

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, August 28, 2022
Zoom, 10:00am-1:00pm

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

Partially Present: Emma Godmere

Absent (with reason):

1. Commencement of Meeting

S. Coulavin commenced the meeting at 10:05 a.m.

K. Nagaratnam mentioned that there is a new board candidate, E. Chin, who will present himself for a Student Representative seat.

2. Approval of Agenda

K. Nagaratnam motioned to approve the agenda for the August 2022 board meeting. K. Buck second. The motion passed.

3. Kahoot Quiz

M. Asfar began the August Kahoot quiz.

4. Election of New Director

E. Chin presented himself for a Student Representative seat. He is going into his third year of computer science at the University of Ottawa. He is part of the board for the Alta Vista library, where he was on the events planning committee for two years. He was also an editor and journalist for his high school newspaper. He wants to get more involved with the university, so he wishes to present himself for a Board seat. Motion by K. Nagaratnam to approve E. Chin for the Student Representative seat. Seconded by B. Keane. The motion passed.

5. Approval of July 2022 Meeting Minutes

Motion to approve July meeting minutes by K. Nagaratnam. Seconded by K. Buck. The motion passed.

6. Standing Actions List

The grievance committee and work plan items were struck from the Standing Actions list. “Review ToR” item was changed to “Review Finance ToR.”

7. Board Work Plan

The Board of Director’s Newsletter was added to the Board Work Plan.

8. EIC Report

J. McKnight presented the EIC report.

EdBoard Update

Everyone hired this summer was set to start on August 29th. The EICs and ED have created an orientation and training schedule that spans the week of the 29th and lowered section quotas to account for the hours our new staff members will be spending in training.

M. Chen, the summer Website Administrator, had her last day at the Fulcrum. Before she left, she made an e-version of the handbook that Fullview helped put online late this past week. It’s technically online but it has not been linked to the Fulcrum’s homepage yet because Fullview will be fixing some text and symbol issues.

N. Bailey has agreed to stay on as Social Media Manager for the academic year, and S. Rashid will be transitioning into the Managing Editor position. They officially started their new positions on August 29th with the rest of the editorial team. The videographer position remains vacant and the EICs hope to find someone to fill the role once the term starts and there’s more activity on campus.

The fulfilled 2022-23 Editorial Board positions are as follows:

- Managing Editor: S. Rashid
- Arts Editor: V. Drybrough
- Features Editor: B. Coady

News Editor: D. Nikfardjam
Opinions Editor: M. McConkey
Sports Editor: B. Adibe
Photographer: B. Boomer
Graphic Designer: K. Holub
Social Media Manager: N. Bailey
Staff Writer: G. Kim-Shin
News Associate: Y. Mutombo

The videographer position remains vacant.

Documents

The training PowerPoints and documents for the commencement of the editorial year have been finalized and the changes made to the volunteer and freelance program. The EICs are hopeful the changes made will help the freelance program run smoother this year. S. Rashid has been working on onboarding documents and PowerPoints for new contributors, which may help provide contributors with more information about how the Fulcrum operates when they first start volunteering. The style guide has also been revised to clarify points and update the vocabulary section.

Content

J. McKnight covered the loss of varsity status for the university's track and field team, as well as the BlackJacks loss in the CEBL final, whose interim Head Coach also coaches the Gee-Gees men's basketball team. H. Otten covered the introduction of a new mural from the Bird-Safe Campus at uOttawa group.

Other

The PublishPress plug-in is configured, meaning new restricted contributor accounts and personal author accounts can be introduced which will make it easier to keep track of post authors as positions shift in the future. Alongside L. Boota and S. Rashid, the EICs worked on getting everything set up for the new staff members such as keys and Gmail/Drive accounts. H. Otten completed the 101-Week brochure-style handbook. 250 of them were to be printed and they arrived Friday. A new sticker design with a QR Code linked to our website will be printed to give out during tabling also.

In-person courses have largely returned so the Fulcrum intends to visit different classes to help get the word out to new students. They anticipate they will have a few left-over brochures and/or stickers that we can be handed out in classes.

K. Nagaratnam commended the EICs for all the great work they have done over the summer, especially their handbook and freelance edits. K. Nagaratnam asked about the previous freelance cycle and whether the format of having Fall and Winter freelancers and limits to number of contributions is new. J. McKnight said that this format is different from what the Fulcrum has done in the past. K. Nagaratnam also asked whether someone can be part of the program if they are not a student at the University of Ottawa, and J. McKnight said being a student is not mandatory for the program.

9. ED Report

L. Boota presented the ED report.

Finances

Google - Passive Ads

\$103.11 was deposited into the FPS's account from Google for the passive ads.

Audit

The Auditor has gotten back to L. Boota with more questions, which she has answered and sent back. The auditor is wrapping up the audit and it should be completed soon.

Change in Signing Authority

L. Boota has sent the necessary documentation to TD and was going to set an appointment with them to add C. Liu and remove B. King, however, after meeting with C. Liu, she has expressed the need to step down as signing authority but to remain as Treasurer. The change in signing authority for both RBC and TD is on hold until the Board designates a Board member as signing authority.

Approval Required: Website Payments

Fullview Design has not been paid for the 2022 year. The FPS was originally doing monthly payments, but since the corporation no longer has a Visa they asked Fullview change this to an annual payment. Fullview agreed but their accounting system was still producing a monthly

invoice that indicated we paid. The issue has been identified and Fullview has agreed to bill a yearly amount. They are asking that the FPS to provide a payment for services for 2022 in September which would be for the full amount until December 31st, 2022 The total monthly fee with HST is \$169.49. The total cost with HST included for 12 months of service is \$2,033.88.

