

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, January 17th, 2020
Google Meet, 9:55 a.m. - 1:44 p.m.
Meeting #8 2020-2021 Publishing Year

Present: Justin Turcotte, Kalki Nagaratnam, Ryan Pepper, Julia D'Silva, Charley Dutil (ex-officio), Benjamin King, Kate Murray, David Campion-Smith, Brendan Keane (Board Candidate), Dorian Ghosn (ex-officio)

Partially Present: Leyla Abdoell (ex-officio), Harley Hubbard (Ombudsperson), Danika McDonald (Board Candidate)

Absent (with reason):

Absent (without reason):

1. Opening of Meeting

B. King opened the meeting at 10:00am.

2. Approval of Agenda

J. Turcotte motioned to add five minutes for introductions as item two in the agenda. K. Nagaratnam seconded the motion. The motion passed. J. Turcotte motion to approve the agenda. K. Murray seconded the motion. The motion passed.

3. Introductions

All directors and staff members introduced themselves to the Board candidates and the Ombudsperson.

4. Kahoot Activity

C. Dutil led a quiz based on the articles from the past month.

5. Board Candidates

J. Turcotte reminded the Board that there are a few seats on the Board open as we know. He continued, stating that L. Abdoell put out a call-out on social media to fill these seats. J. Turcotte indicated that there are three open seats: a Staff Representative seat, a Student Representative seat, and the University Representative seat. He proceeded to give a reminder of the qualifications for each seat and the process for new Board members, and that each seat will require a majority vote of the Board in order to be successful.

Brendan Keane

B. Keane introduced himself, stating that he's a third year student majoring in Communication and Political Science. He enthused that he's interested in bringing his perspective to the Board, and noted that he's eligible for the student representative, and added that the Staff Representative seat is in reach for him as he has written for the Fulcrum before once. B. Keane confirmed that he doesn't work for the UOSU, is over 18, and has not declared bankruptcy.

J. Turcotte stated that he's interested in having B. Keane fill the Staff Representative seat. J. Turcotte motioned to elect B. Keane as a Staff Representative on the Fulcrum Board of Directors for the 2020-2021 publishing year. K. Nagaratnam seconded the motion. The motion passed.

Danika McDonald

D. McDonald introduced herself to the Board, stating that she works for the University of Ottawa in alumni relations. She noted that she holds both an Undergraduate Degree and a Masters Degree in Communication, and added that she is over 18 and not bankrupt. D. McDonald continued, mentioning that she was an Arts Editor for her university paper during her undergrad. She said that she has always considered the Fulcrum as a benchmark Canadian university paper. D. McDonald added that she's done a lot of work on wellness prevention and sexual violence prevention on campus.

J. Turcotte asked D. McDonald if the Board is ever wondering who to ask questions to for help in getting a newsstand out of a building, would she know who to talk to about that. D. McDonald replied that she wouldn't know off the top of her head, but she would know who to ask on her team who would know. She noted that she's on a two year contract with her current team, and her lead is aware that she's applying for this position and is supportive of her doing so.

J. Turcotte clarified that if there is ever any conflict of interest, she can just disclose it.

J. Turcotte motioned to elect D. McDonald as the University Representative on the Fulcrum Board of Directors for the 2020-2021 publishing year. D. Campion-Smith seconded the motion. The motion passed.

6. Approval of November Meeting Minutes

K. Nagaratnam motioned to approve the November meeting minutes. R. Pepper seconded the motion. The motion passed.

7. Standing Actions List

J. Turcotte reviewed the standing actions list and made the necessary changes.

8. Ombudsperson Report

J. Turcotte explained the history of the Ombudsperson role to the Board. He stated that upon reviewing the role, the Executive Committee found that it was ill-defined and didn't have a lot to do. He continued, saying that the Committee added a component to it when the role was posted again: to submit a report to the Board once a semester so that the Ombudsperson can think critically about the role and are engaged. J. Turcotte then handed the presentation over to H. Hubbard.

H. Hubbard began by introducing himself, stating that he works at the Department of National Defence, and is also a finance student and a teaching assistant.

Primary Problems

H. Hubbard identified the primary problem that he identified whilst completing his report, which is that the Ombudsperson at the Fulcrum is not truly independent of its Board of Directors, nor truly impartial when performing the functions of its position. He continued, noting that normative influences include quid pro quo influence, and that informational influences arise from ambiguity and reliance upon information, which he stated leads to many secondary problems.

Secondary Problems

H. Hubbard proceeded to review some of the secondary problems, which concern the number of complaints that the Fulcrum is receiving. He explained that the Fulcrum is not getting enough complaints and it's not because there are few objects to complain about, but rather that the method that the Fulcrum receives the complaints from is flawed. H. Hubbard continued, saying that stakeholders are systematically disincentivised to complain. He gave an example, asking the question what if your supervisor is the one who wronged you - there is no process for this.

H. Hubbard argued that the Fulcrum hasn't established a feedback friendly culture. He urged that a learning continuum, trust and psychological safety, and authentic dialogue must be established. H. Hubbard added that an independent Ombudsperson is sufficient to establish these.

Impact Analyses

H. Hubbard stated that his impact analyses focused on the Fulcrum Publishing Society and the University of Ottawa students. He explained that what they want and what they're getting could become two very different things quickly. H. Hubbard stressed that it's imperative that the Fulcrum have a way to adapt to the changes in readership. He proceeded to review the losses of opportunity, which include: early identification of unlawful activity and adaptability.

