

The Fulcrum Publishing Society
Annual General Meeting
MINUTES

Thursday, April 8, 2021
Zoom Meeting, 6:00pm-8:06pm

Proxies: Kalki Nagaratnam for Zoe Mason and Safa Saud; Leyla Abdoell for Alicyn Labelle; Ryan Pepper for David Champion-Smith; Charley Dutil for Natasha Devries and Sarah Derikx; Jasmine McKnight for Alexis Snell; Sam Coulavin for Eden Gladstone Martin; and Aly Murphy for Dorcas Kumbu Buthidi.

1. Opening of the Meeting

K. Nagaratnam opened the meeting at 6:01pm. She explained that all attendees will be muted on entry into the meeting, but asked them to please feel free to use the “raise hand” function if they have a question or comment, and to state their first and last name for the purposes of the minutes. K. Nagaratnam noted that presenters will have their cameras on, but it is not necessary for attendees to do so.

2. Introduction to Robert’s Rules of Order: Zoom Edition

Zoom Etiquette

B. King asked that when you are not presenting, making a motion, or participating in debate to please mute your microphone. He continued, saying that if you wish to talk to present a point for debate or ask a question, please use the “raise hand” option in Zoom and the Chair will get to your point. B. King added that when speaking to make a point, please state your first and last name for the minutes.

In order to access the “raise hand” function, B. King explained that you select “reactions” to have different reactions pop up and click “raise hand” to raise your hand. He noted that when voting, the “raise hand” feature will be used to count votes.

Common Terminology - Based on Robert’s Rules of Order

- **Motion:** B. King stated that this refers to the proposition of a new idea or action for the group. He advised that the proper phrase to use would be: “I motion to” or “I would like to make a motion to.” B. King emphasized again that when you present a motion, state your name for the record of the meeting minutes.

- **Seconding a motion:** B. King said that for a motion to proceed, it must be seconded. He mentioned that the Chair will ask “are there any seconders for this motion.” B. King continued, saying that if someone wishes to second a motion they will raise their hand and say “I second this motion.” He stated that similar to the mover, the seconder must state their name for the record of the meeting minutes.
- **Debate:** B. King commented that motions may be debated by those in favour and against. He indicated that typically debate has up to three points in favour and three points against, but may be extended.
- **Amendments:** B. King informed the attendees that amendments to motions are possible, as in if someone wants the wording or intent of the motion to change. In this case, B. King said that the proper procedure would be to state “I would like to propose an amendment to the motion” and then state your amendment. He went on to say that if the amendment is in order, it can proceed and be seconded. B. King added that “friendly amendments” refer to an enhancement of the motion and are often used to add clarification of intent to the language. He noted that friendly amendments don’t need a motion because they don’t change the intent, just the language.
- **Point of Information:** B. King defined this as when you want clarification about some of the facts being discussed. In this case, he advised attendees to simply state “point of information” during discussion.
- **Omnibus Motion:** B. King indicated that this is a special motion that contains a few to several other motions. He clarified that this motions package must first be approved by Members to be voted on as an omnibus motion. B. King said that once the motions package is created, Members may pull individual motions out of the omnibus package to be discussed and amended individually. He went on to say that once a motion has been amended to the satisfaction of Members, it is returned to the omnibus package. B. King emphasized that an omnibus package is voted on as a whole. He added that omnibus motions are common for voting on budgets, sections of organization constitutions, bylaws, etc.
- **Adjournment:** B. King mentioned that the vote to adjourn the meeting doesn’t require a seconder and proceeds to a vote immediately.

B. King concluded his presentation by noting that for this meeting, polls will be used for all motions/votes involving individuals and the “raise hand” feature will be used for all motions/votes involving documents.

3. Approval of the Chief Returning Officer

B. King took over chairing for the moment because K. Nagaratnam had some audio lag. He explained that the Chair of the meeting, also known as the Chief Returning Officer, is approved at the start of the meeting before everything else. B. King proposed that D. Ghosn serves as the Chair for the meeting. K. Nagaratnam seconded the motion. The motion passed.

