

Fulcrum Publishing Society  
Board of Directors  
MINUTES

Sunday, June 26<sup>th</sup>, 2022  
Zoom, 10:00am-1:00pm

**Present:** Kalki Nagaratnam, Brendan Keane, Ludvica Boota (ex-officio), Sam Coulavin, Amit Shanbhoug, Claire Liu, Jasmine McKnight (ex-officio), Hailey Otten (ex-officio), Mark Asfar, Emma Godmere, Keelan Buck (Board Candidate)

**Partially Present:**

**Absent (without reason):** Jason MacDonald

1. Commencement of Meeting

K. Nagaratnam commenced the meeting at 10:02am

2. Introductions and Approval of Agenda

K. Nagaratnam introduced K. Buck (board candidate) to the Board and gave a brief summary of the past month and context for why she is the Chair for the June meeting. K. Nagaratnam stated that at the May board meeting, no candidates stepped forward for the Chair position. She stated that the officer elections will take place again during the June meeting to fill up the remaining positions: Treasurer, Chair, and Secretary.

S. Coulavin motioned to approve the agenda. M. Asfar seconded the motion. The motion passed.

3. Brief Statement by M. Asfar

M. Asfar provided a brief statement, stating that he is willing to provide business and personal advice, but will not provide legal advice to the Board. He will act as a board member, not a lawyer, and wished to raise a disclaimer for legal services at this meeting as per his standard.

4. Kahoot Quiz

K. Nagaratnam commenced the monthly Kahoot quiz, this month covering the Board's governance.

5. Election of a New Board Member

K. Buck presented himself for one of the open Staff Representative seats on the Board.

K. Nagaratnam asked K. Buck the traditional questions for Board candidates, ensuring that he meets the essential requirements to be a director: (1) if he is 18 years of age or older, that he's not on either the UOSU or GSAED student executives, that he's not a Fulcrum employee, and that he doesn't have any undisclosed bankruptcy. K. Buck confirmed all of these questions.

K. Nagaratnam proceeded to ask K. Buck why he was interested in joining the Board. K. Buck gave a bit of a background on himself, saying that he's a graduate student at the University of Ottawa. He mentioned that he currently sits on the Institute of Public Administration of Canada's National Capital Region Board and has extensive experience with non-profits and the University of Ottawa and the Fulcrum community, having written articles for the Fulcrum in the past.

E. Godmere motioned to appoint K. Buck as a Staff Representative on the Fulcrum's Board of Directors for the 2022-23 publishing year. S. Coulavin seconded the motion. The motion passed.

#### 6. Election of Officer Positions

K. Nagaratnam presented the election for the following 2022-23 Officer Positions: Chair, Secretary, and Treasurer.

##### *Chair*

S. Coulavin presented himself for the Chair position. M. Asfar motioned to approve S. Coulavin as Chair. E. Godmere seconded the motion. The motion passed.

##### *Secretary*

Nobody presented themselves for the Secretary position. K. Nagaratnam stated that the Board will return to the election of this Board position at a later date.

##### *Treasurer*

C. Liu presented herself for the Treasurer position. Sam motions to approve C. Liu as Treasurer. K. Buck seconded the motion. The motion passed.

#### 7. Approval of May 2022 Meeting Minutes

C. Liu noted her last name was spelt wrong in the May 2022 Meeting Minutes and it was changed. K. Nagaratnam motioned to approve the May 2022 Meeting Minutes. E. Godmere seconded the motion. C. Liu abstained from voting. The motion passes.

## 8. Standing actions list

The “40th Anniversary Conference” and “Submit Transition Report” items were removed from the Standing Actions list. The description for the Grievance Committee was edited.

## 9. EIC Report

J. McKnight presented the Editor-in-Chief(s) report.

### *Canada Summer Jobs*

Interviews have been completed for the Editorial Board and Canada Summer Jobs positions. Sanjida, Maggie, and Noah all start their summer work on June 27th. For the 2022-23 editorial board, knowledge tests have been completed for all final applicants. Final selections have been made regarding most of the editor positions and some candidates will return for follow-up interviews. Sanjida and Desiree have accepted their offers as Managing and News Editors, respectively. No other offers or rejections have been made.