Restrictions and Complaints

H. Hubbard indicated that his research focuses on the USA's legal system, and noted that resources to dedicate to the report are scarce. He added that his recommendations ignore complaints substantively, and focus only on procedures.

Recommendation

H. Hubbard advised that his primary recommendation is to remove normative and informational influences from the Ombudsperson position, which he explained, will lead to the following:

- Feedback friendly culture established;
- Productivity improvements;
- Management time saved;
- Employee turnover improvements;
- Litigation cost savings;
- Feedback to senior management; and
- Business Process Improvement

Implementation Plan

H. Hubbard outlined a implementation plan to achieve his recommendations:

- Review the policy documents;
- Redesign the complaints process;
- Draft and establish policy changes which remove informational and normative influences;
- Incentivize complaints and feedback generally;
- Establish a learning continuum; and
- Use an information system to aid future Ombudspeople

Questions

J. Turcotte thanked H. Hubbard for his report. He asked H. Hubbard if an information system database means better record-keeping. H. Hubbard replied that it needs to be a system where the complaints are all funneled to the same place.

B. King wondered if there are any resources to aid the Fulcrum in identifying the elimination of normative resources. H. Hubbard said that Lynn Dallas speaks of this, and notes further resources in her reports as well.

B. Keane inquired how does the Fulcrum adapt to student interests. H. Hubbard answered by being able to adapt to the students coming in.

K. Nagaratnam wondered if there are any other short-term examples in addition to encouraging people to give feedback and increasing visibility on Ombudsperson. H. Hubbard replied that the way that it's structured is sequential. He continued, saying that some immediate things include allowing people to comment on the Fulcrum's website somehow (with the use of their real name to avoid trolls), and to further increase the visibility of the Ombudsperson by including a complaints page on the Fulcrum's website. He stressed that the Fulcrum needs to make sure they're not buried in the Fulcrum's website somewhere.

Following the conclusion of H. Hubbard's presentation, K. Murray motioned to move to L. Abdoell's report. K. Nagaratnam seconded the motion. The motion passed.

9. Online Editor

L. Abdolell began her report by explaining that this month's analytics are a little weird because everyone was off for a month, and the Fulcrum's Facebook and other socials don't really save data for more than a month or so. She stated that it's expected that all of the metrics are going to go down this month, but stressed for the Board not to be concerned.

Facebook

L. Abdolell reported that the page reach went down by 50%, which she explained is not as bad as it might sound because it's been over two months. She continued, saying that she's expecting everything to go up more once stories are going out again. L. Abdolell noted that the Fulcrum's Facebook page hasn't cumulatively lost any likes, and in fact, we gained three.

Twitter

L. Abdolell indicated that Twitter saw the most decrease, which she said isn't unexpected as Twitter typically does tend to lag behind the other platforms. She mentioned that she's tagged the majority of Tweets with the category that they fall under, and next month she's going to go through the tweets to see which categories are doing better to see which ones should be focused on more.

Instagram

L. Abdolell informed the Board that Instagram has seen the smallest decrease of all of the platforms over the holiday break. She stated that polls have still been really popular, and said that she might try doing some on Twitter as well to see if they get a similar level of interaction. L. Abdolell added that she'll be consistently tagging Instagram posts with their categorization on the Fulcrum's website so it's easier to determine which types of stories do better/worse on Instagram.

Website

L. Abdolell prefaced the update to this section by saying that since editorial staff weren't working during the month of December, it makes sense that there were fewer stories being published, and therefore fewer users and pageviews (by around half) by the website. With that being said, she stressed that the decrease in users isn't as drastic as she would have anticipated, as it only pulled the Fulcrum back down to the same average monthly users as the Fall 2020 semester, which, she added, is still double the average monthly users from the summer months. L. Abdolell argued that this shows that the new audience that the Fulcrum has attracted this year are generally sticking around.

User Sources

L. Abdolell explained that she included sources of where the Fulcrum's users are coming from (including Google), as well as what percentage of users from each source make up the Fulcrum's total users. She explained that she included it in this report because it is notable that the Fulcrum's users from both Instagram and Google searches have actually increased over this period compared to last period. L. Abdolell enthused that this is a testament to how fast the Fulcrum's Instagram account has been growing as well as the relevance and good SEOs of the content that's being published. She proceeded to briefly review the top stories.

Other notes

L. Abdozell announced that she's planning on starting up the monthly newsletter this month, at the same time as the Fulcrum's PDF edition.

L. Abdozell noted that she's trying to get the Fulcrum's socials verified.

L. Abdozell mentioned that she's going to be preparing a big report for the end of the year, as suggested by D. Campion-Smith.

J. Turcotte inquired who the Fulcrum should talk to to get our social media widgets fixed. D. Ghosn and C. Dutil mentioned that they have both tried to no avail. D. Ghosn added that it's not hard to do, it's just not working. C. Dutil noted that the author names for articles are also mixed up. D. Ghosn said that he will reach out to FullView to hopefully resolve the issues. K. Nagaratnam wondered if these are FullView's responsibility to fix? D. Ghosn replied that they're not, but something he will look into. He said that he thinks the Fulcrum needs a full-time Wordpress person who can fix these items.

10. General Manager

Financials

D. Ghosn began by reviewing the Fulcrum's financials. He explained that there's a decrease in the Fulcrum's checking account, but the Fulcrum hasn't received its full levy from the UOSU yet and also because of payroll. D. Ghosn noted that the Fulcrum's RBC investments account is at an all-time high. J. Turcotte said that the Fulcrum isn't planning on pulling any money out this year because it hasn't been budgeted for, but the Fulcrum will next year to fund some Strategic Planning plans.

