

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, October 24th, 2021
Zoom, 12:55pm-3:07pm
Meeting #6 2021-2022 Publishing Year

Present: Kalki Nagaratnam, Benjamin King, Kate Murray, Brendan Keane, Sam Coulavin, Ludvica Boota (ex-officio), Amit Shanbhoug

Partially Present:

Absent (with reason): Charley Dutil (ex-officio), Jelena Maric (ex-officio)

Absent (without reason): Siena Domaradzki-Kim

1. Opening of Meeting

B. King opened the meeting at 12:59pm.

2. Approval of Agenda

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

3. Approval of September Meeting Minutes

K. Nagaratnam motioned to approve the September meeting minutes. B. Keane seconded the motion. The motion passed.

4. Standing Actions List & Forward Agenda

B. King went through the Standing Actions list and B. King and K. Murray made the necessary changes.

5. Editor-in-Chief

B. King read through the Editor-in Chief's report since C. Dutil was absent.

Content

C. Dutil recalled that when he was at TD Place covering the football team, he thought how things have really changed since the pandemic first began - from being in a lockdown with seemingly no end in sight to a point where things are buzzing now. He noted that it's been the same with the Arts section, the Fulcrum has been inundated with requests to cover shows, concerts, and plays. C. Dutil explained that Zofka, the Arts Editor, has had to navigate this transition from a completely online section to a hybrid one, which he added, she's done pretty well with.

C. Dutil continued, saying that the challenges are similar in news, as most people now want to meet in-person, which he said can be a challenge for someone like Zoe, one of the Fulcrum's News Editors, who's not coming back to Ottawa until January. He mentioned that last year, he remembers struggling to find news pitches for three writers and this year, the Fulcrum has five writers who are entirely dedicated to news and it seems like the Fulcrum doesn't have enough to cover everything on a given week. C. Dutil said that this is where Damian, the Fulcrum's Podcast Producer, comes in as he's been able to cover stories that the Fulcrum writers are unable to due to the complexity of telling them in a written medium. He added that both the podcast and Hailey's covers have helped the Fulcrum to expand the scope of big stories when necessary.

C. Dutil indicated that the Features and Science and Technology sections have also given the Fulcrum the opportunity to focus on stories of a lesser scope but of the same importance by expanding on them. He finished this update by saying that Sanjida's opinions have managed to develop an intrinsic relationship with students on the Fulcrum's Instagram account, in fact, he noted that they have been some of the Fulcrum's most viewed and appreciated posts.

Staffing

C. Dutil announced that the Fulcrum now has an intern in the Sports Section, and explained that he'll be helping Jasmine when she's overwhelmed with games and writing one story a week.

K. Nagaratnam wondered if this is an unpaid internship. L. Boota answered that the intern is not currently being paid, but since he's contributing stories he's working his way up to a freelancer. K. Nagaratnam commented that the Fulcrum did have an intern with the Digital Journalism program last year, and said that it would be good to keep that relationship going. L. Boota clarified that this person is from the Digital Journalism program.

6. Social Media Manager

B. King read and scrolled through Jelena's report as well since she was absent.

Facebook

J. Maric reported that compared to last month, the Fulcrum's Facebook page has grown in all categories. She noted that the Fulcrum's post reach has stayed about the same as last month, and post engagement has fallen a bit compared to the summer months, but has stayed relatively the same compared to last month.

Twitter

J. Maric indicated that once again, the Fulcrum's Twitter account has grown in all categories. She said that the Fulcrum's account has gained 28 new followers, which brings the Fulcrum's total follower count to 4,723. J. Maric continued, noting that the Fulcrum's mentions on Twitter have gone up by 12.5%, tweet impressions have gone up from 35.4K to 53.2K, and profile visits have gone from 2,235 to 4,070.

J. Maric mentioned that Charley and Zoe's piece on Vincent Nadon did extremely well, and it's the tweet that has the highest rate of impressions this publishing year with almost 8,000. She

went on to say that the Fulcrum's Live from the Archives piece also did very well, as did the Fulcrum's coverage on the Sandy Hill Panda Game aftermath.

Instagram

J. Maric enthused that the Fulcrum's followers continue to grow steadily on Instagram, and the Fulcrum has surpassed Charley's 2K follower goal! She continued, saying that both the Fulcrum's impressions and average reach have increased this month.

J. Maric informed the Board that the Fulcrum's posts have overall performed the same as they always have, however, some of the Fulcrum's non-newsy pieces are also gaining attention.

Website

J. Maric noted that overall, all of the Fulcrum's categories have gone up here as well. She proceeded to review some statistics for the Board:

- Users last month: 41,805 to 44,783 this month
- Sessions last month: 45,986 to 50,963 this month
- Pageviews last month: 112,257 to 124,095 this month

She added that the bounce rate has gone down from 1.15% to 0.98% this month.

L. Boota stated that Charley informed her that Facebook suspended the Fulcrum's Facebook account on Friday for some reason; it can't be found on Facebook at all. She added that she hasn't heard anything back from Charley since he informed her of this.

7. Executive Director

Finances

L.Boota began her report by giving the Board a snapshot of the Fulcrum's accounts. She mentioned that the Fulcrum hasn't received the remaining levy from the summer yet, and is something that she's going to follow up with.

L.Boota informed the Board that Justin, the Fulcrum's previous Executive Director, has been removed as a signing officer and the documentation to add herself as a signing authority has been signed and sent to TD's Small Business department for approval. She continued, saying that once the paperwork has been approved, a new access card will be issued under her name and she can apply for a corporate credit card. L. Boota noted that the RBC signing authority change is still in the works. She added that each time a new Executive Director comes in, the old Access card needs to be closed and a new Access card needs to be issued for the new Executive Director.

Advertising

L.Boota indicated that advertising is a bit of a mess. She explained that apparently, the Fulcrum currently has two Google Ad-sense accounts opened using two different emails, the manager (Executive Director) and the advertising email account. L. Boota continued, saying that the advertising email is the one that was actively posting Google ads on the Fulcrum's website. She reported that as of August, the Fulcrum stopped receiving money from this source because the Fulcrum needs to file its tax status to comply with US tax requirements before the Fulcrum can have the money (\$49 right now) deposited into its account. L. Boota indicated that she'd like to

close the ad rep one completely because you can't have two at the same time. She added that she's also reviewing the policy to determine if the effort is worth the amount of money that the Fulcrum is receiving.

L. Boota stated that the "Dear Di" has also violated the Google Ad-sense policy several times and she has had to add the specific page articles to the "do not post ads" list on Google Ad-sense to comply.

L. Boota announced that the Audit is complete, and has been distributed to the Board for approval. She noted that the total fee for the service is \$6,215 (tax incl), and that K. Nagaratnam will be presenting it to the Board later.

Human Resources

L. Boota stated that all expired passwords have been reset and she sent the staff an email reminding them to activate their Ceridian accounts to access their pay stubs and T4's as 9/17 people hadn't done so yet. She informed the Board that she also contacted Ceridian to ask about how an hourly pay rate can be included on their pay stubs, and noted that Ceridian will be getting back to her next week to see if it's possible.