B. King explained that for motions using the “raise hand” feature, D. Ghosn will first ask all those in favour to raise their hand and then he will lower all hands, then he will ask all those opposed to raise their hand and then he will lower all hands, and then he will ask if there are any abstentions and then he will lower all hands. He continued, saying that for motions involving people, a poll will be used and for all other motions the “raise hand” feature will be used as it is easier this way.

4. Approval of the Agenda

K. Nagaratnam motioned to approve the agenda. K. Murray seconded the motion. The motion passed.

5. Approval of the 2020 AGM Meeting Minutes

K. Nagaratnam motioned to approve the 2020 AGM meeting minutes. B. King seconded the motion. The motion passed.

6. Editorial Board Report

2020-21 Fulcrum Editorial Board

C. Dutil began his Editorial Board Report by highlighting his team this past year:

- Editor-in-Chief: Charley Dutil
- Managing Editor: Emily Wilson, who he mentioned will be leaving the Fulcrum this year;
- Online Editor: Leyla Abdoell, who he stated led a great marketing campaign;
- Visual Director: Dasser Kamran, who he enthused is the king of graphics;
- News Editors: Bridget Coady and Paige Holland, who he said progressed so much this year;
- Arts & Culture Editor: Aly Murphy, who he praised as the queen of creative writing;
- Sports Editor: Jasmine McKnight;
- Features Editor: Amira Benjamin;

- Science & Tech Editor: Hannah Sabourin, who he remarked as the breakout star this year;
- Staff Writer: Jelena Maric;
- Associate Features Editor: Siena Domaradzki-Kim, who he said wrote a great piece on spring cleaning this week; and
- Videographer: Sam Coulavin, who he said helped create the poutine reviews.

C. Dutil congratulated everyone for making it to the finish line.

COVID-19: A Once in a Lifetime Challenge

C. Dutil reflected that COVID-29 was a big challenge this year. He mentioned that this is the only Editorial Board in Fulcrum history to not have formally met in person. C. Dutil went on to say that it was a challenge to foster a team atmosphere, but they pulled through in this virtual year. He added that they participated in some fun virtual events, including playing jeopardy against The Charlatan and holding a Grammys viewing night.

Big Stories of 2020-21 (Summer)

C. Dutil reviewed some of the key stories from summer 2020, including:

- U of O HRO report finds that Wiliston Mason faced racial discrimination in carding incident;
- Saada Hussen re-elected to U of O Board of Governors;
- Breaking the story of that the U of O was opening a COVID-19 testing centre on campus;
- Reporting the first case of COVID-19 in residence; and
- Reporting on a carding of a Black student that took place in 2019.

Big Stories of 2020-21 (Fall Semester)

C. Dutil went over some of the important stories from the 2020-21 fall semester, including:

- UOSU pays \$22,000 for a virtual tele-conference platform to host frosh events;
- Alex Trebek;
- Breaking the story about professor Verushka Lieutenant-Duval's use of the 'N-word' in a lecture and her subsequent apology;
- When Jacques Fremont commented on the incident for the first time, C. Dutil and E. Wilson had the story out at 7 a.m. hours before anyone else;
- In-depth coverage of the SSUO-PSUO strike and breaking the news of the deal between the university and the union; and
- UOSU FGA and uRacism.

Big Stories of 2020-21 (Winter Semester)

C. Dutil highlighted some of the big stories of the 2021 winter semester, including:

- Breaking the story about the names of UOSU Foodbank users being available freely on the web;
- Only outlet to cover the President's Advisory Committee on Mental Health and Wellness' report;
- Jacques Fremont v. The Globe and Mail;
- Breaking the news about the U of O's plans to host 30-50 percent of courses in person in 2020-21;
- Only outlet to report on the U of O getting rid of the Francophone tuition exemption;
- Breaking the story about the UOSU not paying Black artists for four months after July's Black Expression event; and
- Only outlet with wall-to-wall coverage of the UOSU general elections.