Student Levy Update

D. Ghosn informed the Board that the Fulcrum only received a partial amount of its fall levy for a total of \$27,096.17. He stated that he reached out to Benard from the UOSU today to clarify why the Fulcrum received such a small amount, and Benard told him that according to the Finance Office, they are giving students some form of accommodation due to COVID-19, and the Fulcrum will be receiving the levy payments as they come in. J. Turcotte said that he finds it hard to believe that there are only 2800 full-time students right now. D. McDonald promised that she'd try and look into this sometime this week.

Ed Board

D. Ghosn announced that a new Science and Tech Editor was hired this week.

D. Ghosn reported that he gave a presentation to Ed Board about what the Board of Directors does, but there weren't really any questions. He added that C. Dutil explained to them how the Board affects them on a daily basis.

D. Ghosn informed the Board that he purchased five NASH tickets at \$45 each, which was an early bird special. He mentioned that this is for the virtual event being held in February this year due to COVID-19, and noted that this is a great learning opportunity for the younger editors.

Qualified Canadian Journalism Organization Application

D. Ghosn indicated that unfortunately, the Fulcrum has been rejected for this journalism grant as we only qualified for two of the three criteria. He proceeded to read a bit from their report. R. Pepper wondered if we know if CUP has been doing any work with this grant. D. Ghosn replied that he thinks it's because the Fulcrum's content is too specific, although he's not sure about CUP. J. Turcotte added that he thinks there's an opportunity to talk to CUP about this.

Year-to-Date

D. Ghosn reviewed the Fulcrum's year-to-date compared to the budget. J. Turcotte said that he thinks the Fulcrum should separate the Accounting and Legal line in the future. D. Ghosn agreed.

C. Dutil stated that over the holidays, he decided to raise the freelance pay for the Winter Semester to \$50. J. Turcotte said that he thinks the focus should instead be on getting more freelancers rather than paying more. He added that maybe the Fulcrum could have different rates for articles vs photos. C. Dutil answered that competition-wise, \$50 is pretty low, and that on Indeed these types of positions go for \$200-300.

K. Murray motioned to add ten minutes to the discussion item. B. Keane seconded the motion. The motion passed.

Payroll Options

D. Ghosn proceeded to review the payroll options that he researched. J. Turcotte asked that if the Fulcrum were to switch, would the Fulcrum lose access to our archives. D. Ghosn said that he's not 100% sure, but he thinks we should. He noted that the Fulcrum has submitted payroll for 2021. D. Ghosn recommended Ceridian as the option to proceed with. J. Turcotte replied that his preference is the Ceridian Self-Service as well. J. Turcotte motioned that the Fulcrum proceed with the Ceridian Self-Service. K. Nagaratnam seconded the motion. The motion passed.

11. Editor-in-Chief

NASH

C. Dutil began his report by giving a brief update on NASH. He explained that he chose people to virtually attend who he thought would most benefit from the experience. He added that he thinks the Fulcrum has a really good chance of winning some of the prizes, and he wants them to be able to be "there" to accept them.

Renovations

C. Dutil mentioned that he started writing the names of past Editor-in-Chiefs on his office wall, but the lockdown halted his progress.

Contributors

C. Dutil announced that the Fulcrum now has eight freelancers. He noted that Victorian Feng won the contributor of the month award for November/December, and said that her piece was the feature on Breaking down the U of O's fight against fossil fuel divestment.

C. Dutil reported that he's continuing to work on recruiting new volunteers and freelancers for the Fulcrum. He mentioned that he's been doing short presentations in the hope of introducing new students to the Fulcrum. C. Dutil noted that the volunteer email list works really well and most of the pitches seem to be picked up by the time the contributors meeting starts.

Content

C. Dutil indicated that the Fulcrum's biggest story of the past month was arguably the Fulcrum's discovery on the UOSU's website that the list of Food Bank users was public. He stated that UOSU has since hired Equifax to deal with the potential damage.

C. Dutil updated the Board that with the help of the Fulcrum's two new News Editors, the Fulcrum has debuted a new column called the Wire, which covers issues on other campuses that the Editorial team believes will impact the U of O in the near future.

C. Dutil said that on the Arts front, Aly's section continues to attract a lot of contributors, which he said is good because it allows her to concentrate on the story that she really wants to write. Similarly, C. Dutil reported that Amira has also had a lot of contributors write for her section. He added that he really liked her feature on abuse survivors and the need for resources in the era of COVID-19.

C. Dutil noted that last month, the Fulcrum saw a diversification of the opinion section with pieces touching on music, sports, and news that were reported on. He continued, saying that he's happy with the progress that Jasmine has made this year. C. Dutil explained that he's changed Sam's work to be more news-oriented. He said that Sam is now working with news and is building his own news hits and started two new series: Behind the Scenes at the Fulcrum and the Expert Interview series.

Editorials

C. Dutil stated that the Fulcrum wrote an editorial supporting uRacism's sit-in in the Tabaret Hall lobby and one on the importance of supporting one another during the pandemic.

Internship

C. Dutil announced that Trevor Oates will be the Fulcrum's first-ever intern, and will be starting tomorrow.

Staffing

C. Dutil mentioned that Hannah Sabourin is the new Science and Tech Editor, and noted that she's been a contributor/freelancer since the start of the year.