L. Boota mentioned that staff who still have not completed the training were sent an individual email to complete it ASAP or to make arrangements with her. She said that some of the staff will be doing it online this week due to it being reading week.

L. Boota advised that she's reviewing options and pricing for the staff hoodies with Civilian Screen Printing. She said that she's trying to keep the total cost per hoodie under \$50. L. Boota continued, saying that staff will be responsible for paying for their hoodie and any customization (sleeve embroidery), while the Fulcrum will cover the administration and coordination as well as the one-time setup fee (\$50) and shipping costs. She mentioned that once she has all the information, including costs, she'll present it to the staff.

Operations

L. Boota advised that the HUB professional media insurance has been renewed for the year at a cost of \$2,359.80.

Strategic Plan

L. Boota informed the Board that she's currently reviewing the strategic plan and has a meeting this Tuesday to go over it.

Website

L. Boota proceeded to give the Board an update on the Fulcrum's website. She reported that Stephane has made some of the edits that were asked to the website, but there is still a list of edits that he has missed. L. Boota advised that K. Nagaratnam is compiling a list with Hailey and will be emailing Stephane a follow-up.

L. Boota stated that she's working with Javier Castro to resolve the issues regarding adding ads to the Fulcrum's website. She noted that he has mentioned that the Fulcrum's website's PHP version needs to be updated and the Fulcrum's plugins need to be reviewed to ensure that they

are compatible with the new version of WordPress. L. Boota went on to say that before upgrading, Javier mentioned that the Fulcrum should double-check with Full View Design (the Fulcrum's website host) to ensure that the Fulcrum's site can handle the new code/upgrade.

K. Nagaratnam noted that she has reached out to Stephane as well and gave him to the end of the month to get back to her. She added that the Fulcrum's website is really customized and that's why in-house people haven't worked on it in the past.

L. Boota mentioned that she'd rather back things up over the Christmas break when things aren't as busy. She informed the Board that Javier is unsure of the time that will be required, and had quoted a range between \$500-1000, but is flexible and willing to work within the Fulcrum's budget to get the Ad-sense working again. L. Boota indicated that as soon as Javier hits the \$500 mark, she's asked him to let her know so that she can come to the Board.

8. President

COVID-19 Pandemic

K. Nagaratnam noted that Ottawa is still in Step 3 of the Roadmap to Recover. She stated that as of September 22nd, Ontario required people to be fully vaccinated and provide proof of their vaccination status to access certain businesses and settings. K. Nagaratnam went on to say that beginning October 15, Ontarians can get a new, enhanced vaccine certificate with a QR code through the provincial vaccination portal to show proof of vaccination.

K. Nagaratnam advised that there has been no changes to the Fulcrum's COVID-19 measures and vaccination policy.

K. Nagaratnam stated that Fulcrum staff will be permitted to visit the office as needed. She continued, saying that the FPS' direction is that there be no more than 15 people in the office at any given time. K. Nagaratnam said that everyone must wear masks and maintain physical distancing, and be fully vaccinated. She added that individuals are encouraged to complete the COVID-19 Daily Health Check-In before entering the office.

Executive Committee

K. Nagaratnam reported that the committee met this month to make some progress with the Ombudsperson revamp. She updated the Board on their progress, saying that the committee has finished most of the text for the Policy Manual and Bylaws, which will be presented at the October Policy Committee meeting. K. Nagaratnam noted that what's left is the posting/agreement with the Ombudsperson's day-to-day responsibilities and The Fulcrum's Principles for Ethical Journalism document (will be delegated to Charley and EdBoard as a whole).

K. Nagaratnam mentioned some new projects on the committee's radar, including: creating an internal database on ideas that the committee has seen and liked from other student news organizations across the country, and a mid-year Board check-in survey. She said that the committee will meet this week to review the Strategic Plan before the Pre-SPS meeting.

Legal Committee

K. Nagaratnam informed the Board that she reached out to Pro Bono Students Canada (uOttawa chapter) and inquired about the possibility of having a student volunteer to be matched with the Fulcrum. She advised that they informed her that they have finalized the roster of PBSC projects for the academic year. K. Nagaratnam clarified that they select projects between May-August and the projects run from September-March. She noted that they will contact the Fulcrum in May 2022.

Capital Assets Committee

K. Nagaratnam stated that there are no updates to provide for this committee.

Finance Committee

K. Nagaratnam indicated that the Finance Committee had its first quarterly meeting this month to review the budget vs. actual and have proposed a revised budget for the Board's approval. She noted that the revised budget will be presented by Sam today.

Human Resources Committee

K. Nagaratnam stated that the committee had a nice and quiet month. She said that next month, the committee will schedule performance reviews for Ludvica and Charley.

Canada Summer Jobs

K. Nagaratnam proceeded to give the Board an update on the Fulcrum's CSJ project. She started by noting that the Fulcrum has completed the telephone interview and financial monitor. K. Nagaratnam continued, saying that Ludvica prepared the documents they requested: payroll statement, bank statement, CRA remittance and proof of WSIB coverage. She noted that Amira Benjamin, the Fulcrum's Features Editor, volunteered to be the Fulcrum's CSJ participant taking part in the telephone interview. K. Nagaratnam added that she and Amira had a separate call with the program officer to explain about how the project activities are taking place.

Memorandum of Agreement with GSAED

K. Nagaratnam informed the Board that the Fulcrum's auditor asked for the Fulcrum's MOA with GSAED and UOSU during the audit process. She said that she was able to provide the MOA that the Fulcrum has with UOSU, but she couldn't find GSAED's, and GSAED couldn't locate it either. K. Nagaratnam indicated that the Fulcrum is currently working on a new agreement with GSAED that resembles the agreement that the Fulcrum has with UOSU.

Strategic Planning Session

K. Nagaratnam reminded the Board that the Fulcrum's Strategic Planning Session is held once a semester, in-person pre-COVID and virtually last year. She continued, saying that this session is usually used as a collective brainstorming/feedback session between the Board and EdBoard, and great products have come out of this meeting, such as: the Fulcrum's mission and vision statements and the Strategic Plan. K. Nagaratnam announced that the date that the Executive Committee picked for the Fall SPS is Sunday, November 21st, with the time TBD (she said she'll send everyone a calendar invite). She noted that the Fulcrum may hold the SPS in a hybrid format this year because the Executive Committee thinks that it could facilitate engagement. She added that she'll have more details to share after the Pre-SPS meeting, which is this week.

Other Meetings

K. Nagaratnam mentioned that earlier this month, Kate, Ludvica, and she met with a few Board members and the Business Manager of OPIRG for the first time.

K. Nagaratnam said that this week, Kate, Ludvica, and she met with Thelma, the General Manager of La Rotonde, and Caroline, the President, of La Rotonde.

Board Matters

K. Nagaratnam stated that there are currently three vacant seats on the 2021-2022 Board:

- University Representative;
- Fulcrum Alumnus; and
- Student Representative.