Non-Editorial accomplishments

C. Dutil proceeded to discuss some of the non-editorial accomplishments over this past year, including:

- Painting the first floor of the Fulcrum's office;
- In the process of updating the Editorial Constitution;
- (sort of) brought print back with the PDF editions;
- Created a new section: Science and tech, and a lot of new columns too, such as: This Week in Fulc music, Live from the Archives, and the Wire, to name a few

PDFs

C. Dutil reported that this year, the Editorial Board introduced PDFs as an alternative form of distributing the Fulcrum's content. He stated that the team published a total of nine PDFs, with Stranded being his favourite. C. Dutil thanked E. Wilson in particular for all of the late nights and hard work that went into them.

7. Board of Director's Report

Board of Directors 2020-21

K. Nagaratnam began her report by go overing the team this year:

- Katelyn Murray - Continuity Representative and the Chief of Staff;
- Benjamin King - Student Representative and the Chair;
- David Campion-Smith - Fulcrum Alumnus;
- Julia D'Silva - Student Representative;
- Christina Le - Student Representative;
- Ryan Pepper - Staff Representative;
- Brendan Keane - Staff Representative;

- Kalki Nagaratnam - Student Representative and the President/Vice-President

K. Nagaratnam added that there were two resignations this past year from Justin Turcotte, the Community Representative and former President, and Danika MacDonald, the University Representative.

A Year in Review October 2020-April 2021: COVID-19 & Zoom

K. Nagaratnam recapped the past seven months. She noted that the Board had five returning directors and five new directors. K. Nagaratnam mentioned that the Board operated entirely virtually from Board meetings and Committee meetings to the Strategic Planning Session, which was super convenient, especially for people on the go. She admitted that one downside was Zoom fatigue, although she stated that the Board had a productive year nonetheless.

Human Resources Committee

K. Nagaratnam proceeded to give Committee reports, starting with the Human Resources Committee. She informed attendees that the responsibilities of this Committee are to hire the General Manager, conduct performance reviews and exit interviews for the General Manager, Online Editor, and the Editor-in-Chief, as well as having the authority to discipline an employee. K. Nagaratnam noted that the Chair of the Committee this year is currently herself and was previously Justin Turcotte before he resigned from the Board.

K. Nagaratnam mentioned that some of this year's accomplishments include: updating the performance review procedure, creating the Executive Director position, and implementing a pay raise. She noted that goals for next year include: professionalizing human resources at the Fulcrum and working on staff training and onboarding.

Inter-Board Health and Wellness Committee

K. Nagaratnam noted that R. Pepper was the Chair of the Inter-Board Health and Wellness Committee this year, and explained that this Committee aims to promote and facilitate a healthy workplace and wellness amongst employees, volunteers, and Board, and to improve communication between the Board and Editorial employees.

K. Nagaratnam went over some of this year's accomplishments, which included: the virtual Health and Safety Board, conducting a health and safety policy review, creating a COVID-19 workplace safety plan, and creating and administering a health and safety stress questionnaire. She pointed out that some of the goals for next year include: the implementation of the health and safety program, hosting more Inter-Board and Board social events, and working on Inter-Board communication.

Policy Committee

K. Nagaratnam mentioned that J. D'Silva was the Chair of the Policy Committee this past year, and their mandate is to review suggested changes to the Corporation's policy documents, making policy recommendations, and reviewing the Bylaws and Policy Manual yearly.

K. Nagaratnam reflected on some of the Committee's accomplishments over the past year, including: creating an accessibility policy, drafting an addition to the complaints process, and *Accessibility for Ontarians with Disabilities Act* training. She advised that some of the goals for next year are a commitment to accessibility, a review of the Editorial Constitution, and drafting virtual-friendly policies and bylaws.