C. Dutil stated that Sam is now a videojournalist.

C. Dutil indicated that Paige and Bridget are now co-news editors, and he's really impressed with their work.

12. President

COVID-19 Pandemic

J. Turcotte advised that the COVID-19 pandemic still continues to demand that the Fulcrum operate in a physically distant manner. He added that tOttawa is now under a provincial "stay-at-home" order right now. J. Turcotte stated that at this time, all Fulcrum staff continue to be directed to work remotely, with visits to the office only permitted for essential reasons, at the discretion of the General Manager.

Executive Committee

J. Turcotte reported that the Executive Committee has been meeting to work on the Fulcrum's Strategic Plan, which is based on the feedback provided at the fall Strategic Planning Session. He clarified that this will be a forward-thinking plan as well as a guideline.

J. Turcotte announced that Harley Hubbard has begun work as the Fulcrum's new Ombudsperson.

Legal Committee

J. Turcotte informed the Board that the Fulcrum had to secure legal counsel on a matter involving a recent article. He explained that as a result, the Fulcrum has further exceeded its legal and accounting budget line. J. Turcotte stated that this has demonstrated an increase in need for this line for future budgets.

Capital Assets Committee

J. Turcotte noted that this committee did not meet this past month.

Finance Committee

J. Turcotte mentioned that Lucas Ghosn was hired to put the Fulcrum's bookkeeping in order, ensuring the Fulcrum's accounts and bookkeeping are up-to-date, following the transition between General Managers. He added that Lucas was paid \$550 for his services.

J. Turcotte indicated that the Fulcrum has only received a small amount of its levy for this year. He assured that the Fulcrum is following up with the UOSU to rectify this as soon as possible, and that he will also be speaking with Babacar, the President of the UOSU, about it.

J. Turcotte noted that the budget planning process will begin soon, and asked all committee chairs to forward him their 2021/2022 budget requests no later than February 15th. He continued, saying that the finance committee will meet soon thereafter to approve a draft budget for consultation.

Human Resources Committee

J. Turcotte stated that D. Ghosn was hired as the Fulcrum's part-time General Manager and began on November 29th. He went on to say that Hannah Sabourin was hired as Science and Tech Editor and began on January 11th, noting that the Board will need to confirm her appointment.

J. Turcotte advised the Board that he will be stepping down as the Chair and a member of the HR Committee as of today, due to a conflict of interest. He said that K. Nagaratnam will be stepping up as Chair. J. Turcotte explained that as a result of this change, this leaves one vacancy on the committee. He proposed nominating D. Campion-Smith, who's been involved with the Fulcrum as an employee and director for four years, which he thinks is super important. D. Campion-Smith indicated that he would be interested in filling the seat on the committee. J. Turcotte motioned to have D. Campion-Smith fill the third seat on the HR Committee. K. Murray seconded the motion. The motion passed.

Board Matters

J. Turcotte thanked the newly elected Board members for presenting themselves today. He reminded the Board that there is one empty seat left on the Board, although he mentioned that there's someone who's interested and they'll be joining us for February's Board meeting.

Other Business

J. Turcotte reminded those who haven't already to please complete the required AODA training and send your certificates to K. Nagaratnam.

J. Turcotte announced that the next Board meeting is scheduled for Sunday, February 21st. He added that the end of the year is fast approaching, and the Board will be discussing the April AGM soon enough.

13. Marketing Committee

D. Campion-Smith briefly explained what the Marketing Committee is responsible for. He announced that the Committee discussed two items at the January meeting: the wish list for the Fulcrum's website and the next Fulcrum marketing event.

Website Wish List

D. Campion-Smith reviewed the current wish list for the Fulcrum's website, which includes:

- 1) More manoeuvrability
- 2) Ability to have polls
- 3) Simple Instagram, Twitter, FaceBook, Tik Tok, and pdf issue widgets
- 4) Active video player
- 5) Make the more popular section better
- 6) Include author pictures, and author titles
- 7) Sub categories under section names
- 8) Improve the latest stories section

- 9) Easier access to a volunteer portal
- 10) About the board page
- 11) Better contact page

He added that the Committee also discussed potentially finding a new hosting service that can host the accessibility needs as there are some doubts whether the Fulcrum current company will do it. D. Campion-Smith continued, saying that the Committee also talked about hiring an in-house webmaster. He explained that C. Dutil is going to discuss the list with the Ed Board and will be getting back to the Committee for the February meeting.

Event

D. Campion-Smith informed the Board that L. Abdozell is going to reach out to the Algonquin and Charlatan papers, and will try to get an Alumni from each paper, including the Fulcrum, to be guest speakers for the upcoming event. He added that the event will be held over Zoom this time.

February Contest

D. Campion-Smith announced that the Fulcrum will be doing a contest in February, which L. Abdozell will be running. He asked everyone present to send her any ideas for it if you have some.

Newsletter

D. Campion-Smith reported that L. Abdozell will be starting the newsletter back up at the end of this month.

14. Inter-Board Health and Wellness Committee

R. Pepper indicated that the Committee has had two meetings since the last Board meeting. He proceeded to give a mini explanation of the Committee for the new Board members.

R. Pepper noted that the December meeting was mostly a policy review, and added that no changes were made. He admitted that there are some lingering questions that remain as to the Fulcrum's duties now that everyone is working from home, but he stated that only the premiers can really answer those. R. Pepper reported that the Committee also filled out a form for the COVID-19 safety plan. He mentioned that a standing item for it is to review it every meeting.

R. Pepper stated that he believes most of the Health and Safety questionnaires are done now. He noted that the Committee will be reviewing them at the next meeting.