There have been no applicants and/or suitable candidates for the Science and Tech Editor, Podcast Producer, Videographer, and Social Media Manager positions. For the Social Media Manager position, perhaps Noah, our summer Multimedia Manager, might be interested in staying on board. Deliberations continue regarding how to proceed with the other vacant positions.

### *Documents*

Discussed potential changes to the current freelance and volunteer program, including training and onboarding processes, and approval rate. Last year, there were issues with how the structure of the freelance program left contributors room to abuse payment opportunities. K. Buck asked for clarification on these issues. J McKnight responded, saying that visual and written contributors are equally paid but the editors believe that photos should be paid less since freelancers have been found to abuse photo pay. L. Boota also stated that contributors are only paid for content published, and to make it clear that staff cannot be paid for freelance work, they are still in the process of drafting policy to resolve these issues. Since Sanjida will be transitioning to Managing Editor in August, J. McKnight said they plan on getting her input on this over the next couple of weeks since she will primarily be responsible for the freelance program come September.

Training documentation, PowerPoint presentations, and a schedule for the August training weeks have begun to be drafted, and a new production schedule and finalizing all the changes made to

both the editorial board and content. There is a focus on deadlines since there is a plan to implement different weekly deadlines depending on staff status and sections.

### *Content*

In June, a few contributors wrote some pieces for the News and Arts sections. Two News pieces on the tuition fee increase and the UOSU protest, as well as a coming feature on the HRREC conference, were published in June. Additionally, the university appointed Claudette Commanda as its first-ever Indigenous chancellor.

A piece regarding the changes to scholarships at the U of O is being worked on, including graduate admissions scholarship quotas and the undergraduate merit scholarships.

In Arts, Jasmine wrote a review of Top Gun: Maverick, Hailey wrote about books and The Word on the Street festival, and Bridget wrote a review on Stranger Things season four.

In sports, Jasmine covered the BlackJacks home games.

A new plan for social media outreach and audience engagement has been worked out, and the Multimedia Manager will bring the plan into practice.

### *Other*

A list of summer tasks for the summer team has been drafted, including website updates and administrative documents. The plan for the Multimedia Manager position, including what the position will look like, is being worked out, as it is essentially a combination of the social media manager and multimedia director position.

## 10. Executive Director's Report

L. Boota began her report by going over the Fulcrum's finances.

### *Audit*

All information has been submitted to the auditor and he will get back to L. Boota if he has any questions. L. Boota suggests a review of our financial policies and procedures to ensure they are up to date and reflect the current organization's process.

### *Human Resources*

### EdBoard Hiring

L. Boota has been working with J. McKnight and H. Otten to interview candidates for the upcoming publishing year. The interviews are complete, and J. McKnight and H. Otten are in the process of administering tests for the respective positions.

### Canada Summer Jobs

The following three positions have been hired for the summer: Website Administrator, Multimedia Manager, and Administrative Assistant.

The Website Administrator who has been hired is Maggie Chen, a 3rd year computer science student at McGill University. She currently resides in Ottawa for the summer.

The Multimedia Manager who has been hired is Noah Bailey, a 4th year Neuroscience and Mental Health student at Carleton University. He is located in Ottawa

The Administrative Assistant who has been hired is Sanjida Rashid, a Political Science student at the University of Ottawa, and the Fulcrum's former Opinions Editor. She is located in Ottawa

These positions' start dates are June 27, 2022, to August 26, 2022. The contracts and onboarding materials, including the Canada Summer Jobs consent form, have been sent to the hires. The consent forms must be sent to the Canada Summer Jobs program at a maximum of seven days from the start date. The Canada Summer Jobs program coordinator has been informed of the new start dates, which were delayed after the contracts had been reviewed.

L. Boota, H. Otten, and J. McKnight have been working on developing task lists or project plans for each individual. The parties will meet to discuss their responsibilities, expectations, and deadlines.