Marketing Committee

K. Nagaratnam stated that as the Chair of the Marketing Committee this past year, D. Champion-Smith and the other members of the Committee worked on developing strategies to increase the Fulcrum's visibility on campus, increasing readership, and planning fundraising initiatives for the Fulcrum. She reviewed some of the Committee's accomplishments this year, including: hosting a virtual speaker event in the fall, creating a revamped social media analytics report template, and holding numerous social media contests and a trivia event. K. Nagaratnam highlighted some of the Committee's goals for next year, which include: better defining the responsibilities of the Committee - discussions for this began this year, bringing back the speaker series, and creating marketing plans for 101 Week.

Finance Committee

K. Nagaratnam noted that she took over as the Chair of the Finance Committee after Justin Turcotte resigned from the Board. She stated that the Committee's mandate is to oversee the creation of the budget of the Corporation, oversee the audit, recommend financial policies to the Board, and supervise the financial affairs of the Corporation.

K. Nagaratnam reviewed some of the Committee's accomplishments over the past year, such as: applying to and receiving the Canada Emergency Business Account (CEBA) loan, which is a \$60,000 loan that the government's giving to businesses and non-profits during the pandemic. She noted that the Committee also applied to the Canada Summer Jobs Funding. K. Nagaratnam added that one of the Committee's key goals for next year is to diversify the Fulcrum's revenue streams.

The Fulcrum's Forward Agenda: 2021-2022 (and beyond)

K. Nagaratnam said that what's next for the Fulcrum is The Fulcrum Publishing Society's Strategic Plan 2021-2024, which she'll discuss in more detail later on in the meeting.

8. Proposed Bylaw Amendments

J. D'Silva explained that over the past few months, the Policy Committee has reviewed the Fulcrum's Bylaws and have two "major" amendments to propose.

Section 5.01 - Place and Time of Meetings

J. D'Silva explained that this first amendment is being proposed to reflect the flexibility and ability of having virtual meetings and to allow for future circumstances like the Fulcrum's current one (COVID-19 pandemic and working from home). Currently, this section 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 meeting of members is to be determined by the Board or the President." She proposed that it be changed to "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 **the** central University of Ottawa campus **and/or accessible virtually**. The place and time of the meeting of members is to be determined by the Board or the President."

General Manager → Executive Director

J. D'Silva stated that the position of General Manager will undergo a title change and become Executive Director beginning May 1st, 2021. She said that as such, all references to the General Manager must be replaced with Executive Director as of May 1st. J. D'Silva proceeded to review the four references in the Bylaws that this will affect. They include:

- 8.10 Treasurer. The treasurer is responsible for the oversight of corporate liquidity, investments, and risk management related to the Corporation's financial activities. The treasurer must review the **Executive Director's** ~~General Manager's~~ books and financial records, meet with the **Executive Director** ~~General Manager~~, and make an independent presentation of the Fulcrum's financial position quarterly.
- 10.01 Appointment of Auditor. The Board shall choose, through a resolution, three (3) or more auditors to present to the membership at a meeting of the members. The **Executive Director** ~~General Manager~~ is responsible for presenting the profiles of auditors to be considered at least once every three years. The membership shall, by a majority vote, decide on one of the three auditors to hold office until such time that the Board decides to present a successor to the membership.

- 10.03 Remuneration. The remuneration of an auditor appointed by the Board shall be fixed by the Board. The **Executive Director** ~~General Manager~~ is responsible for gathering and presenting estimates from potential auditors.

Questions or Comments?

L. Abdolell asked if the Fulcrum has a treasurer? K. Nagaratnam replied not this year.

A. Murphy wondered whether the language in these updates will reflect the change in job description? J. D'Silva replied that all references are still within the mandate so these proposed amendments were a straight copy-paste. K. Nagaratnam added that in May the Board will be updating job and position descriptions.