K. Nagaratnam said that the vacancies have been advertised in the Fulcrum's Board newsletter and she's created a posting on the uOttawa Community Engagement Navigator. She added that Brendan also reached out to a professor in the Faculty of Law to share the call for applications. K. Nagaratnam noted that in the next month, the screening team will develop a Board matrix to better track the expertise of the current Board members and use it to take an active and targeted recruitment approach to diversify the skill-set of the Fulcrum's Board.

K. Nagaratnam mentioned to the Board that if they know anyone who may meet the criteria for these positions, to please encourage them to apply.

9. Inter-Board Health and Wellness Committee

Health and Safety Representative

K. Nagaratnam informed the Board that the Health and Safety Representative, Damian Piper, who is the Fulcrum's Podcast Producer, is in the process of completing the Workplace Safety and Prevention Services' Health and Safety Representative training course (approx eight hours long). She noted that once he's completed that, the committee will invite him to attend an upcoming Inter-Board Health and Wellness Committee meeting to discuss health and safety at the office, such as the monthly workplace inspections that the Fulcrum is required to complete.

Health and Safety Stress Survey

K. Nagaratnam explained that the Health and Safety Stress Survey is sent to everyone on EdBoard once a year to assess their workplace stress levels, if the Fulcrum is meeting their needs, and where the Fulcrum can improve. She mentioned that the committee reviewed the survey questions from last year to determine if any should be added or removed. K. Nagaratnam added that the committee plans on sending it out the first week of November.

Board Newsletter

K. Nagaratnam announced that the committee sent out its first Board newsletter on September 28th, and the theme was Meet the Board and the Executive Director. She proceeded to review some of the analytics from the newsletter. K. Nagaratnam advised that the upcoming newsletter will go out in November. She stated that the committee discussed some topics to cover, and

decided on the following list: FPS Committees, Fall Strategic Planning Session (November 21st), Strategic Plan, Health and Safety Questionnaire, and Board Meeting Minutes.

Fulcrum Social Event

K. Nagaratnam mentioned that Charley let her know that EdBoard likes the idea of the Fulcrum Basketball Tournament night that she pitched at last month's committee meeting. She explained that the committee are deciding between keeping it Fulcrum only (i.e., contributors, freelancers, staff, directors, and alumni) or extending the invitation to CHUO and La Rotonde to challenge the Fulcrum's friendly rivalries. K. Nagaratnam noted that the event will be held towards the end of January, and she'll discuss with Ludvica what is logistically feasible.

K. Nagaratnam stated that the committee will present a motion today to allocate some funds (TBD) towards the Melanie Wood Charitable Fund, which is not currently on the revised budget. She explained that one solid idea that was suggested at the meeting to increase the amount that the Fulcrum will be able to donate as a corporation to the charity and not break the bank is to take a donation matching approach. She continued, saying that 100% of the funds donated by anyone would go towards the charity, and the Fulcrum will match 1:1 (double) or less the donation made up to a total of \$X.

K. Nagaratnam outlined some of the next steps, which include: creating a list of charities that the Fulcrum would like to support, partnering with the Marketing Committee, and looking for a uOttawa gym to book. She asked the Board what should the maximum number be that the Board wants to set for the donation amount? K. Nagaratnam added that it might be easier to look when the Board goes over the budget later on in the meeting.

10. Marketing Committee

Newsstands Project

K. Murray began her report by giving an update on the newsstands art project. She explained that instead of holding the contest throughout the month of October, the committee has decided on a new timeline and approach, as suggested by Ludvica. K. Murray stated that the Fulcrum's first edition was published in 1942, so 2022 would be the 80 year anniversary of the Fulcrum, which she enthused would be a great time to launch the contest and celebrate the Fulcrum at the same time. She added that it will also give the team ample time to figure out the details of the project without having to rush it.

K. Murray proceeded to go over some timeline and action items, which included:

- Start with the launch of the Fulcrum's commemorative 80 year logo in Feb. 2022
- Contest will run until April, the artist (s) will be chosen between May-Sept and the boxes will be revealed in Sept. Costs will be included in next year's budget, apart from the costs for the new logo which will be included in this year's budget
- Committee will hire someone to design an 80 year logo (not a rebrand, just a play on the 80 year anniversary) for us to use that year. Hailey will be approached first, followed by other staff members. The budget for the new logo is \$500.
- Consult with Wallack's and Michael's to see if the logistics of the project are feasible and which methods/supplies (painting supplies v plexiglass option) we should employ

- Once the process is decided, the costs can be estimated
- Have a behind the scenes video on the artist's perspective

Newsstands Ad Revenue Idea (from last meeting)

K. Murray informed the Board that the committee has decided to table this idea for now.

11. Policy Committee

B. Keane reviewed the proposed changes to the Policy Manual and Bylaws, which can be found in full in the Policy Committee Report of the Appendices Section of these meeting minutes. Regarding the proposed change to Section 6.02 (Qualifications and Election of Directors) of the Bylaws, K. Nagaratnam noted that the *Ontario Mental Health Act* should be italicized.

B. Keane made an omnibus motion to approve the proposed changes. S. Coulavin seconded the motion. The motion passed.

12. Revised 2021-22 Budget

S. Coulavin presented the revised 2021-22 Budget to the Board, indicated by the green figures in the budget document. He noted that the following changes have been made:

- Wages and Salaries line → increased to reflect the increase in hours for the Podcast Producer (from 15 to 20/week). He added that \$2,769.24 was also subtracted from that line for the four weeks with no Executive Director;
- EI and CPP lines were updated;
- Accounting line → increased based on the engagement letter from the Fulcrum's accountant;
- Legal line → increased for potential extra legal advice;
- Capital Assets line → increased so that equipment for the podcast and Videographer can be purchased;
- CUP National Conference Expense line → re-distributed as the Editorial Board will not be attending;
- CUP Membership Fees line → changed to reflect the total amount paid, including taxes, this year;
- Tech Support line → an additional \$1000 was added to this line to hire a webmaster for Ad support;
- Melanie Wood Charitable Fund line → the Board agreed to put a total of \$150 for this line;
- Special Projects line → \$500 was added to this line to pay for the creation of a logo to celebrate the Fulcrum's 80th Anniversary (in February 2022);
- National Advertising, Distribution Expense, President Honorarium, and Telephone (Office) lines were all removed.

L. Boota informed the Board that she was speaking with Charley and there might be a regional conference similar to NASH. She explained that the details for it haven't been ironed out yet, but

noted that Charley is interested in going with EdBoard if the conference is in Montreal. L. Boota said that she's hoping that he'll find out soon where it will be held. She mentioned that she's not sure what to do budget-wise and was wondering if the Board could hold off moving the \$6000 from the CUP National Conference Expense line out. K. Nagaratnam suggested that the Board could move the \$2000 that was added to the Professional Development line back to the CUP National Conference Expense line. Changes were made to the budget document during the meeting.

L. Boota asked the Board what the Fulcrum usually covers for NASH. Discussion ensued on this.

S. Coulavin motioned an Omnibus motion to approve changes to the budget. K. Murray seconded the motion. The motion passed.