### *Operations*

#### Ongoing Operations

L. Boota, J. McKnight, and H. Otten frequently hold meeting regarding the following initiatives: the Website Revamp, on Content analysis; the Freelance Policy, which is currently in the process of being updated, including separating prices for photos and articles; Office Procedures, to create a clearly defined office process for things like signing out equipment, submitting expenses, etc.; developing new training material and packages; integrating a hybrid office model and making the most of Google workspace; professional

development opportunities; team bonding activities; creating a set schedule for the publishing year (beginning and end dates, evaluations, team dinners, etc.)

L. Boota mentioned that Fulcrum email addresses that is not being used will be cleaned out, and those that will not be used will be deactivated. Material that is more than three years old or is unnecessary may be archived. The new Admin Assistant will assist with this task.

### *Strategic Plan*

Using a new project plan template, the Telfer Intern and L. Boota have updated the Strategic Plan. He will present the updated plan to the Summer Team and will be meeting with key players to brainstorm strategies to achieve the remaining goals and assign key dates and resources as required.

### *Website*

Fullview Design has not reached out to L. Boota to send a proposal or update. She is waiting for the 6-month invoice. The new Web Administrator has been hired and L. Boota will work with her to move forward with the website project plan, including figuring out the Fulcrum's needs and searching for a new web host. H. Otten and L. Boota will meet with the Web Administrator on June 27th to go over the plan for the summer. L. Boota stated that she is considering keeping the Web Administrator on the team past the summer. K. Nagaratnam commented that it is worth considering keeping a web admin person on board.

## 11. President's Report

Kalki presented the President's Report.

### *Terms of Reference and Employment Contracts*

K. Nagaratnam stated that the current tasks for committee chairs is to review the Terms of Reference and edit or agree with the documents. She mentioned that the file containing the drafted ByLaws got deleted but A. Shanbhog may have a copy saved locally. She suggested that all folders be transferred to Secretary email to ensure that a case like this does not happen again. She reminded everyone to complete onboarding form.

K. Nagaratnam mentioned that there are three vacant seats on the 2022-2023 Board: two Student Representative seats, and one University Representative seat. She urged all Board Members to invite anyone they know who would fit these profiles to apply.

### *Board information Session*

The Board Information Session got a content overhaul in June to focus on (1) the FPS' mission, vision, history, organizational chart, governance documents, etc. and (2) board composition, common rights/duties/powers of a Board, FPS director expectations, etc. B. Keane and K. Nagaratnam conducted this session for E. Godmere and M. Asfar where they spent time discussing B. King's, the Board's former Chair, Board feedback survey results. Another session in July will be held for the rest of the new directors.

### *Annual Board Tasks*

According to the Bylaws, a few tasks the Board needs to do early in its term are to approve the budget, agree on legal counsel, form committees, and elect officers. These tasks will be addressed later in the meeting.

### *Terms of Reference*

K. Nagaratnam stated that in June, B. Keane and her completed the initial drafts of the Terms of Reference for the standing committees. She stated that committee members need to review them together and can propose amendments to the Board. She stated that all Terms of Reference need final Board approval, and for committees to aim for the September Board meeting.

K. Nagaratnam stated that one of the main goals for this year's Board is revamping the FPS' core governance documents: the Bylaws, Policy Manual, and Editorial Constitution. She stated the next document the Board will tackle is the Bylaws, which can be found in the drafts folder.

### *Revised Employment Contracts*

K. Nagaratnam stated that our pro bono lawyer was a huge help as the Corporation has significantly upgraded the terms of our standard employment contracts. All versions of these contracts are in the HR Committee folder. The Board approved the contract for summer employees by email motion in late June. There are two outstanding decisions for the Board to make to finalize the rest of the contracts: ED and EICs, and EdBoard staff starting in August or later.

### *In-Camera Matter*

K. Nagaratnam stated that the Board will go in-camera at the end of the meeting to discuss the office and the two outstanding decisions about employment contract terms.

## 12. Approval of Lawyers

As per section 5.01(m) of the FPS' ByLaws, the Board must approve its legal counsel early in the publishing year.

The Board currently works with Carlos Martins, a Media Lawyer, and Jenna Anne de Jong, a Pro Bono lawyer for the Board. K. Nagaratnam also mentioned that for minor legal advice, the Board may contact the Pro Bono Ontario Free Legal Advice Hotline.