C. Dutil asked if she could explain the difference between the General Manager position and the Executive Director position. K. Nagaratnam answered that the majority of the role is still the same, and that the biggest change is the addition of the marketing responsibilities from the Online Editor's role. She added that the other change involved implementing the Fulcrum's Strategic Plan, which is new to the Fulcrum.

J. D'Silva motioned to vote on both amendments as an omnibus motion. K. Nagaratnam seconded the motion. C. Dutil asked if we are voting on having an omnibus motion. B. King responded yes, but that people can propose amendments. C. Dutil motioned to separate the two motions and have two votes. B. King seconded the motion. The motion passed.

B. King motioned to approve the first amendment concerning online meetings. J. D'Silva seconded the motion. The motion passed. B. King motioned to approve the second amendment concerning changing all references of the General Manager to the Executive Director. K. Nagaratnam seconded the motion. The motion passed.

9. Election of the 2021-22 Board of Directors

D. Ghosn began the process by reviewing the requirements of the Board of Directors. He stated that the Board shall consist of ten directors on a one-year term from June 1st, 2021 to May 31st, 2022. D. Ghosn continued, saying that every director shall:

- Be eighteen or more years of age;
- Not have a undischarged bankruptcy;
- Not be a member of an executive, the Board of Administration, or a full-time employee of UOSU or GSAED; and

- Not be an employee of the Fulcrum, or own or invest in a company contracted by the Fulcrum.

Community Representative (1)

No one presented themselves for this seat.

Continuity Representative (1)

R. Pepper motioned to elect K. Murray as the Continuity Representative for the 2021-22 publishing year. C. Dutil seconded the motion. The motion passed.

Fulcrum Alumnus (1)

K. Nagaratnam motioned to elect M. Gergyek as the Fulcrum Alumnus Representative for the 2021-22 publishing year. K. Murray seconded the motion. The motion passed.

Student Representatives (4)

B. King, S. Coulavin, N. (Christina) Le, K. Nagaratnam, and O. Okusanysa all presented themselves for the available Student Representative seats.

C. Dutil wondered what the method of voting would be since there are more candidates for the Student Representatives than there are seats. D. Ghosn answered that there will be a poll and voting members can vote for their top four candidates. B. King added that voting members can vote for however many they want up to four and the other votes up to the four that they didn't vote for would be abstentions.

K. Murray motioned to vote on the four seats. R. Pepper seconded the motion. The motion passed. The four elected individuals for the 2021-22 publishing year were: S. Coulavin, N. Le, K. Nagaratnam, and O. Okusanya.

Following the Annual General Meeting, the Executive Committee realized that unfortunately Sam Coulavin, as the Fulcrum's Video Journalist this past year, was not eligible to run for the Student Representative position to which he was (incorrectly) elected as per Section 4.02 of the Bylaws: "4.02 Student Representative. Four (4) of the seats on the Board are to be filled by University of Ottawa students who have active valid student numbers for the duration of their term and are registered for at least one class at the University of Ottawa during their term. **These students must not have ever been employed by the Corporation." Sam was notified promptly.*

Staff Representative (2)

K. Nagaratnam motioned to elect S. Domaradzki-Kim as one of the Staff Representatives for the 2021-22 publishing year. K. Murray seconded the motion. The motion passed.

K. Nagaratnam motioned to elect B. Keane as the other Staff Representative for the 2021-22 publishing year. R. Pepper seconded the motion. The motion passed.

University Representative (1)

No one presented themselves for this seat.

10. Current Year Financial Statements/Budget

Overview

D. Ghosn began his presentation by briefing noting some of the main budget lines, which include:

- Advertising Sales, Fundraising;
- Student Levy, GSAED Levy;
- Wages & Salaries, WSIB, Employee Benefits;
- Accounting & Legal;
- Administrative Expenses;
- Credit card & Bank charges;
- Printing & Website Expenses;
- Advertising & Promotions; and
- Recruitment and Training.