L. Boota noted that she replied back to the Policy Committee's question about surpluses. K. Nagaratnam said that we'll look into this at tomorrow's Policy Committee meeting

13. 2021 Audited Financial Statements

K. Nagaratnam briefly reviewed the Audit documents and noted that one thing that might change after this is approved is potentially having it signed by Sam as well if it's needed.

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

14. Revisit Standing Actions List

B. King revisited the standing actions list and made some additional updates.

15. Other Business

There was no other business discussed at this time.

16. In-Camera Session

K. Nagaratnam explained to the Board that she'd like to go in-camera to provide an update on the office discussions. K. Nagaratnam motioned to go in-camera. S. Coulavin seconded the motion. The motion passed.

K. Nagaratnam motioned to remain in-camera. S. Coulavin seconded the motion. The motion failed and the meeting moved out of camera.

K. Nagaratnam motioned to adjourn the meeting at 3:07pm. All voted in favour and the motion passed.

Appendices

Board of Directors October 2021 meeting EIC report

Content

The other night I was at TD Place covering the football team and I had a thought — isn't it crazy. Last year at this point we were in lockdown, with seemingly no end in sight to the pandemic and now every weekend I am scrambling to get the necessary personnel to cover sports games... Wow!

Arts the same thing, we have been for the most part inundated with requests to cover shows, concerts and plays. Zofka has had to navigate this transition from a completely online section to a hybrid one. I think she has done pretty well.

The challenges are similar in news, most people now want to meet in person which can be a challenge for someone like Zoë. She'll be here in Ottawa in January, but this just highlights how crazy the difference is between this year and last year. Last year I remember struggling to find news pitches for three writers — this year we have five writers who are entirely dedicated to news and it seems like we don't have enough to cover everything on a given week.

This is where Damian comes in, with his podcast he's been able to cover stories that our writers simply cannot — due to the complexity of telling them in a written medium. The podcast and by extension Hailey's covers have also helped us to expand the scope of [big stories](#) when necessary — which is huge for us.

Features and Science have also given us the opportunity to focus on stories of a lesser scope but of the same importance by expanding on them. One can look at the [LRT's recent debacles](#) and Get a kit as an example.

Finally, Sanjida's opinions have managed to develop an intrinsic relationship with students on our Instagram who love her [pieces](#) — in fact, they've been some of our most viewed and appreciated.

Staffing

We now have an intern in sports — he will be helping Jasmine when she is overwhelmed with games and writing one story a week. He fell on our lap following a fallout with the francophone magazine on campus.

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Fulcrum Publishing Society – Board of Directors

Analytics Report

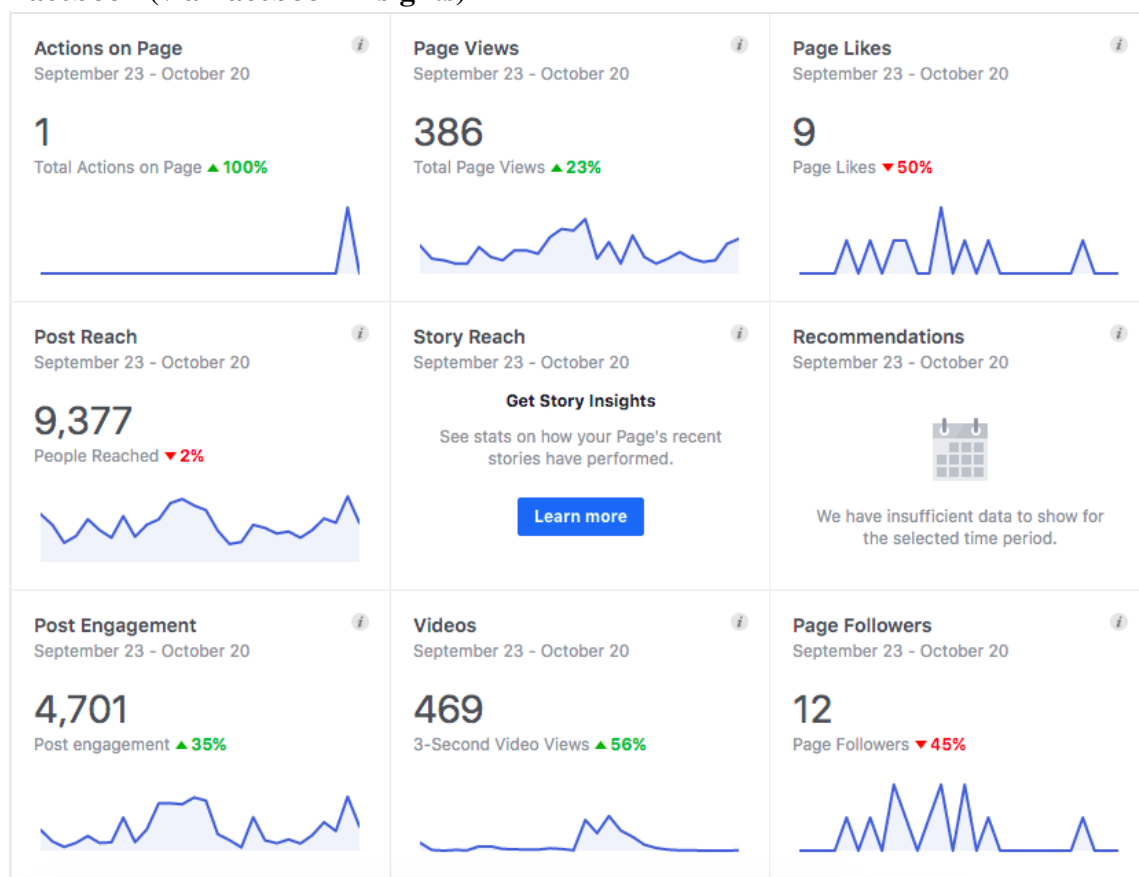
Date: October 21, 2021

Name: Jelena Maric

Overview

1. Facebook
2. Twitter
3. Instagram
4. Website

Facebook (via Facebook Insights)



Overview:










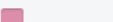

- Compared to last month, we have grown in all categories
- Our post reach has gone from 9,600 last month to 9,377 this month
- Post engagement has gone from 3,476 last month to 4,701 this month
- Page followers have decreased by 12
- Our page views have increased from 313 to 358

- We are continuing to push out a lot of content

10/21/2021 4:00 PM		People fail to realize that, although there are no CO2 emissions being			177		8 2		Boost Post
10/21/2021 12:01 PM		With rumours of a potential code of conduct in late 2014/early 2015, the			439		28 4		Boost Post
10/21/2021 9:01 AM		It has recently been brought to my attention that I'm a serial			774		70 9		Boost Post
10/20/2021 8:26 PM		#News: "You are at the heart of student life" — El Himri reflects on			402		16 4		Boost Post
10/20/2021 7:00 PM		The University of Ottawa's Heart Institute released false data which			190		7 1		Boost Post
10/20/2021 12:01 PM		There is an important distinction between governance and politics.			591		57 21		Boost Post
10/20/2021 9:01 AM		"Perfectionism is a maladaptive personality trait: it's associated with			478		16 6		Boost Post
10/19/2021 7:00 PM		The recent Twitch leak revealed the payouts of popular streamers on the			622		11 2		Boost Post
10/19/2021 4:00 PM		Despite efforts, turnout remained low for this by-election, with Sana			221		5 1		Boost Post
10/19/2021 1:00 PM		Universities are already riddled with institutional barriers given their entry			719		18 8		Boost Post
10/19/2021 10:00 AM		The U of O men's rugby team has qualified for the playoffs.			418		3 5		Boost Post
10/19/2021 9:00 AM		There I was, sitting in a dark basement in a fold-up chair, gazing			2K		312 92		Boost Post