15. Policy Committee

J. D'Silva explained that the biggest task as of late for the Policy Committee has been to review the Editorial Constitution, which C. Dutil has been working on. She clarified that this will be an ongoing project. J. D'Silva stated that the large changes were mostly wording and changes to reflect working from home due to the current world situation. She mentioned that the next

step is having the edits raised by the Committee to be reviewed by the Ed Board, who will then bring them back to the Committee.

16. Strategic Plan Update

K. Nagaratnam gave a quick update on what the Executive Committee has been working on since the fall Strategic Planning Session, which she explained briefly for B. Keane. K. Nagaratnam noted that the Committee has taken all of the project ideas, grouped them together under appropriate headings, and will be creating timelines and deadlines for each of these and assigning responsibilities. She added that the goal with this is to have the draft ready for the winter Strategic Planning Session in either February or March, and then have the final version ready for the Annual General Meeting and have it approved then.

17. Approval of TD Letter of Direction

The Board reviewed the letter of direction for TD, which will serve to update the signing authorities, and made some friendly editing changes. More specifically, the letter directs TD Bank to remove Rame Abdulkader, the former General Manager, and Raghad Sheikh-Khalil, a former Director on the Board, from a Signing Officer and a Director with Signing Authority, and to add Dorian Ghosn, the Fulcrum's current General Manager, as a Signing Authority. K. Murray motioned to approve the letter. K. Nagaratnam seconded the motion. The motion passed.

18. Ratification of New Editorial Board Member

C. Dutil briefly discussed Hannah Sabourin's qualifications, noting that she was the most qualified for the position of Science and Tech Editor and that she had a great interview. He mentioned that she showed a lot of interest in science and technology, and has been contributing for the Fulcrum since August. C. Dutil said that he thinks she'll be great for the role.

J. Turcotte motioned to approve Hannah Sabourin as the Fulcrum's new Science and Tech Editor. K. Nagaratnam seconded the motion. The motion passed.

19. Revisit Standing Actions List

The Board revisited the standing actions list and K. Murray, B. King, and J. Turcotte made the additional changes.

20. Other Business

J. Turcotte suggested having a figure of \$45 for the freelancers instead of \$50. C. Dutil indicated that he is happy with this suggestion. D. Ghosn wondered if C. Dutil still has to amend the freelancer policy. C. Dutil replied that he does, and that he'll send out an email.

J. Turcotte motioned to adjourn the meeting at 1:44pm. All voted in favour and the motion passed.

Appendices

Facebook

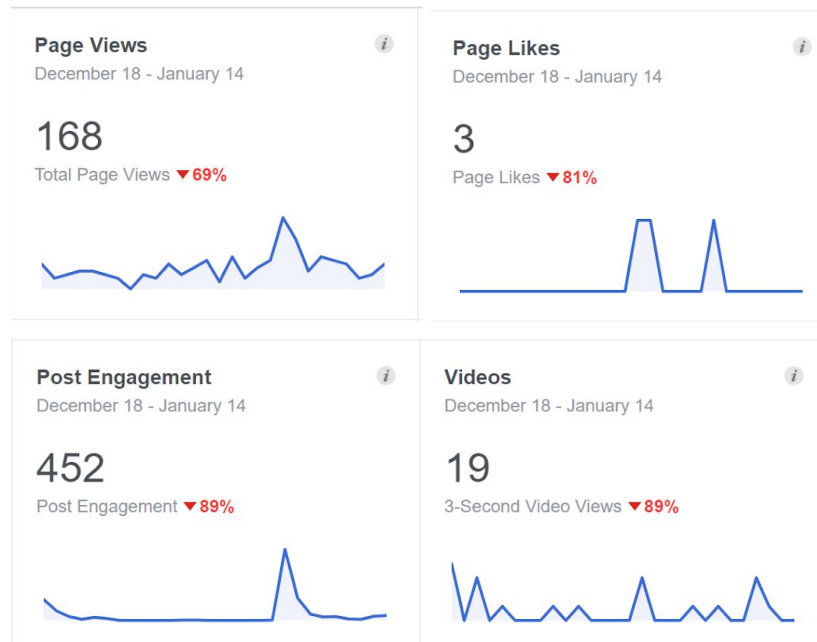
Facebook Page Reach ⓘ

10,559 ↓ 52.4%



(<- from Nov 15 - Jan 15)

(below from December 18 - January 15)



The Fulcrum currently has 3,199 total likes.

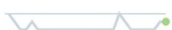
Overview: Decreases are expected over the holidays. We haven't cumulatively lost any page Likes (gained 3).

Twitter

28 day summary with change over previous period

Tweets

9 ↓ 85.9%



Tweet impressions

12.9K ↓ 79.6%



Profile visits

471 ↓ 85.4%



Mentions

6 ↓ 89.5%



Followers

4,697 ↓ -16



Engagement rate

1.6%



Retweets without comments

5



On average, you earned **0 Retweets without comments** per day

Link clicks

69



On average, you earned **2 link clicks** per day

Likes

8



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

Replies

1



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

Overview: The decreases are consistent with the holiday break. Notably, Twitter did see the largest decrease, but this isn't entirely unexpected as Twitter typically does tend to lag behind the other platforms.

I've tagged the majority of Tweets with the category they fall under (i.e. #News, #Arts) - next month I'm going to go through the tweets from this year and see which categories have done well/poorly on Twitter so that those can be focused on.