D. Ghosn proceeded to review the Fulcrum's current year-to-date. Some of the important notes that D. Ghosn outlined include:

Revenue

- Online: a little more than half of what the Fulcrum budgeted for, which is to be expected;
- Student levy was distributed by the UOSU;
- GSAED levy should be received by the end of the year. He added that the Fulcrum should have received it earlier, but there was a mistake on the cheque.

Payroll Expenses

- General Manager position went from full-time to part-time;
- Ceridian: the Fulcrum decided to switch to online statements, which is why the line is a bit higher than normal. He noted that next year, which will have exclusively online statements, will be less

General & Administrative Expenses

- Legal line went over, but it was worth it;
- Advertising: hopefully with in-person events this line will increase;
- Bad debts: businesses should be able to get it to the Fulcrum by the end of the year;
- Board expenses: this line was used for expenses such as Board Zoom expenses, gift cards for marketing, production for the strategic plan, etc;
- Capital Assets: didn't spend anything this year;
- Employee appreciation: this line is usually higher, but the Fulcrum didn't have any staff dinners because of the COVID-19 pandemic. He mentioned that hopefully that will change;
- Printing: the Fulcrum didn't print this year, but kept it just because;
- Recruitment and training: this is the line that accounts, among other things, for the NASH conference;
- Repair and maintenance: this year the line was used for office touch ups such as paint;
- Tech support: this line reflects the webmaster from the previous year who was paid this fiscal year;
- D. Ghosn reported that the Fulcrum's net income was \$48,000, which was significantly higher than the Fulcrum had budgeted for. With that said, he noted that the Fulcrum also received \$30,000 more than the Fulcrum had expected from the student levy, the fact that the General Manager's salary changed (from full-time to part-time), and because the Fulcrum didn't spend as much, etc which account for this figure.

Seeing as there were no questions on the Fulcrum's year-to-date, D. Ghosn proceeded to review the Fulcrum's proposed budget for the 2021-22 publishing year. Some important points that D. Ghosn discussed were:

Proposed Budget for 2021-22

- Local Ads: since there is no print advertising, he explained that the Fulcrum want to get rid of this line and put it all in the online advertising line;
- UOSU: the Fulcrum increased the budget for this line because the Fulcrum received more than expected the past few years, so the Fulcrum decided to select a figure in the middle
- GSAED: kept the same figure for this line;
- Investment withdrawal: D. Ghosn indicated that the market is at an all-time high, therefore he stated that the Fulcrum will be withdrawing \$9,000 of the profits that the Fulcrum has made from the Fulcrum's investment account before it goes down;
- Fundraising: this line can go towards NASH or general fundraising

Payroll Expenses

- Ceridian went online so it should be a bit cheaper this year

General & Administrative Expenses

- Separating the Accounting and Legal lines this year;
- Advertising and Promotions: the Fulcrum hopes to get at least \$1000;
- CUP: the Fulcrum budgeted for \$6000 for CUP as this is the amount that the Fulcrum has done in the past;
- Employee Appreciation: this line was decreased by \$500 to reflect previous years. D. Ghosn commented that this line was increased this year to buy sweaters for the Ed Board and Board;
- Decreased both the Content Enhancement and Office Supplies lines;
- Created a new line for Fulcrum subscriptions such as Zoom, etc;
- Getting rid of the President's Honourarium line;
- Decreased the Transportation line because of the COVID-19 pandemic;
- The Fulcrum is budgeting for a net income of \$4,748.93.

K. Nagaratnam motioned to approve the budget for the 2021-22 publishing year. R. Pepper seconded the motion. The motion passed.

11. Strategic Plan

K. Nagaratnam announced that she will be presenting the plan in its final form. But first, she gave attendees a bit of the backstory of the plan. K. Nagaratnam explained that the ideas for the plan were first discussed and presented by the Executive Committee in October. She said that the Board enlisted the Editorial Board to help think of projects and areas of focus at the fall Strategic Planning Session. K. Nagaratnam continued, saying that the Executive Committee then organized these ideas into seven priority areas. She noted that the Executive Committee has chosen to keep them purposely vague so that further Boards can interpret them as they see fit and also to allow for flexibility with the timelines.