M. Asfar asked about the current lawyers' rates. K. Nagaratnam estimated that Carlos Martins' hourly rate is around \$400 per hour, and the Board has allocated \$1000. M. Asfar asked if the Board has a war chest L. Boota stated that the FPS has media insurance which can assist the Corporation if need be.

Motion to approve lawyers as legal council. K. Nagaratnam motioned to approve Carlos Martins and Jenna Anne de Jong as legal counsel for the FPS motions. M. Asfar seconded the motion. The motion passed.

### 13. Budget.

L. Boota went through the 2022-23 budget for the Board's approval.

K. Nagaratnam asked about the summer levy. L. Boota said she anticipates it will come in the fall. M. Asfar asked about operating and whether the Corporation has a float or a line of credit for times when they do not receive income. K. Nagaratnam said that generally, the levies are a large enough amount to last throughout the publishing year, that last year's levies pay for the coming year.

The FPS is now confirmed to have Canada Summer Jobs funding.

The Online Ad budget was lowered from \$7000 to \$5000.

The Service Revenue, while it remains at \$0, will be brought to board eventually.

L. Boota said that the FPS does not have fundraising initiatives planned, but has budgeted a small amount that we can increase if they choose to fundraise.

C. Liu suggested that, as is standard, being prepaid, the Media Insurance and Director's insurance should be recognized on a quarterly basis, rather than annual.



K. Nagaratnam motioned to approve the 2022-23 budget. C. Liu seconded the motion. The motion passed.

#### 14. Formation of committees

K. Nagaratnam presented the election for the 2022-23 committee membership for the following committees: Audit & Finance Committee, Governance Committee, Human Resources Committee, and Marketing and Community Relations Committee.

##### *Audit & Finance Committee*

Chair: C. Liu

Members: A. Shanbhoug, L. Boota, J. McKnight, H. Otten

K. Nagaratnam motioned to approve the Audit & Finance Committee's composition. M. Asfar seconded the motion. The motion passed.

##### *Governance Committee*

Chair: A. Shanbhoug

Members: M. Asfar, K. Buck, L. Boota, J. McKnight, H. Otten

K. Nagaratnam motioned to approve the Governance Committee's composition. C. Liu seconded the motion. The motion passed.

##### *Human Resources Committee*

Chair: K. Nagaratnam

Members: M. Asfar and A. Shanbhoug

C. Liu motioned to approve the Human Resources Committee's composition. K. Buck seconded the motion. The motion passed.

##### *Marketing and Community Relations*

Chair: E. Godmere

Members: B. Keane, L. Boota, J. McKnight, H. Otten

K. Nagaratnam motioned to approve the Governance Committee's composition. K. Buck seconded the motion. The motion passed.

K. Buck brought a point of order regarding voting, and whether we may use a faster method for voting. M. Asfar suggested we keep with the Roberts Rule standard, which despite being slower, better allows for dissent of opinion.

## 15. Return to Standing Actions List

A. Shanbhoug requested he change his month for Kahoot quiz from August to September, 2022. He swapped with M. Asfar. K. Nagaratnam added the committees' review of their respective Terms of Reference to the Standing Actions list. The Board Work Plan is added at A. Shanbhoug's request.

## 16. In-Camera Session

K. Nagaratnam motioned to go in-camera with all of the directors. A. Shanbhoug seconded the motion. The motion passed.

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

K. Nagaratnam motioned to adjourn the meeting at 1:02pm. The motion passed and the meeting was adjourned.

## 17. Appendices

### Fulcrum Publishing Society – Board of Directors Editor-in-Chief Report

Sunday, June 26<sup>th</sup>, 2022 10:00 a.m.

*Zoom*



By: Hailey Otten and Jasmine McKnight

### 1. Hiring Update

We completed interviews for both the editorial board and Canada Summer Jobs positions. Sanjida, Maggie and Noah all start their summer work tomorrow.

For the 2022-23 editorial board, we have completed knowledge tests for all final applicants. From that, we made final selections regarding most of our editor positions, and have asked some candidates to return for follow-up interviews. Sanjida and Desiree have accepted their offers as managing and news editors. We have not yet made any other offers or rejections.