Overview:

- Our post reach has stayed around the same as last month, with some posts like Sanjida's heckle about UPasses and an opinion piece about universities doing quite well this past week
- Post engagement has fallen a bit compared to what we have seen in the summer months, but has stayed relatively the same compared to last month

Page		Total Page Likes	From Last Week	Posts This Week	Engagement This Week
1	 The Ubyyssey	14K 	▲ 100%	21	1.5K 
2	 The Varsity	9.1K 	▲ 100%	27	1.6K 
3	 The Eyeopener	4K 	▲ 100%	12	92 
YOU 4	 The Fulcrum	3.2K 	▲ 100%	26	1.2K 
Keep up with the Pages you watch. Get More Likes					
5	 The Charlatan	3K 	▲ 100%	14	286 
6	 La Rotonde	2.9K 	▲ 100%	14	244 

Overview:

- Our engagement this week has gone down a bit to last month; from 1.9K to 1.2K
- This week alone we had 26 published posts





Twitter (via Twitter Analytics)

28 day summary with change over previous period



Overview

- Once again, we have grown in all categories when it comes to Twitter
- We have gained 28 new followers, bringing our total follower count to 4,723
- Our mentions have gone down by 12.5%
- Our tweet impressions have gone up from 35.4K to 53.2K
- Profile visits have gone from 2,235 to 4,070

Tweets	Top Tweets	Tweets and replies	Promoted	Impressions	Engagements	Engagement rate
	The Fulcrum @The_Fulcrum · Oct 4			7,999	361	4.5%
	#News: The grounds of the notion for the proposed class proceeding allege, "[t]he University of Ottawa received at least two complaints in or about 1995 by former patients of Nadon, regarding his inappropriate conduct of a sexual nature." ow.ly/aznv50Gl4vk pic.twitter.com/gZebKg4sxx					
	View Tweet activity					
	The Fulcrum @The_Fulcrum · Sep 30			3,338	272	8.1%
	#LFTA: Sadly only four out of 15 still exist... @picardonhealth ow.ly/1bNr50Ghxxd pic.twitter.com/FAHesRhmMA					
	View Tweet activity					
	The Fulcrum @The_Fulcrum · Oct 3			2,669	76	2.8%
	The University of Ottawa has issued a statement calling the actions of students who participated in criminal behaviour in Sandy Hill last night disgraceful and shameful.					
	@uOttawa says it will support all criminal investigations undertaken by @OttawaPolice . twitter.com/recteurUOpres/...					
	View Tweet activity					
	The Fulcrum @The_Fulcrum · Oct 12			2,466	38	1.5%
	#Science: Scientists are getting up on their soapboxes, but this time it's to promote the amazing work being done by women in STEM. ow.ly/UAMG50GpF0n pic.twitter.com/HmhtFXEfbQ					

Overview:












- A breakdown of our top tweets for the month
- Charley and Zoe's piece on Vincent Nadon did extremely well, and it is the tweet that has the highest rate of impressions this publishing year, with almost 8,000
- Our Live from the Archives piece also did very well, as did our coverage on the Sandy Hill Panda Game aftermath

Instagram (via Later.com)



Overview:

- As you can see, our followers have continued to grow steadily on Instagram and we have surpassed Charley's 2K follower goal!!
- We've gained 139 followers in the past few weeks
- Our impressions have gone up from 87,958 to 107,834 this month
- Our average reach has gone from 799 last month to 1093 this month
- We have been growing so much on Instagram and it is really great to see

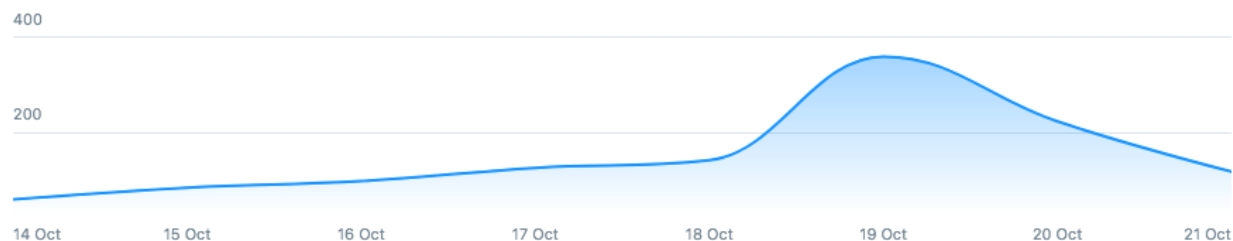
	OCT 19, 2021 9:02 AM #Heckle: The way they take UPass photos...	17.61%	2,033	3,451	3,145	352	6	22
	OCT 18, 2021 7:30 PM #Arts: This Week in Fulc Music: The Oasi...	1.03%	2,032	642	567	21	0	0
	OCT 18, 2021 9:02 AM #News: Student leaders concerned...	2.51%	2,030	865	772	51	0	1
	OCT 17, 2021 1:02 PM #Tomato: Café Nostalgica converted...	5.03%	2,027	1,237	1,103	102	0	1
	OCT 17, 2021 9:01 AM #News: Newly unionized staff at...	3.50%	2,027	988	892	71	0	2
	OCT 16, 2021 4:23 PM The Fulcrum Radio Show episode 5 now...	1.43%	2,027	639	563	29	0	0
	OCT 16, 2021 12:05 PM Last day to submit a short story or poem f...	1.13%	2,027	515	446	23	0	1
	OCT 16, 2021 12:02 PM #DearDi: My partner found my hit list! * l'v...	1.83%	2,027	942	838	37	0	0
	OCT 11, 2021 11:02 AM #News: Sandy Hill residents calling for...	6.15%	2,016	1,976	1,765	122	2	12
	OCT 11, 2021 10:01 AM #Science & #Tech: Vroom vroom: A look ...	1.98%	2,016	626	580	40	0	0
	OCT 10, 2021 9:01 AM #Science & #Tech: Career Profile:...	2.23%	2,018	764	710	43	2	0
	OCT 9, 2021 7:40 PM The night may have ended in chaos and...	4.71%	2,019	2,279	1,897	93	2	10

Overview:

- Our posts have overall done the same they always have, however some of our non-newsy pieces are also gaining attention
- Sanjida's heckle, our Dear Di, our video on the Panda Game and our Tomato have all done better than these types of posts usually do
- It's great to see that students are interacting and interested in other content as well