Instagram

Instagram Reach ⓘ

3,499 ↓ 40.4%



(< from Nov 15 - Jan 14)

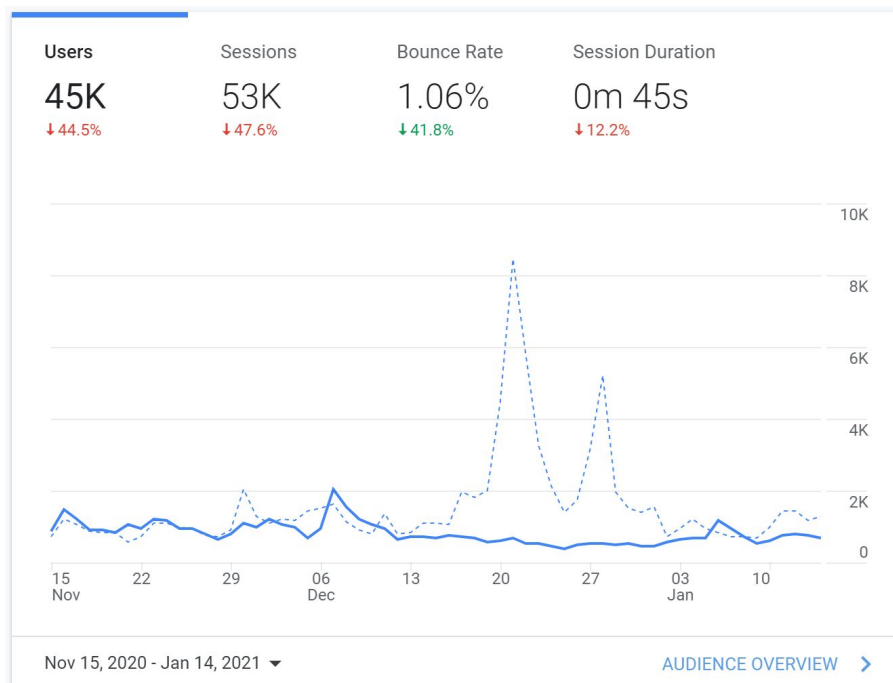
Content Interactions: 254 (down 91% in the last 30 days)

Followers: 1624 (down 0.4% in the last 30 days)

Overview: I will mention Instagram in the next section as well, but it has seen the smallest decrease amongst all platforms over the break.

Polls have still been super popular, may try extending them to Twitter as well. I'll also be consistently tagging Instagram posts with their categorization on our website so it's easier to determine which types of stories do better/worse on Instagram.

Website



Pageviews this period (264,773) vs previous period (471,103).

Overview: Since staff weren't working during the month of December, of course there were fewer stories being published and therefore fewer users and (primarily) pageviews on the website - this is entirely expected. However, the decrease in users isn't at all as drastic as I would have anticipated: it only pulled us back down to the same average monthly users of the Fall 2020 semester, and still doubled the average monthly users we saw in the summer months. This shows that the new audience we've attracted this year are generally sticking around.

User Sources:

Facebook		
Nov 15, 2020 - Jan 14, 2021	3,209	60.85%
Sep 15, 2020 - Nov 14, 2020	11,653	67.95%
Instagram		
Nov 15, 2020 - Jan 14, 2021	964	18.28%
Sep 15, 2020 - Nov 14, 2020	1,447	8.44%
Twitter		
Nov 15, 2020 - Jan 14, 2021	727	13.78%
Sep 15, 2020 - Nov 14, 2020	3,085	17.99%
Instagram Stories		
Nov 15, 2020 - Jan 14, 2021	205	3.89%
Sep 15, 2020 - Nov 14, 2020	121	0.71%
google / organic		
Nov 15, 2020 - Jan 14, 2021	31,451	68.78%
Sep 15, 2020 - Nov 14, 2020	44,553	53.28%

Overview: The “User Sources” chart above shows where our users are coming from, and what percentage of users from each source make up our total users. Unsurprisingly, as I mentioned above, there has been an overall decrease in this report because of the holiday break. However, I included this graph because it is notable that our users from both Instagram and Google searches have actually increased over this period, compared to last period. This is a testament to how fast Instagram has been growing as well as the relevance (and good SEO) of the content being published.

Top pages:

Page Title	Pageviews	% Pageviews
1. A brief history of pornography until 1910 - The Fulcrum	18,540	7.00%
2. The Fulcrum	16,774	6.34%
3. Review: my brother jordan - The Fulcrum	8,798	3.32%
4. Ontario gyms seek collaboration with government to stay open throughout COVID-19 pandemic - The Fulcrum	7,657	2.89%
5. Five foods to avoid during exams - The Fulcrum	4,980	1.88%
6. Orgy etiquette - The Fulcrum	4,936	1.86%
7. Group of professors pen letter to U of O administration denouncing treatment of professor Lieutenant-Duval - The Fulcrum	4,198	1.59%
8. 'Completely outrageous': Names of students who use UOSU Food Bank made public - The Fulcrum	4,179	1.58%
9. News Archives - The Fulcrum	2,608	0.98%
10. Dear Di (that pesky gag reflex) - The Fulcrum	2,556	0.97%

Other

- Starting newsletter again this month
- Trying to get verified

- David suggested doing a big report at the conclusion of the year

GM Report January 2021

1. Financials

	Previous Month	This Month	Difference
TOTAL	\$327,166.72	\$307,222.53	-\$19,944.19
Chequing	\$233,250.88	\$209,049.53	-\$24,201.35
RBC	\$93,915.84	\$98,173.00	\$4,257.16

2. Student Levy Update

We only received a partial amount of our fall levy for a total of \$27,096.17. I reached out to Benard from UOSU to clarify why we received such a small amount and he informed us that, according to the Finance office, they are giving the students some form of accommodation due to Covid-19 and we will be receiving the levy payments as they come.

