



**The Fulcrum Publishing Society's
Strategic Plan**



2021-2024

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Our Strategic Plan at a Glance

Dear readers,

We are very pleased to present to you *The Fulcrum Publishing Society's Strategic Plan 2021-2024*. It is our first strategic plan in recent years, and we are confident it will be the first of many to come. In the following pages, we will outline the Fulcrum's strategic priorities for the next three years.

Our 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.

Our Vision

A University of Ottawa where every community member has the Fulcrum in the palm of their hand.

**Our
Priority
Areas**

1. Accessibility
2. Community Engagement
3. Internal Culture
4. Content
5. Content
6. Partnerships
7. Financial Sustainability

Priority Area 1: Accessibility

Objective

To make the Fulcrum's content accessible to anyone, anywhere.

Strategies

Meet Web Content Accessibility Guidelines (WCAG 2.0) for the Fulcrum website.

We will make the necessary changes to our website to ensure our content is perceivable, operable, understandable, and robust for all our readers.

Continue organizing hybrid and virtual meetings and events across the Fulcrum team as an alternative to exclusively in-person ones.

The COVID-19 pandemic has demonstrated that virtual meetings allow us an opportunity to broaden our human resources beyond just those who find themselves on campus.

Priority Area 2: Community Engagement

Objective

To cultivate an engaging connection/relationship with the students of uOttawa.

Strategies

Conduct coordinated physical outreach.

Our staff will develop a physical outreach plan covering the upcoming publishing year that caters to our readers, the diverse student populations at the University of Ottawa, to be reviewed annually by the Marketing Committee.

Implement a structured 101 Week Fulcrum marketing plan.

Our staff will develop a 101 Week plan each year that includes a social media campaign, Fulcrum-organized events, and merchandise giveaways, to be reviewed by the Marketing Committee.

Strengthen the Fulcrum's digital outreach and marketing.

Our staff will develop a digital outreach/marketing plan that seeks to place our content in front of our readers and encourages them to react to and engage with that content. This plan will be reviewed annually by the Marketing Committee.

Priority Area 3: Internal Culture

Objective

To foster a thriving, healthy, inspiring, and fun work environment for Fulcrum staff and volunteers.

Strategies

Plan engaging virtual and in-person social events for the Fulcrum team.

Our Editor-in-Chief and the Inter-board Health & Wellness Committee will create a social events calendar annually for the upcoming publishing year with the goal of cultivating new (and continuing old) Fulcrum team traditions.

Organize well-being presentations/workshops and provide professional development opportunities for the Fulcrum staff.

Our Executive Director and the Editor-in-Chief will develop a structured training plan annually, including initial onboarding, to be reviewed by the Inter-board Health & Wellness Committee.

Maintain a space to work that is safe, friendly, and accommodating, where Fulcrum staff and volunteers can carry out their roles productively.

Our Editorial Board will annually elect among themselves a Health & Safety Representative (HSR) who will assist the Executive Director in conducting workplace inspections to ensure our office is a safe work environment.

Priority Area 4: Accountability

Objective

To ensure that the Fulcrum holds others and ourselves accountable.

Strategies

Simplify access to Board activities and documents.

Our Board of Directors will annually designate amongst themselves a director who will compose monthly "FPS Board Corner" articles. These articles, which will be posted on our website and shared on our social media, will convey Board updates to our readers.

Bolster the Fulcrum Ombudsperson role.

We will enhance the role of the Ombudsperson to increase organizational accountability and offer an avenue for readers to voice concerns regarding editorial content. We will make the position more independent through the elimination of normative and informational influences on the role. Moreover, we will place a greater emphasis on offering an avenue for reader complaint submissions.

Priority Area 5: Content

Objective

To seek innovative and fresh ways to present the Fulcrum's content.

Strategies

Allocate resources to enhance the Fulcrum's multimedia usage.

Now that we have transitioned fully online, we will allocate additional financial resources dedicated to enhancing our digital presence and multimedia content.

Restructure current staff departments and establish new sections to elevate the Fulcrum into unexplored digital territory.

We will move into new territory by adding additional non-editorial roles to support the enhancement and sharing of content across a wider audience. We will establish two sections within the Editorial Team, both under the leadership of the EIC:

- i. Editorial Section: This will be led by the Managing Editor and will comprise editors – that is, those who write or produce content. We will be adding the role of podcast host to the team.*
- ii. Multimedia Section: This will be led by the Multimedia Director and will comprise those positions that do not write content. This includes the social media manager, artist, photographer, videographer, webmaster, and related roles.*

Allocate resources to rebrand the Fulcrum's website.

We will update and revise our website to improve readability, reader engagement, and the overall user experience. Our goal is to have the best website in the country amongst student papers.

Priority Area 6: Partnerships

Objective

To build close partnerships with select campus, local, and national organizations.

Strategies

Strengthen relationships with La Rotonde and other University of Ottawa departments and centres.

We will create relationships with campus writing organizations, including La Rotonde, Broken Quill, faculty papers, the Digital Journalism, English, and Communication departments to identify and attract writing talent to contribute to the Fulcrum. Our Executive Director will develop an outreach plan in consultation with the EIC, to be approved annually by the Marketing Committee.

Partner with local community businesses and organizations, and journalism organizations at other universities and colleges across Canada.

Our Executive Director, in collaboration with our Managing Editor, will plan learning and networking opportunities with local, national, and student media organizations to foster a culture of growth and professional development. Our goal is to provide opportunities for our staff and volunteers to pursue future careers in journalism and media.

Priority Area 7: Financial Sustainability

Objective

To protect the Fulcrum's financial sustainability by exploring other revenue streams and revenue-generating opportunities.

Strategies

Increase the Fulcrum's student levy.

The Fulcrum's levy has been stagnant for several years. We will run a referendum to increase our levy for all students by the end of the 2024 academic year so that our levy is comparable to other student media organizations.

Establish an advertising plan encompassing advertisements on the Fulcrum's website, videos, and podcast.

We will create a single advertising plan which will include packages of advertisements across the Fulcrum's content.

Increase donations as a source of revenue for the Fulcrum.

We will conduct at least one annual fundraising campaign per year, ideally linked to Giving Tuesday.

Internal References and Acknowledgments

To our current staff and Board of Directors: please click on [this link](#) to access a detailed internal spreadsheet outlining the deadlines and additional notes associated with each strategy and the progress made thus far.

We want to thank the 2020-2021 Editorial Board for their valuable insights during the planning process and Aly Murphy for designing this document. To our dear readers, thank you for your continued support as we strive to make the Fulcrum the leading student publication in the country.

Yours truly,

The Fulcrum Publishing Society's 2020-2021 Executive Committee
Justin Turcotte, Katelyn Murray, Benjamin King, and Kalki Nagaratnam