The FPS downgraded Hootsuite from teams to business/professional, which is \$49 USD monthly for the year. The total in CAD is \$897.48. These payments are processed through PayPal. Business/Professional membership allows for 10 socials to be connected but only 1 user login. This will be the Social Media Manager. The previous plan cost \$179 USD monthly, approximately \$2,400 CAD yearly.

Approval Required: Transfer from TD account to PayPal Account

The expenditure processed through PayPal reduced the account balance to \$207.94. L. Boota asked the Board about approving a transfer from the checking account to PayPal for \$2,000 to cover the expenses for the publishing year, including freelance payments, Zoom, and Google Storage fees which are set to come out of the PayPal account.

GSAED Student Levey

The FPS met with the GM at GSAED, and he informed the corporation that according to GSAED's accountant, the Fulcrum is owed \$11,101.36. The money is from the following sources: two cheques between 2015-2016 that were not cashed; the discrepancy in the calculation of registered students at beginning of the end of the year; and collected tuition for accounts in default by the University.

GSAED levies are sent once in November and approximately March. At the end of the school year, the University of Ottawa does a final accounting of registered students. There may be a surplus or deficit in the levies that were transferred to the Fulcrum. Currently, the GSAED Board is looking at rectifying that so extra payments are not missed by adding a third cheque payment at the end of the year. For the \$11,101.36 outstanding they are preparing an agreement to be signed and a cheque with the owed amount.

Human Resources

Fall Business Intern

L. Boota hired a fall business intern from the Connexions program, Taran Persad. He is a 3rd year business student specializing in business management looking to gain skills in business development and strategy. L. Boota will be working with him to develop

partnerships on and off campus, revise the FPS's media kits, and look at other potential business opportunities to increase revenue.

EDBoard Hiring

Almost all contracts have been signed and returned. Those outstanding will be brought in on Aug 29th.

Training

General training is scheduled for August 29th at 10 AM. This will be followed by sections and individual training throughout the week. A pizza lunch will be provided. The room rental at Desmarais (room 3105) cost a total of \$158.19. Conventions and reservations have been told to treat the Fulcrum as an external client because they do not fall under UOSU's agreement and their liability insurance.

Canada Summer Jobs

As part of the CSJ program, the Fulcrum was invited to the summer barbecue hosted by the Honourable Mona Fortier. S. Rashid and L. Boota attended on behalf of the Fulcrum.

M. Chen finished her contract on August 19th. Before she left she was able to complete a master document for the website and the Fulcrum 101-week guidebook. She was employed at the FPS for a total of 8 weeks, from June 27 to August 19.

L. Boota was notified by CSJ that she has 30 days from the end of the last hire to complete the paperwork to have the money deposited into the corporation's accounts. She said she would be doing the paperwork the week of August 29th.

Recommendation: Website Administrator

L. Boota recommended that the Board creates a Website Administrator position with approximately 10 hours monthly. The person in this position would be responsible for overall maintenance, including making CSS changes, uploading ads, updating plugins, further website development, producing analytics, and dealing with the web host for changes.

The next step would be to consult the budget to see if there are funds for this position, solidify the Fulcrum's requirements for the position and overall position description, and research if it would make sense to hire an employee or contract out.

Professionalism and Harassment in the Workplace Workshop

L. Boota emailed Project Agape about putting together a workshop. The initial amount they quoted for a one-hour workshop was \$600, however, they are willing to work with the FPS's budget. They will send L. Boota a template of the workshop.

Operations

101 Week

The FPS has still not heard back from UOSU about tabling. A PDF brochure and stickers to hand out have been completed. We will reach out to other clubs about adding the FPS's stickers to 101-week kits.

Asset Management

The FPS has completed the accounting of its software and physical technical assets. Employees will be signing out all computers and other technical equipment.

Other Operations/Projects

Other operations and projects that have been completed follow: website maintenance document; revision and review of the freelance policy; office procedures, including creating clearly defined office processes for signing out equipment, submitting expenses, etc.; developing new training material and packages; integrating the hybrid office model with Google Workspace; creating a set schedule for the publishing year. Projects that are in progress include the website revamp, which requires Board approval before moving forward, as well as professional development and team bonding opportunities.

Strategic Plan

The L. Boota, the executive team, and the business intern will brainstorm strategies to achieve the remaining goals and assign both key dates and resources as required. This might be ongoing throughout the year depending on time.

Website

The current plan for the website with Fullview costs \$149 monthly plus applicable taxes. This includes software updates, dedicated hosting, SSL certificate, Static IP address, and DNS hosting. The current storage capacity is 140 GB.

If we choose to change the website provider to Jumphost, the cost would be around \$113 monthly. Regardless of the company the FPS chooses, the project should either happen in December, once EdBoard is off for the holiday break otherwise we wait until the summer to upgrade or switch. If the FPS hires a Webmaster, then they might not need any extra support for design changes, etc. L. Boota noted that Fullview is not a hosting company, but JumpHost is. A. Shanbhough mentioned that there is no ToR approved by the HR committee, and suggested the Finance Committee is consulted to ensure the website costs suit the corporation financially.