3. Edboard

- Hired the new Science & Tech Editor (EIC will present to board)
- Spoke to edboard regarding what the board does last week but there weren't really any questions. Charley explained how the board affects them on a daily basis.
- NASH tickets: I purchased 5 NASH tickets at \$45 each (early bird special). This is for the virtual event being held in February this year due to Covid.

4. Qualified Canadian Journalism Organization Application

We've been rejected, unfortunately, because we only qualified for 2 of 3 criteria which I will briefly go over.

5. Year to Date - January 15th, 2021

Please refer to the attached excel sheet.

6. Payroll Options

Please refer to the attached powerpoint

EIC report for the January 2020 Fulcrum's Board of Directors meeting

Renovations

- We started writing the names of EIC's on my wall. The lockdown interrupted our progress.

Contributors

-We now have eight freelancers.

-Victorian Feng won the contributor of the month award for November/December. Feng wrote the feature on Breaking down the U of O's fight against fossil fuel divestment.

- I am continuing our effort to recruit new contributors for the Fulcrum. I have been doing short presentations in hopes of introducing new students to the Fulcrum and recruiting contributors.

- The volunteer email list works really well and most of the pitches seem to be picked up by the time we start the contributors meeting.

Content

- Our biggest story of the past month or so was arguably our discovery on the UOSU website that the list of Food Bank users was public. UOSU has now hired Equifax to deal with the potential damage.

-With the insight of our two new news editors, we have debuted a new column called the Wire that covers issues on other campuses that we believe will impact the U of O in the near future.

-On the Arts front, Aly's section continues to attract a lot of contributors which is very good since it lets Aly concentrate on the story that she really wants to write.

-In a similar fashion, Amira has also had a lot of contributors write for her section which is very encouraging. I really liked her feature on abuse survivors and the need for resources in the era of COVID-19 and definitely recommend you guys check it out.

-Last month we saw a diversification of the opinion section with pieces touching music, sports, news that we reported on. I am very happy with the progress that Jasmine has made this year.

-Lastly, I have changed Sam's work to be more news-oriented he is now working with news and is building his own news hits and started two new series: Behind the Scenes at the Fulcrum and the Expert Interview series

Editorials

- We wrote an editorial supporting uRacism's sit-in in the Tabaret hall lobby and one on the importance of supporting one another during the pandemic.

Internship

- Trevor Oates will be the Fulcrum's first-ever intern he is scheduled to start tomorrow.

Staffing

-Hannah Sabourin is the new Science and tech editor, she has been a contributor/freelancer since the start of the year.

-Sam is now a videojournalist

-Paige and Bridget are now co-news editors.

631 King Edward Avenue
Ottawa, ON
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Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, January 17th, 2021

Zoom

Meeting #8 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.

Ottawa is now under a provincial “stay-at-home order”.

At this time, all Fulcrum staff continue to be directed to work remotely, with visits to the office only permitted for essential reasons, at the discretion of the General Manager.

2. Executive Committee

The Executive Committee has been meeting to develop the Fulcrum's Strategic Plan, based on the feedback provided at the Strategic Planning Session.

Harley Hubbard has begun work as the Fulcrum's new Ombudsperson, welcome Harley!

3. Legal Committee

The Fulcrum had to secure legal counsel on a matter involving a [recent article](#). As a result, the Fulcrum has further exceeded its legal and accounting budget line. This has demonstrated an increase is necessary for this line for future budgets.

4. Capital Assets Committee

This committee did not meet this month.

5. Finance Committee

Lucas Ghosn was hired and completed work to put the Fulcrum's accounts and bookkeeping up-to-date, following the transition between General Managers. He was paid \$550 for his services.

The Fulcrum has only received a small amount of our levy for this year. We are following up with the UOSU to rectify this as soon as possible. I will be reaching out to the President of the UOSU.

Budget planning will begin soon. All Committee Chairs are asked to forward their 2021/2022 budget requests to me no later than **February 15th**.

The finance committee will meet soon thereafter to approve a draft budget for consultation.

6. Human Resources Committee

Dorian Ghosn was hired as part-time General Manager and began on November 29th.

Hannah Sabourin was hired as Science & Tech Editor and began on January 11th. The Board will need to confirm her appointment.

Finally, on a different note, I will be stepping down as Chair of the HR Committee, effective today, due to a conflict of interest. Kalki, as Vice-President, will be stepping up to fill in as Chair. As a result, this leaves one vacancy on the committee.

7. Board Matters

There are currently three seats open on the Board:

- University Rep
- Student Rep
- Staff Rep

Thank you to those who presented themselves today.

8. Other Business

AODA Training

A reminder to please complete the required training and send your certificate to Kalki. We know who you are! If you have any questions, please reach out to Kalki.

Hint: if you work for the University of Ottawa you have completed this training, pass along your accessibility certificates to Kalki.

Calendar Items

The next meeting is scheduled for Sunday, February 21st.

The end of the year is fast approaching, we will be discussing the April AGM soon enough!

Attendants: Charley Dutil, Justin Turcotte, Kate Murray, Kalki Nagaratnam, Ryan Pepper,

Update on the year-end video. Just over a minute long. A lot of participation on ed-board and across the board.