PROFILE VIEWS**1,204**

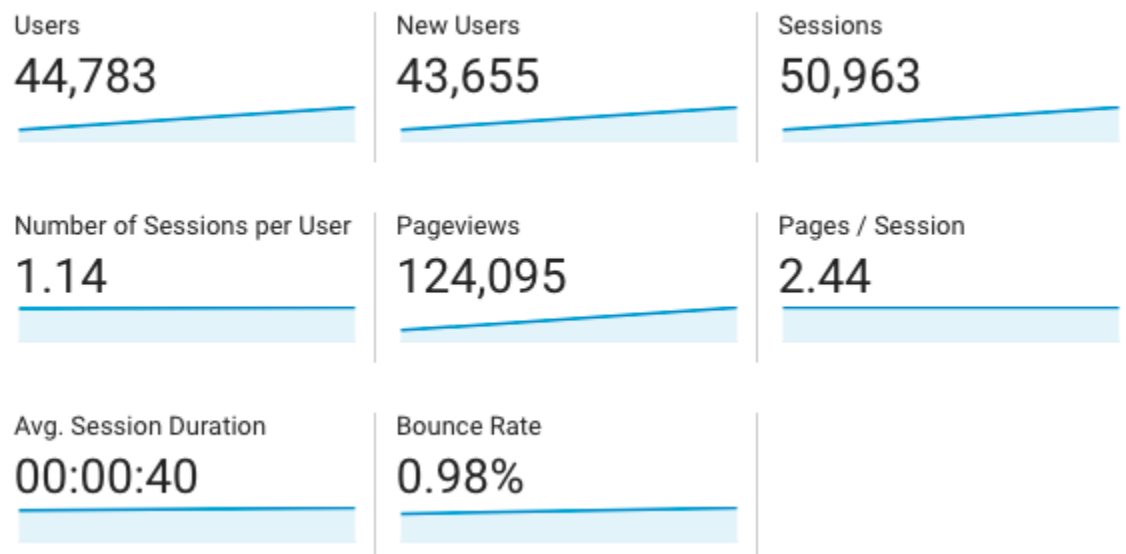
PROFILE VIEWS

**WEBSITE CLICKS****264**

WEBSITE CLICKS

**Overview:**

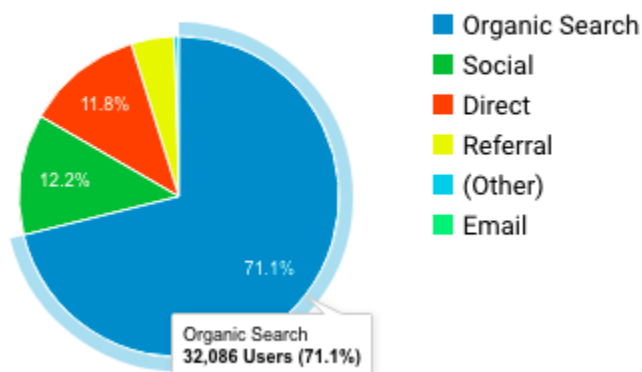
- We've had 1,204 profile visits this past month and 264 website clicks

Website (via Google Analytics)**Overview:**

- Overall, all of our categories have gone up
 - Users last month: 41,805 to 44,783 this month

- Sessions last month: 45,986 to 50,963 this month
- Pageviews last month: 112,257 to 124,095 this month
- Bounce rate has gone down from 1.15% to 0.98% this month

Top Channels



1.	A brief history of pornography until 1910 - The Fulcrum	12,793	10.31%
2.	The benefits and drawbacks of masturbation during COVID-19 - The Fulcrum	9,575	7.72%
3.	Students with poor Internet left behind in online learning atmosphere - The Fulcrum	7,002	5.64%
4.	The Fulcrum	6,648	5.36%
5.	Nasty women: Red Scare and their unique ability to make everyone angry - The Fulcrum	5,538	4.46%
6.	Proposed class proceeding alleges University of Ottawa failed to take appropriate steps on complaints about disgraced physician Vincent Nadon's sexual abuses in or about 1995 - The Fulcrum	4,621	3.72%
7.	Dear Di: How do I assert dominance as a woman in the bedroom? - The Fulcrum	3,000	2.42%
8.	CUP Wire: Ryerson University announces name change, approves standing strong task force recommendations - The Fulcrum	2,449	1.97%
9.	Dear Di (that pesky gag reflex) - The Fulcrum	1,889	1.52%
10.	Five foods to avoid during exams - The Fulcrum	1,849	1.49%

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

Executive Director's Report

Sunday, October 24th, 2021

Ludvica Boota

1. Finances

Snapshot of Accounts

The below financial information is accurate as of 1:00 pm on Friday, October 22, 2021.

	September 2021	October 2021	Difference
TOTAL	542,940.47	512,140.95	30,799.52
Chequing (TD)	\$377,312.88	344,750.72	32,562.16
Investments (RBC)	\$104,215.66	\$103,223.30	992.36
PayPal Balance	1,411.93	4,166.93	2,755
Canada Business Loan (COVID-19)	\$60,000	\$60,000	\$0ti

Overdue Accounts

The following account is overdue:

1. UOSU Levy: \$3,086.81
 - remaining balance from the summer semester levy

Signing Officer Change

Justin has been removed as a signing officer and the documentation to add me as a signing authority has been signed and sent to TD's Small Business department for approval. Once the paperwork has been approved a new access card will be issued under my name and I can apply for a corporate card. I am waiting to hear back from TD.

Note: Each time a new ED comes in the old Access card need to be closed and a new access card issued for the new ED.

Fadi from RBC prepared the documentation to update the signing authorities, but I was unable to access the online documentation. Fadi is looking into it, and I am waiting to hear back from him.

Advertising

We currently have two Google Ad-sense accounts opened using two different emails, the manager (ED) and the advertising email account. The advertising email is the one that was actively posting google ads on our site. We stopped receiving money from this source because we need to file our tax status to comply with US tax requirements before we can have the money (\$49 currently) deposited into our account.

I am working through the red tape and reviewing the policy to determine if the effort is worth the amount of money we are receiving.

The “Dear Di” has also violated the Google Ad Sense policy several times and I have had to add the specific page articles to the “do not post ads” list on Google Ad Sense to comply.

Audit

The Audit is complete and has been distributed to the Board for review and approval. The total fee for the service is \$6,215 (tax incl)

2. Human Resources

Ceridian Employee Self Service Accounts

All expired passwords have been reset and I sent the Staff an email reminding them to activate their Ceridian accounts to access their pay stubs and T4's.

I have contacted Ceridian to ask about how an hourly pay rate can be included on their pay stubs. Ceridian will be getting back to me next week to see if it is possible.

Training Certificates

Staff who still have not completed the training were sent an individual email to complete it ASAP or make arrangements with me.

Staff Sweatshirts

I am reviewing options and pricing for the staff hoodies with Civilian Screen Printing. I am trying to keep the total cost per hoodie under \$50. Staff will be responsible for paying for their hoodie and any customization (sleeve embroidery) The Fulcrum will cover the administration and coordination as well as the one-time setup fee (\$50) and shipping costs. Once I have all the information, including costs, I will present it to the staff.

3. Operations

HUB insurance

Professional Media insurance has been renewed for the year. Total: \$2,359.80

4. Strategic Plan

I am currently reviewing the strategic plan and have a meeting this Tuesday to go over it.