K. Nagaratnam recommended to stick with Fullview until a website administrator is hired because they can get familiar with the FPS's goal for the website. E. Godmere said it might make sense for a new system to switch to and consider what else the website will be required to do in the future. M. Asfar suggested matching the website administrator with the platform. A. Shanbhough asked when the downtime is for website traffic. L. Boota said December and Summer, but Fullview and JumpHost take time off during the holidays.

A. Shanbhough suggested hiring a Website Administrator that is familiar with the board and the platform, and that sticking with Fullview would be more comfortable with a guarantee that Fullview remains responsive. L. Boota has said that the responsiveness issue has been a misunderstanding as to what is in the contract. E. Chin said he agrees about finding the right person rather than the first person and is skeptical about minimum wage payment for the Website Administrator position because of the competitiveness of the markets.

The Board decided the FPS will be staying with Fullview until the end of the year.

K. Nagaratnam presented a motion to approve paying Fullview the annual fee for until December 2022. B. Keane seconded the motion.

K. Nagaratnam presented a motion to approve transferring money from the TD chequing account into PayPal. K. Buck seconded the motion.

10. Treasurer Report

Treasurer report. C. Liu presented. Actuals based on quickbooks in august 2022. Not a lot of revenues coming in so month to month comparison is better for now. Increase from Google passive ads of \$92. Expenses, increase of \$15 k for staff of 6 payment. No building related expenses. Above budget for newsstand project because of the IP agreement. Payment to Hootsuite of 858.48.

11. President Report

K. Nagaratnam presented the President's report.

Board Matters

A new Student Representative candidate, E. Chin, presented himself to the Board today. There are currently three vacant seats on the 2022-2023 Board: Student Representative (x2) and University Representative.

Policy Manual Project

B. Keane, K. Buck and K. Nagaratnam will be working on this project over the course of this term with the goal of getting the Policy Manual ready for a review by an external policy consultant. This project will be discussed later in the meeting.

Board Skills Matrix

K. Nagaratnam has compiled the Directors' skills and experience into a Board Skills Matrix. The matrix is especially useful for the Governance Committee as it seeks to strategically fill the remaining seats on the Board while complementing the skillset and background of current directors.

Human Resources

Tracking Staff Hours

K. Nagaratnam emailed the questions and concerns raised at the last Board meeting to the pro bono lawyer and will present their answers later this meeting to help us decide if or how this system will be implemented.

Mandatory Training for Employees Policy

With a new EdBoard team starting August 29th, now would be a good time to officially have a policy in place that sets the general expectations on training for staff. The new HR policy will be presented for the Board's approval today.

Reminders

K. Nagaratnam reminded all directors to share their bios and pictures with B. Keane as he prepares to send the first Board Newsletter for the 2022-23 publishing year.

12. Committee Reports

HR and Finance did not meet between the July and August board meetings.

HR policy on mandatory training is set to be approved later this meeting. HR committee members received their Terms of Reference and Work Plan. The questions about staff hours have been received by lawyers. The focus of the upcoming meeting is the role of the Health & Safety representative and health and safety evaluations.

The Audit & Finance Committee will meet once the audit has concluded. They will likely meet in September.

E. Godmere presented the Marketing Committee's report, stating that in the first committee meeting the committee approved the Terms of Reference, and discussed 101 Week and the Newsstand Project. E. Godmere said the Marketing Committee will meet again in mid-September, after 101 Week.

A. Shanbhoug mentioned the Governance Committee's Terms of Reference requires board approval. K. Nagaratnam noted that she had raised an issue with the Terms of Reference at the Governance Committee meeting to no avail that lies in preserving consistency in the formatting of all governance documents, which will be consulted by staff, the board, and perhaps members outside the corporation. Another issue she raised was regarding how governance documents should be edited. K. Nagaratnam requested that individuals must not directly edit the original version of governance documents and instead, that track changes must be used to make recommended edits clear when brought for approval

13. Change in Signing Authority

The approval to replace B. King with C. Liu as signing authority will not happen because C. Liu does not have the capacity to act as signing authority. K. Buck has agreed to act as signing authority. K. Nagaratnam motioned to approve K. Buck as the new signing authority for the Fulcrum Publishing Society. A. Shanbhoug seconded the motion.

14. Tracking Hours Discussion

K. Nagaratnam sent questions to the pro bono lawyer regarding the discussion of whether to track the hours worked of employees of the Fulcrum Publishing Society. The lawyer confirmed that the FPS does not need to track the hours of salaried employees, but it is recommended that

they do. Seeing that it is not a requirement to track hours of salaried employees, part-time employees can also be exempt from hours tracking because they are salaried employees.

S. Coulavin asked about a form that employees might fill out. K. Buck said that it is important that hours are tracked because of all the strong legal advice we've been seeing. M. Asfar says he likes the Google Form idea and it is just putting it into the FPS's routine that requires some work. E. Godmere agreed and suggested that these discussions go back to the HR committee to put these systems in place. K. Nagaratnam said that the hours tracking systems need to be implemented but Edboard should be informed about this new system.

15. Policy Manual Project Discussion

K. Nagaratnam discussed the Policy Manual Project. The purpose of the Policy Manual Project is to get the FPS ready for a professional external review by reorganizing policies, drafting missing policies, and revising existing policies. As per the suggestion Benjamin Miller, a former FPS director and current lawyer and policy advisor working for not-for-profits, the FPS would have better luck finding an experienced consultant if we narrowed the scope of the consultant's work to a complete review of our Policy Manual and provide feedback addressing any gaps within existing policies and procedures. The Board suggested deferring the lead of this project to the Governance Committee to work on the project and allocate tasks to other committees. K. Buck said the coordinating aspect should be brought through one channel, who will be responsible for identifying what policies should be addressed. The Governance Committee will allocate the policies for each committee's review. Each committee will review only the policies that are relevant to themselves.

