications without first getting the permission of the Editor-in-Chief.

If you have any questions, feel free to send an email to [president@thefulcrum.ca](mailto:president@thefulcrum.ca).

Thank you!

Signed

#### **Section 3**

### **The Legal Agreement**

#### **Volunteer Agreement to Assign Copyright to The Fulcrum Publishing Society**

The copyright in all works of authorship created in the course of the undersigned volunteer's service to the Fulcrum Publishing Society ("FPS") shall be owned by the FPS. The

undersigned volunteer hereby assigns the FPS all right, title, and interest in:

- a. the copyright to the volunteer's work of authorship ("Work") and contribution to any such Work ("Contribution");
- b. any registrations and copyright applications, along with any renewals and extensions thereof, relating to the Contribution or the Work;
- c. all works based upon, derived from, or incorporating the Contribution or the Work;
- d. all income, royalties, damages, claims and payments now or hereafter due or payable with respect to the Contribution or the Work;
- e. all causes of action, either in law or in equity, for past, present, or future infringement of copyright related to the Contribution or the Work, and all rights corresponding to any of the foregoing, throughout the world.

In addition, to the extent any law or treaty prohibits the transfer or assignment of any moral rights or rights of restraint the volunteer has in the Contribution or the Work, the volunteer waives those rights as to FPS, its successors, licensees and assigns.

This Agreement is made in consideration of and is a condition of the volunteer opportunity offered by the FPS.

Section 4 → code of conduct and link to the policy manual (add when we make it). At the bottom of this section, type in their name and select the date (as their electronic signature)

### **Policy Manual Review**

The committee reviewed section 10 and parts of section 14 of the Policy Manual and propose the following amendments:

#### **Section 10: Technology Policy**

→ editors: write all your work in docs on your Fulcrum account so it's all in the same space!!

**10.1 Storage.** After the publication of the final issue of each year, but prior to the expiry of their contract, the **Production Manager Editor-in-Chief** shall copy the "production" files from their publishing year onto a portable storage platform and provide these copies to the General Manager for the Corporation's records and archives.

**10.2 Backup Procedures.** In order to ensure the Corporation has a backup of files and records available in an emergency, it will follow these procedures:

- a. The Editor-in-Chief shall ensure that all production files are saved in the Corporation's cloud storage. ~~shall purchase and maintain an external hard drive or backup device upon which to store the data.~~
- b. It will be the **Production Manager's** responsibility to **back up** the server at least once every two weeks during production periods and once per month during non-production periods (summer, winter break).
- e. Upon completing the mandated backup, the **Production Manager** shall provide written confirmation (via letter or email) to the Editor-in-Chief and General Manager that everything has been completed.

d. The **Production Manager** will be responsible for storing and securing the external hard drive outside of the office and shall provide it as required.

10.4 **Cybersecurity**. Cybersecurity is incredibly important for a **digital media** Corporation. The Editor-in-Chief and the General Manager are the stewards of cybersecurity and are responsible for creating and maintaining ~~policies and~~ procedures for employees to **protect the Corporation's digital assets**. The President is responsible **for ensuring cybersecurity and best practices amongst** the Board of Directors.

14.1.1 **Scope**. This code applies in the context of the Corporation's workplace and in exceptional circumstances outside the Fulcrum workplace where such conduct is likely to be damaging to the Fulcrum's reputation. The workplace is defined as the physical Fulcrum Corporation offices; additionally, the workplace is further understood to include any conferences, retreats, editorial or Board of Directors meetings, irrespective of location, as well as during travelling to and from said events; furthermore, for purposes of this Code, the workplace also extends to all listservs and communications from Corporation email addresses, as well as any other time/place that an individual can reasonably be understood to be representing the Fulcrum, including and especially when on assignment. This code applies to all Fulcrum volunteers, employees, and directors while they are in the Corporation's workplace as defined above.

**14.1.2 Application**. **All employees, directors, and volunteers** must read, understand, and agree in writing to the terms of this Code of Conduct before contributing to the Corporation in any way. ~~Editors are responsible for ensuring that all volunteers have read, understood, and agree to this Code of Conduct before contributing to the Corporation in any way.~~

14.1.3 **Visibility**. This Code shall be posted prominently in the Fulcrum office and circulated to current and new members. The whole document shall be posted on the Fulcrum's website. Copies of this code shall be made available to anyone within **forty-eight (48) hours of the** request.

14.3.1 Unacceptable Behaviour. All those affiliated with the Corporation may reasonably expect to pursue their work in a safe and civil environment. The Corporation therefore condemns any violence or offences against property; moreover, the Corporation denounces any harassment or discrimination on the basis (individually or in any combination) of race, **ancestry, creed, ethnic origin, gender identity/expression, sex**, colour, sexual orientation, disability, age, marital status, political or religious affiliation, place of origin, socio-economic class, ~~gender~~ or as a result of any conditions or requirements that do not accord with the principles of fairness.

14.4.1 Complaints Process. Complaints made under this Policy shall be handled in a manner that is consistent with the principle of fairness for all parties to the complaint, regardless of constituency. **This includes the** obligation to hear both sides, ~~and~~ to render decisions untainted by bias, ~~and~~ to give reasons for any arising decision, and to allow for a course of appeal.

14.4.2 Initial Complaint. Complaints can be brought to the overseer of **the** complaint by anyone who has suffered, or (if not a sufferable offence) personally witnessed, a gross or recurrent failure to meet expectations (as outlined in Section 14.2) and/or **an** instance of unacceptable behaviour (as outlined in Section 14.3).

14.4.3 Complaint Oversight. Complaints shall be overseen in the first place by the immediate supervisor according to the following order:

- ~~a. If a volunteer has a complaint, it will initially be overseen by an editor;~~
- ~~b. If a volunteer or an editor has a complaint, it will initially be overseen by the Editor-in-Chief and General Manager;~~
- ~~c. If the Editor-in-Chief has a complaint, it will initially be overseen by the General Manager~~
- ~~d. If the General Manager has a complaint, it will initially be overseen by the Board;~~
- ~~e. If there is a dispute between a person external to the Fulcrum and any volunteer and/or employee of the Fulcrum, it will initially be overseen by the Board of Directors;~~
- ~~f. If a director has a complaint, it will initially be overseen by the President; and~~
- ~~g. If there is a complaint against the President of the Corporation, it will initially be overseen by the Board of Directors as a body.~~

14.4.4 Alternate Oversight. A complainant may at any time request that ~~there~~ **their** complaint be handled by the Board initially.

14.4.6 Complaint Period. Normally, a formal complaint should be filed within thirty (30) days of the alleged violation. This period may be extended at the discretion of the overseer of **the** complaint.‡

14.4.7 Filing of Complaint. Any formal complaint must be made in writing, ~~must~~ include substantive detail as to the nature and extent of the alleged code violation(s)‡ and ~~must~~ specify the identity of the defendant(s).

### **Upcoming in April**

April's committee meeting will focus on discussing the addition of the Fulcrum's recently created mission and vision statements to the Policy Manual (and maybe the Bylaws?), discussing the addition of the anti-oppression document as an appendix to the Policy Manual, and finishing reviewing section 14 of the Policy Manual.