Unfortunately, we have yet to find any applicants and/or suitable candidates for our science and tech editor, podcast producer, videographer, and social media manager positions. We're still discussing how we want to proceed with this, but for social media manager, we are hoping Noah (our summer multimedia manager) might be interested in staying on board for the social media manager position.

## **2. Documents**

We discussed changes to the current freelance and volunteer program, including training and onboarding processes, and approval rate. Last year, we had issues with how the structure of the freelance program left contributors room to abuse payment opportunities. This then became an issue for section editors in terms of quotas, deadlines, etc.

As Sanjida will be transitioning to managing editor in August, we're planning on getting her input on this over the next couple of weeks, as she will primarily be responsible for the freelance program come September.

We have started to map out our documents and plan for next year. In that, we have started to create training documents, powerpoints and a schedule for our August training weeks. This includes working out our new production schedule and finalizing all the changes we're making to both our editorial board and content. A big part of this is going to be deadlines, as we're planning on implementing different weekly deadlines depending on staff status and sections.

## **3. Content**

This month, we had a few contributors write some pieces for news and arts.

We had two news pieces on the tuition fee increase and the UOSU protest, as well as a coming feature on the HRREC conference. Additionally, the university appointed Claudette Commanda as its first ever Indigenous chancellor.

We are currently working on a piece regarding the changes to scholarships at the U of O, including graduate admissions scholarship quotas and the undergraduate merit scholarships.

In arts, Jasmine wrote a review of Top Gun: Maverick (the best movie to ever exist,) Hailey wrote about books and The Word on the Street festival, and Bridget wrote a review on Stranger Things season four.

In sports, Jasmine covered the BlackJacks home games again.

We've worked out a new plan for social media regarding outreach and audience engagement, and we're excited to have our multimedia manager bring it to life.

## **4. Other**

Along with Ludvica, we have worked out a list of summer tasks for our summer team. This includes website updates and administrative documents.

We also finalized our plan for the multimedia manager position, including what the position will look like, as it is essentially a combination of the social media manager and multimedia director position.

Fulcrum Publishing Society – Board of Directors

**Executive Director's Report**

Sunday, June 26<sup>th</sup>, 2022

Ludvica Boota



## **1. Finances**

### Snapshot of Accounts

The below financial information is accurate as of 10:30 AM on Friday, June 24, 2022.

	<b>May 2022</b>	<b>June 2022</b>	<b>Difference</b>
<b>TOTAL</b>	<b>600,893.56</b>	<b>\$585991.35</b>	<b>-\$14902.21</b>
<b>Chequing (TD)</b>	\$444,225.18	\$433,884.48	-\$10,340.70
<b>Investments (RBC)</b>	\$95,073.02	\$90,693.13	-\$4,379.89
<b>PayPal Balance</b>	\$1,595.36	1413.74	-\$181.62
<b>Canada Business Loan (COVID-19)</b>	\$60,000	\$60,000	\$60,000

### Audit

I have submitted all the information to the auditor. He is currently reviewing and will get back to me with any questions.

NOTE: Going forward we will need to review our financial policies and procedures to ensure they are up to date and reflect the current organization's process.

## **2. Human Resources**

### ED Board Hiring

This month, I have been working with the EIC's to interview candidates for the upcoming publishing year. The interviews are complete and the EIC's are in the process of administering tests for the respective positions. There will be more detailed information in the EIC report.

### Canada Summer Jobs (Resumes)

We have hired for the following 3 positions:

- Website Administrator: Maggie Chen - 3rd year computer science student at McGill University. She currently resides in Ottawa for the summer. Has the technical skills and is the VP Hackathon Subteam. ( Hackathon conference)

- Multimedia Manager: [Noah Bailey](#)- 4th year Neuroscience and Mental Health student at Carleton University. Managed social media accounts for sport teams and also did photography for those teams. Located in Ottawa
- Administrative Assistant: [Sanjida Rashid](#)- Political Science student at Ottawa University, former Opinions Editor, and is a volunteer administrative assistant for the Shepherds of Good Hope.