16. Approval of HR Training Policy

K. Nagaratnam motioned to approve the HR training policy. B. Keane seconded the motion. The motion passed.

17. Approval of Terms of Reference

K. Nagaratnam motioned to approve the Marketing Committee's terms of reference. Seconded by E. Godmere. The motion passed.

K. Nagaratnam noted that there were changes that might have been made to the Governance Committee document. A. Shanbhog responded that any changes made were only to change the document back to what was approved at the committee meeting. B. Keane motioned to approve the Governance Committee's terms of reference. Seconded by A. Shanbhog. The motion passed.

K. Nagaratnam motioned to approve of the HR committee's terms of reference. Seconded by A. Shanbhoug. Motion passed.

18. Revisit Standing Actions List

The board revisited the standing actions list. K. Nagaratnam added preparation for the website administrator position and policy manual review to the standing actions list.

19. In-Camera

K. Nagaratnam proposed a motion that we move in-camera. M. Asfar seconded the motion.

K. Buck motioned the board remains in camera. E. Godmere seconded the motion. The motion did not pass.

K. Nagaratnam motioned to adjourn the meeting. The motion passed. The meeting ended at 12:47 PM.

20. Appendices

Fulcrum Publishing Society – Board of Directors

Editor-in-Chief Report

Sunday, August 28th, 2022 10:00 a.m.

Zoom

By: H. Otten Otten and J. McKnight McKnight

1. EdBoard Update

Everyone we hired earlier this summer is set to start tomorrow morning. We've created an orientation and training schedule that spans the whole week, and lowered section quotas to account for the hours our new staff members will be spending in training with us.

Maggie's last day was a little over a week ago, and she left us with a fantastic e-version of the handbook that Fullview helped us put online late this past week, [found here](#). While it's technically online, we haven't linked it to our homepage just yet as we're waiting on Fullview to fix some text/symbol issues.

Noah has agreed to stay on as our social media manager for the academic year, and S. Rashid will be transitioning into our managing editor. Both officially start their new positions tomorrow, with the rest of our editorial team.

We have not had any interest in our videographer position yet. We're hoping that we may be able to find someone to fill the role once the term starts and there's more activity on campus.

Editorial board:

Managing Editor: Sanjida Rashid

Arts Editor: Victoria Drybrough

Features Editor: Bridget Coady

News Editor: Desiree Nikfardjam

Opinions Editor: Matthew McConkey

Sports Editor: Brandon Adibe

Photographer: Bardia Boomer

Graphic Designer: Kai Holub

Social Media Manager: Noah Bailey

Staff Writer: Grace Kim-Shin

News Associate: Yannick Mutombo

Videographer: *Vacant*

2. Documents

We've finalized all of our training powerpoints and documents for this coming week, as well as the changes we made to the [volunteer and freelance program](#). We're hopeful the changes we've made will help the freelance program run a little more smoothly this year.

S. Rashid has been working hard on the new onboarding documents and powerpoints for new contributors, which we're hoping will help provide contributors with more information about how the Fulcrum operates when they first start volunteering. We've also revised our style guide to clarify points and update the vocabulary section.

3. Content

J. McKnight covered the loss of varsity status for the university's track and field team, as well as the BlackJacks loss in the CEBL final, whose interim Head Coach also coaches the Gee-Gees men's basketball team. H. Otten covered the introduction of a new mural from the Bird-Safe Campus at uOttawa group.

4. Other

We were finally able to get the PublishPress plug-in configured, meaning we'll be able to introduce new restricted contributor accounts and personal author accounts, which will make it a lot easier to keep track of post authors as positions shift in the future.

Alongside L. Boota and S. Rashid, we worked on getting everything set up for the new staff members, such as keys and Gmail/Drive accounts.

H. Otten completed the 101-Week brochure-style handbook. We ordered 250 of them to be printed, and they arrived on Friday morning.

Additionally, we've sent off a new sticker design with a QR Code for our website to be printed as another option for things we can give out during tabling. We can also stick it on our newstand boxes and other places around campus.

Now that in-person courses have largely returned, we're looking into having either the two of us, or some of our section editors, visit different classes in the weeks following our tabling event during 101-Week to help get the word out to new students. We're anticipating we'll have a few left-over brochures and/or stickers that we can hand out.

Fulcrum Publishing Society – Board of Directors

Executive Director's Report

Sunday, August 28th, 2022

L. Boota Boota

1. Finances

Snapshot of Accounts

The below financial information is accurate as of 10:30 AM on Friday, August 26, 2022.

	July 2022	August 2022	Difference
TOTAL	\$574,239.10	\$551,435.51	(\$22,803.59)
Chequing (TD)	\$421,153.81	\$396, 621.11	(\$24, 532.70)
Investments (RBC)	\$91,979.87	\$94,606.46	\$2,626.59
PayPal Balance	\$1,105.42	\$207.94	(\$897.48)
Canada Business Loan (COVID-19)	\$60,000	\$60,000	\$60,000

Google - Passive Ads

\$103.11 was deposited into our account from Google for the passive ads.

Audit

The Auditor has gotten back to me with more questions, which I have answered and sent back. He said he is wrapping up the audit and it would be completed in the next few weeks.

Change in Signing Authority

I have sent the necessary documentation to TD and was going to set an appointment with them to add C. Liu and remove Ben.