Next Semester Event (Leyla & I)

We're going to try to do another Facebook live call, with the technical details all worked out. Discussed having a health reporter (Fulcrum alum Andre Picard) and discussed pairing with the Charlatan/Algonquin College Paper to have a wider audience and platform. I'll come up with other journalists, finding other angles for how to discuss it beyond just covid. Maybe we can do other speakers as well, more of the technical side of things.

There was also support for having a sports reporter on to discuss how they've been handling COVID coverage, and/or an e-sports report. By holding it in March, we'll give people a lot of time to get ready for it. We also have lots of money to spend so can provide some gift bags for speakers.

Side Projects; (Leyla & I)

We'll figure out a template for future reports. With a focus on what is being presented to the board/EIC and what they need to see. As well as how to tell the board what the analytics are and how they should interpret it or how it's being interpreted.

I just wanted to make a note of keeping a better sense of when stories are being bumped and made more visible (when money is spent).

Social Media Strategy

101 week is an important moment in time to reach people and make contact. Get some broad strokes in place for the next committee, that they can then put in place. Set kind of goals for each week during the period.

Less Facebook use (Bigger budget items)

Need to stay on top as this is something that will happen with every social media platform at this point. We should explore a bit how first-year students find out about us. Justin suggested looking at news aggregation apps, things like google news.

Podcast could help but we need to get on that as hiring is coming soon.

Share Buttons

Moving the share buttons up on the website so they're closer to the top of each article and add more buttons for other social media as well. We don't have a news website, have a wordpress that we've changed.

Finding a new website (Bigger budget items)

We'll come up with a wishlist of what we want to have in a website. Look at other student newspapers to figure out what we want and who they have. Get the wish list from Charley and other ed board and then we can find a provider that we can hand off to the next incoming board.

Also a desire to grow some expertise internally that we can have on the team, an internal webmaster to handle things without going to an outside place.

January Marketing Committee Meeting - Jan 14

Attendants: Charley Dutil, Kalki Nagaratnam, Ryan Pepper, Leyla Abdoell, Kate Murray, Dorian Ghosn, Julia D'Silva

Agenda

- 1) Website Wishlist
- 2) March event with Algonquin and Carleton

Website Wish List

- 1) More manoeuvrability
- 2) Ability to have polls
- 3) Simple Instagram, Twitter, FaceBook, Tik Tok, and pdf issue widgets
- 4) Active video player
- 5) Make the more popular section better
- 6) Include author pictures, and author titles
- 7) Sub categories under section names
- 8) Improve the latest stories section
- 9) Easier access to a volunteer portal
- 10) About the board page
- 11) Better contact page

Find a new hosting service that can host the accessibility needs, some doubts about whether this company will do it.

This is more of an HR decision, the need to hire another person. Let's make the wishlist for about March, so it can be included in budget decisions. Then the next GM, EIC can come in with their fixes and wishlist.

To do:

- 1) Charley will reach out to EdBoard to get a better idea of what people want to change.
- 2) Board will reach out to the hosting service to better understand any limitations about implementing accessibility requirements.
- 3) We may do a student poll on our instagram to get audience input
- 4) Final wishlist presented at the February meeting

Event

Getting Carleton and Algonquin to do more than just promote it. Co-MC. Doing it over Zoom. One alumni from each paper that made it. Leyla will send an email checking with these papers what date would work, and getting them to find an alumni who's kind of made it.

We might ask Andre Picard, Catherine Declerc, or Anchal since she's working at CBC Ottawa now. We'll also be using the Fulcrum Zoom account so it'll be easier for other moderators and more people talking.

February Contest

We'll do a contest in February. Leyla will be running that, send her a message if you have any ideas.

Newsletter

Leyla will be starting the newsletter back up at the end of this month.

December 14th, 2020 - Policy Committee Meeting

Agenda Items:

1. Review of Editorial Constitution edits ([EDITORIAL CONSTITUTION 2020 Update](#))

Notes:

- Charley's changes are highlighted in yellow, additional changes made by BOD are reflected as suggestions. Changes made at this time will be brought back to the Editorial Board for their approval, then returned for further discussion at a later Policy Committee meeting.
- Most changes brought about by Charley were minor, involving updating wording and including tele-meeting options due to current circumstances.

- Significant changes which merited discussion included:
 - Section 4.04: should be moved to Section 5, and the Monday meeting date should not be concrete.
 - Section 4.05: General Manager should not be prohibited from attending Editorial Board meetings.
 - Section 7.02: Regarding candidate eligibility, it was raised that candidates should not have to be current or returning Ed. Board members, and the wording was changed to reflect that current or former Fulcrum staff (i.e. Ed. Board, freelancers, etc.) are eligible. In addition, it was amended that should no staff candidates present themselves, eligibility would open to the general public.
 - A possible hierarchy of eligibility was presented, which could be included as 7.02(a), indicating that Ed. Board members would have first consideration, then staff/freelancers, then the general public.
 - Section 8.2.01: should be moved to Section 8.6.
 - Section 8.6.06: edited to reflect the potential eligibility of non-staff members, with the criteria that all applicants must supply the required application materials.
 - Section 13.04(b): Created to clarify that membership of a student association must be disclosed to the EIC at the time of application, and can be assessed on a case-by-case basis by the EIC.
- Further edits were made to Appendix A regarding wording (i.e. replacing “in the event of a global pandemic” with “should the need arise”, and replacing “offer training” with “provide insight and shadowing opportunities”).
- There was discussion of the inclusion of more production roles for the Managing Editor, which is to be raised with Ed. Board by Charley.
- A final overall assessment reiterated that the Editorial Board Constitution must align with that of the Board of Directors.