K. Nagaratnam proceeded to review the Fulcrum's Mission and Vision statements located at the beginning of the document, which are:

- Mission: By holding those in positions of power accountable, the Fulcrum promotes the wellbeing of the University of Ottawa community through accessible and independent information from on and off campus.
- Vision: A University of Ottawa where every community member has the Fulcrum in the palm of their hand.

K. Nagaratnam then reviewed each of the priority areas, and their objectives and strategies.

Priority Area 1: Accessibility

K. Nagaratnam indicated that the objective for this priority area is to make the Fulcrum's content accessible to anyone, anywhere. She outlined the strategies to achieve this, which are to meet Web Content Accessibility Guidelines (WCAG 2.0) for the Fulcrum website and to continue organizing hybrid and virtual meetings and events across the Fulcrum team as an alternative to exclusively in-person ones.

Priority Area 2: Community Engagement

K. Nagaratnam advised that the objective for this priority area is to cultivate an engaging connection/relationship with the students of uOttawa. She noted that the strategies to achieve this include: conducting coordinated physical outreach, implementing a structured 101 Week Fulcrum marketing plan, and strengthening the Fulcrum's digital outreach and marketing.

Priority Area 3: Internal Culture

K. Nagaratnam stated that the objective for this priority area is to foster a thriving, healthy, inspiring, and fun work environment for Fulcrum staff and volunteers. She added that the strategies that will be implemented to meet this objective are: to plan engaging virtual and in-person social events for the Fulcrum team, to organize well-being presentations/workshops and provide professional development opportunities for the Fulcrum staff, and to maintain a space to work that is safe, friendly, and accommodating, where Fulcrum staff and volunteers can carry out their roles productively.

Priority Area 4: Accountability

K. Nagaratnam said that the objective of the accountability priority area is to ensure that the Fulcrum holds others and ourselves accountable. She mentioned that the strategies that will be implemented to achieve this are to simplify access to Board activities and documents and to bolster the Fulcrum Ombudsperson role.

Priority Area 5: Content

K. Nagaratnam introduced the priority area of content, which has the objective of seeking innovative and fresh ways to present the Fulcrum's content. She noted that the strategies for this priority area include: allocating resources to enhance the Fulcrum's multimedia usage, restructuring current staff departments and establishing new sections to elevate the Fulcrum into unexplored digital territory, and allocating resources to rebrand the Fulcrum's website.

Priority Area 6: Partnerships

K. Nagaratnam stated that the objective of the partnerships' priority area is to build close partnerships with select campus, local, and national organizations. She outlined the strategies for this area, including: to strengthen relationships with La Rotonde and other University of Ottawa

departments and centres and to partner with local community businesses and organizations, and journalism organizations at other universities and colleges across Canada.

Priority Area 7: Financial Sustainability

K. Nagaratnam announced the final priority area, which is financial sustainability. She explained that its objective is to protect the Fulcrum's financial sustainability by exploring other revenue streams and revenue-generating opportunities, and that the strategies for this area are to increase the Fulcrum's student levy, establish an advertising plan encompassing advertisements on the Fulcrum's website, videos, and podcast, and increase donations as a source of revenue for the Fulcrum.

Internal References and Acknowledgements

K. Nagaratnam advised all current staff and Board of Directors of a link to access a detailed internal spreadsheet outlining the deadlines and additional information associated with each strategy and the progress made thus far.

K. Nagaratnam thanked the 2020-21 Editorial Board for their valuable insights during the planning process and Aly Murphy for designing the document.

K. Nagaratnam motioned to approve The Fulcrum Publishing Society's Strategic Plan 2021-24.

K. Murray seconded the motion. The motion passed.

12. Other Business

There were no other comments, discussions, or questions.

13. Adjournment

K. Nagaratnam motion to adjourn the meeting at 8:06pm. The motion passed.