However, after meeting with C. Liu, she has expressed the need to step down as signing authority but to remain as Treasure.

Therefore, the change in signing authority for both RBC and TD is on hold until the Board designates a Board member as signing authority.

APPROVAL Required: Website payment - Annual:

Fullview Design has not been paid at all for the 2022 year. Last year, we are on monthly payments, however, since the organization no longer has a visa, we asked Fullview to move us to an annual payment. They agreed in theory, but their accounting system was still producing a monthly invoice that indicated we paid.

The issue has been identified and Fullview has agreed to bill a yearly amount. They are asking that we provide a payment for services for 2022 this September, which would be for the full amount until December 31st, 2022

The total monthly fee currently with HST is \$169.49. The total cost with HST included for 12 months of service is \$2,033.88.

Hootsuite

We downgraded Hootsuite from teams to business/professional, which is \$49 USD / Month for the year. The total in CAD is \$897.48. This payment went through our PayPal. Business/ professional membership allows for 10 socials to be connected but only 1 user login. This will be the Social Media Manager.

Our previous Team plan was \$179 USD/ month /year, which was approx. \$2,400 CAD.

APPROVAL Required: Transfer from TD account to PayPal Account

The above expenditure went through our PayPal but now our PayPal account is at \$207.94. I would like to ask the Board about approving a transfer from the checking account to PayPal for \$2,000 to cover the expenses for the publishing year, including freelance payments, Zoom and google storage fees, which are set to come out of the PayPal account.

GSAED Student Levey

We met with the GM at GSAED, and he let us know that according to their accountant, the Fulcrum is owed \$11,101.36. The money is from the following sources:

1. two cheques between 2015-2016 were not cashed
2. the discrepancy in the calculation of registered students at beginning of the end to the year
3. Collected tuition for accounts in default by the University

GSAED levey are sent twice a year, once in November and the next in approx. March. At the end of the school year, Ottawa University does a final accounting of registered students. based on that, there may be a surplus or deficit in the levies that were transferred to the Fulcrum.

Currently the GSAED Board is looking at rectifying that so extra payments are not missed by adding a third cheque payment at the end of the year. This is still working its way through their Board.

For the above \$11,101.36 outstanding, they are preparing an agreement to be signed and cheque with the owing amount.

2. Human Resources

Fall Business Intern

I hired a fall business intern from the Connexions program, Taran Persad. He is a 3rd year business student specializing in business management. He is looking to gain skills in business development and strategy. I will be working with him to develop partnerships on and off campus, revise our media kits and look at other potential business opportunities to increase revenue.

EDBoard Hiring

Almost all contracts have been signed and returned and those outstanding will be bringing them in on Aug 29th - training day.

Training

Training will begin on Aug 29th at 10 AM.

General training is scheduled for August 29th at 10 AM. This will be followed by sections and individual training throughout the week. See EIC report for schedule details.

The Fulcrum will be providing a pizza lunch.

Room rental: Desmarais (55 Laurier) room 3105

Conventions and reservations have been told to treat the Fulcrum as an external client because we do not fall under UOSU's agreement and their liability insurance.

We were charged \$100 for the room and \$22.50 (15 ppl * \$1.50 / person) for liability insurance. The total was \$158.19

Canada Summer Jobs

BBQ

As a participant of the CSJ program, the Fulcrum was invited to their summer BBQ hosted by the Honourable Mona Fortier, Ottawa - Vanier. S. Rashid and I attended on behalf of the Fulcrum.

Website Administrator

Maggie Chen finished her contract on August 19th. She was able to complete a master document for the website and the Fulcrum 101-week guidebook. Her employment was a total of 8 weeks (June 27 - Aug 19).

Summer Staff

This was the last week for all our summer staff. I was notified by Canada Summer Jobs that I have 30 days from the end of the last hire to complete the paperwork to have the money owed deposited into our account. I will be doing it this week.

RECOMMENDATION: Website Administrator

I recommend the Board create a Website Administrator position with approx. 10 hours a month. This person would be responsible for the overall maintenance the website including:

- Making CSS changes

- Uploading ads
- updating plugins
- further site development
- producing analytics
- dealing with the web host for changes etc.

Most of the above are not currently part of anyone's job and/or require specialized skills that we do not have on staff. It would make good business sense to

Next Steps:

- Consult the budget to see if we have the funds.
- Solidify the Fulcrum's requirements for the positions and the overall position description
- Research if it would make sense to hire an employee or contract out

Professionalism and Harassment in the Workplace Workshop

Project Agape: <https://www.project-agape.org/programs>

I have emailed the above group about putting together a workshop. The initial amount they quoted for a one-hour workshop was \$600, however they are willing to work with our budget. They will be sending me a template of the workshop.

3. **Operations**

101 week

We're waiting to hear back from UOSU about tabling. We have completed a PDF brochure and stickers to handout. We will reach out to other clubs about adding our stickers to their 101-week kits.

We also have an online Fulcrum Guidebook. More information about 101 week available in the EIC report.

Asset Management

We have completed an accounting of our software and physical technical assets. Employees will be signing out all computers and other technical equipment.