For a review of the strategic plan:

<https://sites.google.com/thefulcrum.ca/thefulcrumstrategicplan/home>

5. Website

Stephane has made some of the edits that were asked to the website but there is still a list of edits that he has missed. Kalki is comprising a list with Hailey and will be emailing Stephane a follow-up.

I am working with Javier Castro is to resolve the issues regarding adding ads to the website. He has mentioned that our site's PHP version needs to be updated and our plugins reviewed to ensure they are compatible with the new version of WordPress. Before upgrading, he mentioned that we should double-check with Full View Design (site host) to ensure our site can handle the upgrade. Kalki will add this to her follow-up email.

Javier is unsure of the time required and has quoted a range of \$500-\$1000 but is flexible and willing to work with our budget.

631 King Edward Avenue
Ottawa, ON
K1N 6N5

Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, October 24th, 2021

Zoom

Meeting #6 of 2021/22 Publishing Year



Kalki Nagaratnam

1. COVID-19 Pandemic

We are still in Step 3 of the [Roadmap to Reopen](#). As of September 22nd, Ontario required people to be fully vaccinated and provide proof of their vaccination status to access certain businesses and settings (e.g., restaurants and fitness centers). Beginning October 15, Ontarians can get a new, enhanced vaccine certificate with a QR code through the provincial vaccination portal to show proof of vaccination.

No changes with The Fulcrum's COVID-19 measures and vaccination policy.

Fulcrum staff will be permitted to visit the office as needed. The FPS' direction is that there be no more than 15 people in the office at any given time. Everyone must wear masks and maintain physical distancing, and be fully vaccinated. Individuals are encouraged to complete the [COVID-19 Daily Health-Check-In](#) before entering the office.

The Fulcrum's [COVID-19 safety plan can be viewed here](#).

2. Executive Committee

The committee met this month to make some progress with the Ombudsperson revamp. [Ombudsperson Role at the Fulcrum](#) We have finished most of the text for the policy manual and bylaws which will be presented at the October Policy Committee meeting. What's left is the posting/agreement with the Ombudsperson's day-to-day responsibilities and The Fulcrum's Principles for Ethical Journalism document (will be delegated to Charley and EdBoard as a whole). New projects on the committee's radar are an internal database on ideas we have seen and liked from other student news organizations across the country, and a mid-year Board check-in survey. The committee will meet this week to review the Strategic Plan before the Pre-SPS meeting.

3. Legal Committee

I reached out to Pro Bono Students Canada (uOttawa chapter) and inquired about the possibility of having a student volunteer to be matched with us. They told me that they have finalized the roster of PBSC projects for the academic year. They select projects between May-August and the projects run from September-March. They will contact us in May 2022.

4. Capital Assets Committee

No updates to provide.

5. Finance Committee

The committee had its first quarterly meeting this month to review the budget vs. actual and has proposed a revised budget for the Board's approval. The revised budget will be presented by Sam today.

6. Human Resources Committee

The committee had a nice and quiet month. Next month, we will schedule performance reviews for Ludvica and Charley.

7. Canada Summer Jobs

We have completed the telephone interview and financial monitor for our CSJ project. Ludvica prepared the documents they requested: payroll statement, bank statement, CRA remittance and proof of WSIB coverage. Amira Benjamin, the Fulcrum's Features Editor, volunteered to be our CSJ participant taking part in the telephone interview. Amira and I had a separate call with the program officer to explain about how the project activities are taking place.

8. Memorandum of Agreement with GSAED

Our auditor asked for our MOA with GSAED and UOSU during the audit process. I was able to provide the MOA we have with UOSU, but could not find GSAED's. GSAED could not locate it either. We are currently working on a new agreement with them that resembles the agreement we have with UOSU. [MOA - GSAED/FPS](#)

9. Strategic Planning Session

The SPS is held once a semester, in-person pre-COVID and virtually last year. This session is usually used as a collective brainstorming/feedback session between the Board and EdBoard, and great products have come out of this meeting, e.g., mission and vision statement, the Strategic Plan. The date the Executive Committee picked for the Fall SPS is Sunday, November 21st, time TBD. I will send everyone a calendar invite. We may hold it in a hybrid format this year because we think it could facilitate engagement. I will have more details to share after the Pre-SPS meeting which is this week. -

10. Other Meetings

OPIRG

Earlier this month, Kate, Ludvica and I met with a few Board members and the Business Manager of OPIRG for the first time.

La Rotonde

This week, Kate, Ludvica and I met with Thelma (General Manager) and Caroline (President).

11. Board Matters

There are currently three vacant seats on the 2021-2022 Board:

- University Representative
- Fulcrum Alumnus
- Student Representative

We advertised the vacancies in our Board newsletter and I have created a posting on the uOttawa Community Engagement Navigator. Brendan also reached out to a professor in the Faculty of Law to share the call for applications. In the next month, the screening team will develop a Board matrix to better track the expertise of the current Board members and use it to take an active and targeted recruitment approach to diversify the skill-set of our Board.

As always, if you know anyone who may meet the criteria for these positions, please encourage them to apply!

In-Camera Matter

We will go in-camera at the end of the meeting to provide updates on the office.

12. Reminders

None! Everyone has signed their forms and completed their AODA training.

13. Calendar Items

Pre-Strategic Planning Session Meeting

Wednesday, October 20th at 6pm

Strategic Planning Session

Sunday, November 21st at TBD

Next Board Meeting

Sunday, November 28th at 1pm

631 King Edward Avenue
Ottawa, ON
K1N 6N5

**Fulcrum Publishing Society – Board of Directors
Inter-Board Health and Wellness Committee Meeting**

Thursday, October 21st, 2021 4:00pm - 5:00pm

Zoom



Present: Charley Dutil, Brendan Keane, Kate Murray, and Kalki Nagaratnam (Chair)

Committee Report

1. Health and Safety Representative

The H&S Damian Piper, the Fulcrum's Podcast Producer, is completing the Workplace Safety and Prevention Services' Health and Safety Representative training course (~8 hours long). Damian will be invited to attend the November or January Inter-Board Committee meeting to discuss health and safety at the office, e.g., monthly workplace inspections we are required to complete.

2. Health and Safety Stress Survey

The H&S Stress Survey is sent to everyone on EdBoard once a year to assess their workplace stress levels, if the Fulcrum is meeting their needs and where we could improve. The committee reviewed the survey questions from last year to determine if any should be added/removed. Here is [the link](#) to the survey we have drafted for this year. We plan to send it out the first week of November.

3. Board Newsletter

We sent out our very first Board newsletter on September 28th. The theme was Meet the Board and Executive Director. Here are the analytics:

24 Recipients

Audience: The Fulcrum Newsletter (Tags: boardnewsletter)

Delivered: Tue, Sep 28, 2021 12:24 pm

Subject: FPS Board News: September 2021

[View email](#) · [Download](#) · [Print](#) · [Share](#)

19 Opened	1 Clicked	0 Bounced	0 Unsubscribed
--------------	--------------	--------------	-------------------

Successful deliveries	24 100.0%	Clicks per unique opens	5.3%
Total opens	47	Total clicks	1
Last opened	10/4/21 4:05PM	Last clicked	10/1/21 9:41AM
Forwarded	0	Abuse reports	0

The upcoming newsletter will go out in November. The committee discussed some topics to cover, and decided on the following list: FPS Committees, Fall Strategic Planning Session (November 21st), Strategic Plan, Health and Safety Stress Questionnaire, and Board Meeting Minutes.