Start date: Jun 27, 2022 to Aug 26, 2022

I have sent all 3 individuals their contracts and other onboarding material including the Canada Summer Jobs consent form. We have 7 days from the start date to send the consent forms to the Canada Summer Jobs program.

I also notified the coordinator of the Canada Summer Jobs program of the new start dates.

The EIC's and myself have been working on developing task lists or project plans for each individual. We will be meeting with each individual on Monday to discuss their responsibilities and expectations as well as any deadlines.

### 3. Operations

#### Ongoing operations

The EIC's and myself continue to meet regarding the following initiatives:

- Website Revamp - Content analysis
- Freelance Policy - Currently in the process of being updated. This includes separating prices for photos and articles.
- Office Procedures: Create a clearly defined office process for things like signing out equipment, submitting expenses etc.
- Developing new training material and packages
- Integrating the offline /online office and making the most of Google workspace. (Hybrid office model)
- Professional development opportunities
- Team Bonding activities
- Creating a set schedule for the publishing year (beginning/end dates, evaluations, team dinners etc)

We are working to create a virtual office space for Edboard. Edboard will have access to all policies, forms and any other documents they need in one spot. The virtual office will be included in the training material.

The next step for us is to clean out all Fulcrum email address that are not being used. We will deactivate anything that is not and will not be used. We are also looking at achieving material that is more than 3 years old or is unnecessary. The new Admin Assisant will help us with completing this task.

#### **4. Strategic Plan**

Using a new project plan template, the Telfer Intern and I have completed updating the strategic plan. He will be presenting the updated plan to the Summer Team and we will be meeting with key players to brainstorm strategies to achieve the remaining goals and assign both key dates and resources as required.

#### **5. Website**

Fullview Design has not reached out to me to send a proposal or update me. At this point I am waiting for the 6 month invoice.

We have hired the new Web Administrator and I will work with her to move forward with our website project plan. This will include figuring out our needs and shopping for a new web host. Hailey and I will be meeting with her on Monday to go over the plan for the summer.

Start date: June 27, 2022

### **Fulcrum Publishing Society – Board of Directors**

#### **President's Report**

Sunday, June 26<sup>th</sup>, 2022



Kalki Nagaratnam

#### **1. Board Matters**

Three vacant seats on the 2022-2023 Board:

- Student Representative (x2)
- University Representative

Please invite anyone you know who would fit these profiles to apply.

### Board information Session

The Board Information Session got a content overhaul this past month to focus on two major parts. (1) about the FPS - mission, vision, history, organizational chart, governance documents, etc. (2) rights & duties as an FPS director - board composition, common rights/duties/powers of a Board, FPS director expectations, etc. Brendan and I conducted this session for two of our new directors this past week where we also spent time discussing Ben's Board feedback survey results. We will hold another similar session in July for the rest of the new directors.

### Annual Board Tasks

According to the Bylaws, a few tasks the Board needs to do early in its term: approve the budget, agree on legal counsel, form committees, and elect officers - will be addressed today.

### Terms of Reference

This month, Brendan and I completed the ToRs for the standing committees. These are initial drafts. Committee members need to review them together and can propose amendments to the Board. All ToRs need final Board approval – aim for September Board meeting.

One of the main goals for this year's Board is revamping the FPS' core governance documents (Bylaws, Policy Manual, and Editorial Constitution). The next document we will tackle is the Bylaws. [Drafts folder](#).

### Revised Employment Contracts

Our pro bono lawyer was a huge help as we have significantly upgraded the terms of our standard employment contracts. All versions are in the HR Committee folder. The Board approved the contract for summer employees by email motion earlier this week. Two outstanding decisions for the Board to make to finalize the rest of the contracts (i.e., ED/EICs and EdBoard staff starting in August or later).

### In-Camera Matter

We will go in camera at the end of the Board meeting to discuss the office and the two outstanding decisions about employment contract terms.

## **2. Reminders**

All directors, please complete the [Board Onboarding Form](#) as soon as possible if you have not already.

## **3. Calendar Items**

### Board Information Session

July (TBD)

Next Board Meeting

Sunday, July 24, at 10:00am