Other operations projects

Completed:

- Website maintenance document

- Freelance Policy Revise & Review
- Office Procedures: Create a clearly defined office process for things like signing out equipment, submitting expenses, etc. * needs to be reviewed and maintained
- Developing new training material and packages
- Integrating the offline /online office and making the most of Google workspace. (Hybrid office model) * needs to be reviewed and maintained
- Creating a set schedule for the publishing year (beginning/end dates, evaluations, team dinners, etc.) *needs to be reviewed regularly to ensure on track or to make changes

In progress:

- Website Revamp - requires Board approval before moving forward
- Professional development opportunities
- Team Bonding activities

4. **Strategic Plan - ONGOING**

The executive team and I, as well as the business intern will brainstorm strategies to achieve the remaining goals and assign both key dates and resources as required. This might be ongoing throughout the year depending on time.

5. **Website**

Fulcrum Current Monthly Plan

Monthly Plan: \$149/month +tax = \$169.49

Includes: Software updates, dedicated hosting, SSL certificate, Static IP address, DNS hosting

Our current storage is at 140 GB

Company Comparison

	Fullview*	Jumphost
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NEW Monthly Cost	<p>Option 1: \$59.99 for 125 GB storage Cost: \$149 + 59.99 = 208.99 (+tax) Total cost: \$236.16</p> <p>Option 2: \$109.99 for 250 GB Storage Cost: \$149.99 + \$109.99 = 259.98 (+tax) Total cost: \$293.77</p>	<p>Up to 25,000 website visits per month - \$50 + HST per month</p> <p>Up to 75,000 website visits per month - \$100 + HST per month (We fall here)</p> <p>Total: \$113</p>
Storage Capacity	125 GB or 250 GB depending on option above	Based on Site views
Support Cost / Hour + HST	\$120	<p>½ Hour Maintenance/Support - \$65</p> <p>1 Hour Maintenance/Support - \$130</p>
Billing	Flexible	Flexible
Ad Help: This will cost extra	Willing to work with Google Ad's but said there are other solutions that may work best for our needs	Some Google Ad experience
Fix Storage Issue	<p>It would take approx. 8 hours, but the site might have to be down for 1-2 days. At this time no one could upload to the site as this change</p> <p>COST: \$960</p>	Will not be fixing our storage issue because it is unlimited.
Cost to Migrate	<u>N/A</u>	<p>Up to 3 hours of time - \$390 + HST - we may adjust this slightly after seeing the back end of the site.</p> <p>Additionally, we need to Pay Fullview to download and send files to Jumphost.</p>

CONSIDERATION:

1. Regardless of the company we choose, the project should either happen in December, once EdBoard is off for the holiday break otherwise we wait till the summer to upgrade or switch.
2. If we hire a Webmaster, then we might not need any extra support for design changes etc.

Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, August 28th, 2022

K. Nagaratnam Nagaratnam

1. Board Matters

Board Seats

We have a new Student Representative candidate, E. Chin Chin, who will be presenting themselves to the Board today. Three vacant seats on the 2022-2023 Board:

- Student Representative (x3)
- University Representative

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

Policy Manual Project

I will be introducing this new governance project to the Board today. B. Keane, K. Buck and I will be working on this project over the course of this term with the goal of getting our Policy Manual ready for a review by an external policy consultant.

Board Skills Matrix

You might remember answering a few questions about your skills and experience back when you filled out the director onboarding form. If you were curious to know about the Board makeup this year, I compiled your answers in this spreadsheet [FPS Board Skills Matrix 2022-2023.xlsx](#), and included graphs from the form below. This skills matrix is especially useful for the Governance Committee as it seeks to strategically fill the remaining seats on the Board while complementing the skillset and background of current directors.

In-Camera Matter

We will go in camera at the end of the Board meeting to discuss updates on the office.

2. Human Resources

Tracking Staff Hours

I emailed the questions and concerns raised at the last Board meeting to our pro bono lawyer and will present their answers later this meeting to help us decide if/how this system will be implemented.

Mandatory Training for Employees Policy

With a new EdBoard team starting tomorrow, now would be a good time for us to officially have a policy in place that sets the general expectations on training for staff. This new HR policy will be presented for the Board's approval today.

3. Reminders

Directors, please share your bios and pictures to B. Keane as he prepares to send the first Board Newsletter for this publishing year in mid-September!

4. Calendar Items

Next Board Meeting

Sunday, September 25, at 10:00am

Fulcrum Publishing Society – Board of Directors Policy Manual Project Introduction



Our Policy Manual needs a professional external review. The Board and ED have identified policies that we do not have that we should and policies/procedures that need revisions.

I reached out to Benjamin Miller, a former FPS director and now a lawyer/policy advisor working with not-for-profits, for tips on how to proceed. He advised we would have better luck finding an experienced consultant if we narrowed the scope of the consultant's work to a complete review of our Policy Manual and provide feedback addressing any gaps within existing policies and procedures.

The purpose of the Policy Manual Project is to get us ready for the consultant. The work includes:

- Reorganizing policies

- Drafting missing policies
- Revising existing policies

Keelan and Brendan have both agreed to take an active role in this project! Updates on our progress will be shared at Board meetings and policy changes will be presented for the Board's review and approval. The goal is to wrap this up (or most of it, at least) by the end of this Board term.

As a first step, I would like to get the Board's feedback on a new categorization system for FPS policies.

1. Administration: Includes policies on operational items, e.g., privacy;
2. ~~Editorial: Includes policies on the Fulcrum and editorial operations, e.g., freelancers;~~
3. Financial: Includes policies on internal financial controls and operations, e.g., budget and investments;
4. Governance: Includes policies on the Board or the means by which the Corporation is overseen, and the Board is held accountable, e.g., director selection;
5. Human Resources: Includes policies on employees, e.g., code of conduct and hiring; and
6. Marketing: Includes policies on corporate visibility and engagement, e.g., advertising.