4. Fulcrum Social Event

Charley let me know that EdBoard generally liked the Fulcrum Basketball Tournament night that I pitched at last month's committee meeting. We are deciding between keeping it Fulcrum only (i.e., contributors, freelancers, staff, directors and alumni), or extending the invitation to CHUO and La Rotonde to challenge our friendly rivalries. The event will be held toward the end of January. I will discuss with Ludvica on what is logistically feasible.

We will present a motion today to allocate some funds (TBD) towards the Melanie Wood Charitable Fund which is currently not on the revised budget. A solid idea that was suggested at the meeting to increase the amount we will be able to donate as a corporation to the charity and not break the bank is to take a donation matching approach. 100% of the funds donated by anyone would go towards the charity, and the Fulcrum will match 1:1 (double) or less the donation made up to a total of \$X.

Next steps: create a list of possible charities, explore booking a uOttawa gym, collaborate with the Marketing Committee on having the event sponsored, and spread the word about the event.

Next Committee Meeting

Thursday, November 18th at 4pm

631 King Edward Avenue
Ottawa, ON
K1N 6N5

Fulcrum Publishing Society
Marketing Committee Report
Presented by: Kate Murray
Sunday, October 24th, 2021



Present: Kate Murray, Kalki Nagaratnam, Charley Dutil, Siena Domaradzki-Kim, Brendan Keane, Ludvica Boota

Notes from the meeting: [Fulcrum Marketing Committee Agenda October 2021](#)

Newsstands Project

New Plan: The Fulcrum's first edition was published in 1942, so 2022 would be the 80 year anniversary of the Fulcrum, would be a great time to launch the contest and celebrate the Fulcrum at the same time. Would also give us ample time to figure out the details of the project without having to rush it.

Timeline & Action Items:

- Start with the launch of the Fulcrum's commemorative 80 year logo in Feb. 2022
- Contest will run until April, the artist (s) will be chosen between May-Sept and the boxes will be revealed in Sept. Costs will be included in next year's budget, apart from the costs for the new logo which will be included in this year's budget
- Committee will hire someone to design an 80 year logo (not a rebrand, just a play on the 80 year anniversary) for us to use that year. Hailey will be approached first, followed by other staff members. The budget for the new logo is \$500.
- Consult with Wallack's and Michael's to see if the logistics of the project are feasible and which methods/supplies (painting supplies v plexiglass option) we should employ
- Once the process is decided, the costs can be estimated
- Have a behind the scenes video on the artist's perspective

Newsstands Ad Revenue Idea (from last meeting)

- Decided to table this idea for now

Fulcrum Publishing Society – Board of Directors
Policy Committee Report (Sunday, October 24, 2021)



September Policy Committee Meeting: Monday, September 27, 2021

Present: Brendan Keane (Chair), Kalki Nagaratnam, Benjamin King.

Policy Manual

Replacement of President Signatures

The signatures near the bottom of the Policy Manual have been changed from “Justin Turcotte” to “Kalki Nagaratnam”.

Changes to Section 5: Financial Governance

5.2 Signing Authorities. The signing authorities of the Corporation shall be the:

- a. President;
- b. Executive Director; and
- c. Any one (1) Board member as voted in by the Board

5.5 Investments. Any investments in the name of the Corporation shall be in the control of the President of the Corporation and any such other persons as the Board shall appoint from time to time. The President of the Corporation and Executive Director shall be given the authority to contact the investment broker to obtain any knowledge needed to perform their duties.

5.8.1 Performance Review. Twice per fiscal year, at regular intervals, the HR Committee the President and Vice President must meet with each Business Employee and the Editor-in-Chief to review their performance. These meetings must be focused on improving their performance in relation to their job descriptions and any other guiding documents, and must be positive in tone.

5.9 Audit. A full audit must be conducted every year and The audit shall be monitored by the President, Executive Director, and the Finance Committee and such committee shall have the power to approve drafts, except the final draft which must be approved by a majority vote of the Board. If signatures are needed to approve the final draft it shall first be signed by the President, followed by any other member determined by the Board to fill the required signatures. Auditors shall be instructed to complete all the necessary tax return forms for both levels of governments.

5.9.1 Audit. A full audit must be conducted every year.

5.16 Exit Interviews. The An outgoing Executive Director, outgoing Social Media Manager, and the outgoing Editor-in-Chief must complete exit interviews prior to the expiration of their contracts. The exit interviews will be conducted by the HR Committee. President and/or any other Directors or staff as appointed by the President.

Changes to Section 7: Hiring

7.8.1 References. Any hiring committees for the positions of Executive Director ~~and Social Media Manager~~ must request two (2) references from interviewed candidates and ensure that every effort is made to check those references prior to the selection of successful applicants.

7.10 Ratification. The Hiring Committee shall notify the Board of the selected candidate. A vote to ratify the selected candidate shall be initiated by the President before the proposed start date.

7.13 Records. All applications, questions, matrices, and other documentation used in the hiring process should be submitted to the Executive Director or Chief of Staff for confidential filing.

Bylaws

Changes to Section 6: Qualifications and Election of Directors

6.02 Qualification. Every director shall be eighteen (18) or more years of age and no director shall have an undischarged bankruptcy or be ~~deemed incapable of managing property as determined by a medical professional pursuant to the Ontario Mental Health Act. a mentally incompetent person as determined by a medical professional.~~ Every director...

6.03 Election and Term of Office. 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. ~~The election shall be determined in accordance with Section 6 of this Bylaw.~~

6.04 Vacancy. Any vacancy in the Board, howsoever caused, so long as a quorum of directors remains in office, may be filled by the directors if they shall see fit to do so; otherwise such vacancy shall be filled at the next Annual Meeting of Members.

6.05 Vacation of Office of Director. A director shall cease to be a director:

- a. If they resign from their office by delivering a written resignation to the Chief of Staff or President of the Corporation;
- b. If they are found to ~~be incapable of managing property as mentally incompetent as~~ determined by a medical professional;

Changes to Section 7: Meetings of Directors

7.01 Quorum. A majority of the Board shall constitute a quorum for the transaction of business at any meeting of the Board, but in no case shall a quorum be less than fifty (50) per cent plus one (1) of the sitting Board. Under no circumstances will ex-officio positions contribute to quorum.

7.08 Majority Votes. Unless otherwise stated in the Bylaws, every question arising at any meeting of directors shall be decided by a majority of votes cast on the question. All decisions of the Board are public; however, the votes may be performed in-camera. In the case of an equality

of votes, the status quo shall prevail.

7.11 Special Meetings. At any time the President of the Corporation may call a special meeting of the Board. A special meeting of the Board may also be called by at least two (2) members...