**Fulcrum Publishing Society – Board of Directors
Marketing and Community Relations Committee**



The committee met for the first time this past week and planned to meet again next month.

Terms of Reference

Committee members present agreed to approve the committee's Terms of Reference.

101 Week

Jasmine provided an update on marketing efforts for 101 Week, which include PDF brochures, QR code stickers and in-person class presentations targeted to specific subjects and faculties. A portion of the marketing budget remains available and committee members discussed pursuing more sticker production for 101 Week, including placements in 101 Week kits, which Jasmine noted the co-EICs will look into further. Jasmine will also take on providing a calendar of upcoming events at the next committee meeting to seek out other upcoming marketing opportunities, including the Panda Game.

80th Anniversary Newsstand Project

Kalki provided an update on the project and the committee pledged to firm up the timeline for the project at the next meeting in September. Emma will reach out to Fulcrum alumni about the

possibility of joining a judging panel. Kalki and Jasmine confirmed they will ensure all documents and details will be finalized before the next committee meeting so a launch date can be picked.

Next Meeting

The committee plans to meet the week of September 19th, to review 101 Week rollout, firm up Newsstand Project plans and look ahead to further fall marketing opportunities.

Fulcrum Publishing Society – Board of Directors Governance Committee Report



Prepared By: Amit Shanbhoug, Governance Committee Chair

Updates

1. Committee met and discussed the Terms of Reference (TOR) and Work Plan. Documents linked for board reference.
 - a. [18 August Committee Meeting Minutes](#)
 - b. [Governance Committee TOR](#)
 - c. [Governance Committee Work Plan](#) (Living Document)

2. Next meeting will be on 19 Oct 2022. Most work will take place offline.

Action Required

1. Board Ratification of Governance Committee TOR.

Fulcrum Publishing Society – Board of Directors Tracking Staff Hours Discussion



1. Could you please clarify the section, "The hours worked by the employee each day and week," from Record Keeping - Your Guide to the ESA? Does it mean we are not required to but may choose to track the hours of salaried employees?

Yes, the requirement to record the date and hours worked as set out in s. 15(1) does not apply to salaried employees. However, you are still required to record the employee's hours in excess of those hours in the employees' regular work week, as well as those in excess of eight hours (or in excess of the hours in the employee's regular work day, if it is more than eight hours) (s. 15(3)(a), ESA). Further, you are not required to record the hours worked for salaried employees who are exempt from overtime pay and the provisions for maximum hours of work (i.e. managerial or supervisors) (s. 15(3)(b), ESA).

To note, a regular work day is defined as "an employee who usually works the same number of hours each day." An employee does not have to work the same number of hours every work day for there to be a regular work day, just so long as they regularly and ordinarily work that number of hours. If an employee does not usually work the same number of hours each day, they will not have a regular work day for the purposes of s. 15(3) of the ESA.

2. Can part-time employees fall under the definition of a salaried employee, for e.g., they are under a one-year contract for 20 hours/week and always paid 40 hours bi-weekly, regardless of how hours are split?

Yes, part time employees can fall under the definition of a salaried employee. Section 15(4) of the ESA defines "salary" for the purposes of the record-keeping requirements for s. 15(3) of the ESA as outlined in Question 1 above. In particular, where an employee receives a fixed amount for each pay period and the amount actually paid for each pay period does not vary according to the number of hours worked (unless they are in excess of 44 hours per week), they are considered to be in receipt of a salary.

3. If we choose not to track the hours of salaried employees, what would happen if an employee files an ESA complaint about working excessive hours and not being able to take breaks? Would we be able to defend ourselves so long as we have a system that records any hours in excess of their regular work week?

By only tracking the hours in excess of an employee's regular work week, you are not capturing the hours in excess of 8 hours or their regular work day, which is required as outlined in Question 1.

Furthermore, we recommend that even though you are not necessarily obligated to track salaried employees hours beyond what is outlined in Question 1, you should still do so. This approach to

tracking hours helps create accurate and complete records for your employees, which will assist the Fulcrum in the event an employee does file an ESA complaint. In particular, the employment standards officer is required to make a determination with respect to such issues such as employee's hours worked on the best available evidence. By having complete and accurate records, you will help mitigate the risk that the employee's records will provide the basis for calculating hours worked. Lastly, this approach is aligned with the ongoing obligation on an employer to proactively ensure that the ESA's requirements are being met.

4. Fulcrum employees can set their own work schedules. The ED/EICs are full-time employees. If we do not track hours of salaried employees, are we required to record the ED/EIC's hours for any day they worked over 8 hours, even if it was simply to work less another day that same week?

Yes, as outlined in Question 1, if these employees are salaried employees, you are required to record the daily hours of work in excess of 8 hours or the established regular work day, even if the purpose is to work less another day that same week. If these employees are not salaried, the requirements listed in s. 15(1) of the ESA apply, including the dates and times that the employee worked and the number of hours the employee worked in each day and each week (s. 15(1)(3.1) and (4)).

In addition, given that these employees set their own work schedules, there are other minimum requirements in the ESA that you need to ensure are met. In particular:

- Hours of Work: the maximum number of hours most employees can be required to work in a day is 8 hours or the number of hours in an established regular workday, if it is longer than 8 hours. The maximum number of hours most employees can be required to work in a week is 48 hours (please note the overtime threshold under the ESA is 44 hours) (s. 17(1), ESA). The daily limit and/or weekly maximum can be exceeded only if there is an electronic or written agreement between the employee and employer (s. 17(2) and (3), ESA).

These agreements are valid only if, prior to making the agreement, the employer gives the employee the most recent information sheet for employees about hours of work and overtime pay, prepared by the Director of Employment Standards. Further, the employee must include a statement in the agreement in which the employee acknowledges receipt of the information sheet (s. 17(5), ESA)).

An agreement between an employee and an employer to work additional daily or weekly hours, does not relieve an employer from the requirement to pay overtime pay where overtime hours are worked.

- Hours free from work: an employer must provide an employee with a certain number of hours free from work, including:
 - Daily rest periods: at least 11 hours each day, unless the employee is “on-call”. This requirement cannot be altered by an agreement between the employer and employee (s. 18(1) and (2), ESA);
 - Time off between shifts: at least 8 hours between shifts unless the total time on successive shifts does not exceed 13 hours. An employer and employee can agree electronically or in writing that the employee will receive less than 8 hours off between shifts (s. 18(3), ESA); and,
 - Weekly or bi-weekly rest periods: at least 24 consecutive hours in every workweek or at least 48 hours in 2 consecutive workweeks (s. 18(4), ESA).

- Minimum wage: most employees are eligible for minimum wage, whether they are full-time, part-time, casual employees or are paid an hourly rate, commission, piece rate, flat rate or salary. Compliance with the minimum wage requirements is determined on a pay period basis. As such, you need to divide their total pay by the number of hours worked in a pay period to determine if the minimum wage requirements are met. For minimum wage rates (which will increase on October 1, 2022), please see: [Minimum wage | Your guide to the Employment Standards Act | ontario.ca](#).

- 5. **If an employee puts false information in the self-reported form, e.g., they worked additional hours but state they only worked regular hours. What is our legal responsibility as a Board/management, especially if we were unaware this happened? Are we liable if this employee later files a complaint about having to work excessive hours?**

Each case will be determined on a case by case basis and assessed based on your knowledge at the time. If you have taken appropriate steps to record and retain your employee’s hours of work and you were unaware the employee reported false information, then you will likely have a defence available if an ESA complaint is brought. However, if you have reason to believe an employee is not accurately recording their time, you have an ongoing obligation to ensure compliance with the ESA. As such, you must address the issue by taking corrective action (such as disciplinary measures), and/or by other means in order to ensure employee hours are being tracked accurately.

To note, you could add a statement to the attached form outlining that the information provided by the employee must be true, and any false statements may be subject to discipline, up to and including termination.

- 6. Regular hours for editors are set based on the average hours needed to meet their weekly article quota. With a tracking system, we may become aware of individuals who need, regularly or occasionally, more than the hours allocated to meet their quota. What would be the best way to proceed in this case, let them a) continue as is (work extra hours for same pay and quota), b) reduce quota (same pay), or c) count it as additional hours (time off in lieu)? With b), the concerns are it reduces the Fulcrum's target output for that section and may demotivate other employees if they find out someone is getting the same pay for writing fewer articles.**

Right now the draft employment agreement that we reviewed provide that an employee's salary compensates them for up to 37.5 hours per week, and any hours over 37.5 hours will be compensated via time off at a rate of 1:1, while anything over 44 hours per week will be compensated via time off in lieu at a rate of 1:1.5. So if you are moving forward with those contracts you would be required to meet the requirements of your contract and adopt option c).

If in practice, you are finding that employees are having to work too many extra hours above their regular work week to meet their quota, then you can certainly consider business alternatives to addressing the excessive hours issue. This could include reducing quotas, hiring more staff, or redrafting your contracts to provide for a greater regular work week, etc. Just a couple of notes on these options:

- If you are considering reducing an employee's quota, as outlined in option b), you will just need to consider whether there is a risk of a potential constructive dismissal claim – meaning that depending on how significant the change is to the employee's quota or portfolio though, an employee could potentially decide to resign from their employment and claim notice of termination or pay in lieu thereof. A constructive dismissal arises when an employer's conduct demonstrates an intention to no longer be bound by the employment contract or makes a unilateral and substantial change to the terms of the employee's employment.
- As another option, depending on how frequently employees are working more than 37.5 hours per week, you could change their regular hours of work by either:
- Setting a number that is greater than 37.5 hours per week (assuming that the employee's salary divided by that number of hours would at least equal minimum wage in Ontario), and that overtime would only be compensated via time off in lieu at a rate of 1:1.5; or
- Specifying that while an employee's regular hours of work are 37.5, they may on occasion be required to work in excess of their regular hours and their salary compensates them for all hours worked up to 44 hours per week (assuming that the employee's salary divided by 44 hours per week would at least equal minimum wage in Ontario), and that overtime would only be compensated via time off in lieu at a rate of 1:1.5.

However, we would do this extremely cautiously. In particular, there is a serious employee retention risk if you increase the number of hours required by employees but lowering the compensation provided. In addition, there is a real risk of a constructive dismissal claim with changing an employee's regular hours of work, so if you decide to go this route, we would recommend taking steps to mitigate the risk of a claim by providing significant notice of the change and providing employees with some type of consideration in exchange for their agreement to the change. If you are increasing hours of work, the safest course and best incentive would be to increase the employees' compensation rates accordingly.

We would not suggest adopting option a) though, as this would be contrary to what is provided in your employment agreements and risks being offside the ESA's hours of work and overtime provisions.

[Employee Hours Form with Comments](#)