

Fulcrum Publishing Society
Board of Directors
MINUTES

Sunday, April 22, 2023
Zoom, 10:00am-1:00pm

Present: Kalki Nagaratnam, Brendan Keane, Ludvica Boota (ex-officio), Simon Coakeley (ex-officio), Keelan Buck, Hailey Otten (ex-officio), Chaymaa Nadi, Mark Asfar, Jasmine McKnight (ex-officio), Claire Liu

Absent (with reason): Emma Godmere, Amit Shanboug, Sam Coulavin

1. Commencement of Meeting

K. Buck commenced the meeting at 10:02 a.m.

2. Approval of Agenda

K. Nagaratnam motioned to approve the April 2023 meeting agenda. C. Liu seconded the motion. The motion passed.

3. Kahoot

B. Keane presented the April 2023 Kahoot quiz.

4. Approval of March 2023 Meeting Minutes

“K. Buck presented a motion to stay in-camera. M. Asfar seconded the motion, The motion did not pass and the Board moved out of camera.” and “K. Buck motioned to adjourn the meeting. The motion passed and the meeting adjourned at 12:30 p.m.” were added to the March 2023 meeting minutes.

B. Keane motioned to approve the March 2023 meeting minutes. M. Asfar seconded the motion. C. Liu abstained from voting because she was not at the March 2023 board meeting. The motion passed.

5. Standing Actions and Work Plan

K. Nagaratnam reminded officers and committee chairs to submit their transition reports by May 30th.

6. EIC Report

J. McKnight presented the EIC report.

Closing out the year, the EICs have been focused on wrapping things up and getting everything ready for B. Coady to take over at the beginning of May. They are working on organizing documents and information from the past year and putting all of the changes they have made in day-to-day operations in writing so everything is easy to follow. They have been working with B. Coady to set her up for her start date, and are finalizing the transition report.

Most staff members have been off since the beginning of April and transition reports have been collected. Here are a few articles published since the last board meeting: Y. Mutombo wrote on the U of O recipient of the Schulich Leader scholarship, as well as another U of O recipient of the RBC Future Launch scholarship; D. Nikfardjam covered the first Winter General Assembly hosted by UOSU (which stuck true to its normal timeline and lasted roughly seven hours); some volunteers looked back at campus style over the years, pulling in photos from past articles from various decades; another contributor took a closer look at consumerism and shopping trends, and cover the Cinema's First Nasty Women showcase at the IFF; K. Holub wrote another instalment of the Best Course at the U of O, this time talking about ENG: 2307, Writing with Visuals.

7. ED Report

L. Boota presented the ED report.

Finances

Winter Student Levey

\$115,637.33 has been received from UOSU for the Winter Student Levey. GSAED's Winter levey is still outstanding.

Audit

L. Boota contacted the AGM-approved auditor and the new ED can schedule a meeting with him the first week of May.

The approved auditor is MKP Professional Chartered Accountants. Their price is \$5,500.

Human Resources

EDBoard

Resignation

The Sports Editor resigned as of March 24th 2023. He was paid up until his last day, March 24th and has been off-boarded. His reason was simply that he was overwhelmed and having trouble balancing work and school.

Offboarding / Onboarding

EdBoard has been off-boarded as per their contracted end date April 8th, 2023.

The new EIC, B. Coady, and ED, S. Coakeley, have been onboarded. Both have been sent an email about completing the training certificates. S. Coakeley has completed his.

L. Boota began the process of offboarding herself and the EICS. They have been taken off the benefits program as of April 30th, 2023.

This week S. Coakeley collected the keys from all staff, and the Manager, Editor, Content, and Online email access will turn over to the new ED and EIC.

Transition

L. Boota met with the new ED and briefed him on the organization and ongoing projects. She gave him a tour and a brief outline of the Fulcrum online file storage system and where to find important documents.

The new ED also has access to the CRA & Canada Grants and Contribution accounts. IL. Boota submitted the form to grant him access to the Canada Life Benefits account as an administrator. The new EIC, former EICs, and new ED are to meet.

The new ED has met the webmaster and is aware of moving the website to the new hosting company.

Currently, L. Boota's Visa is on the following accounts and will be switched over this week: Netfirms and Otterai

S. Coakeley will be set up on Ceridian once the manager transfers to him.

L. Boota will provide S. Coakeley with the following documents: Transition report including an outline of the Fulcrum file storage system, contact information for key personnel and detailed instructions on Quickbooks, WSIB Payment, Paypal, and Cerdian; account information & all Passwords; publishing Year timeline of annual recurring items and deadlines; ongoing & pending projects; and 2021-2024 Strategic Plan progress spreadsheet.

Operations

WSIB

WSIB has been made for this month.

Website

The FPS's webmaster, Sandhu Jaskaran, has provided a presentation with hosting options and rates.

Migration will take about 2-3 days

L. Boota provided a the comparison from August when it was decided to switch hosting companies. JumpHost is still an option and maintaining the same prices.

The FPS's current monthly plan is \$149/month + tax = \$169.49. This includes software updates, dedicated hosting, SSL certificate, Static IP address, and DNS hosting.

The FPS pays annually by cheque because they needed a credit card on file and L. Boota was not comfortable with a constant monthly payment on her card.

Some considerations are that the FPS needs to pay Fullview to transfer the files, and since the FPS hired a Webmaster, they might not need any extra support for design changes.

8. Treasurer Report

C. Liu presented the Treasurer report. C. Liu needs to coordinate with S. Coakley about meeting with the auditor. She will also touch base with L. Boota before her term ends.

9. President Report

Kalki presented the President's report.

Board Matters

Board Seats

The FPS managed to fill five seats on the 2023-24 Board so far. The following seats are available: Student Representative (x3), Community Representative (x2), Staff Representative, and University Representative

E. Chin, Student Rep, had to resign in March. K. Nagaratnam thanked him for his time on the Board.

AGM

K. Nagaratnam thanked the Board for a successful AGM earlier in April. Despite minor hiccups with the weather, quorum, and the auditors, she is glad the Board were able to pull through and finish on time. She congratulated the directors who expressed interest and were nominated to serve on the Board next year: Emma, Keelan, Mark, Chaymaa and Avesta.

Transition Reports

Now that the Board is in the final stretch of its current term, K. Nagaratnam reminded officers and committee chairs to prepare their transition reports (addressing as applicable: responsibilities, accomplishments, challenges, ongoing initiatives, key contacts, etc.). The reports are due on Wednesday, May 31. Committee Chair transition reports can be uploaded in the respective committee's folder.

In-Camera Matter

The Board will go in-camera at the end of the Board meeting to discuss updates on the office and review a few HR items.

Thank You!

K. Nagaratnam stated this Board meeting will be her last due to a conflicting commitment that clashes with next month's meeting. She thanked and recognize the contributions and time of the individuals who are also wrapping up their terms soon: Ludvica, Hailey, Jasmine, Brendan, Claire, Sam and Amit!

10. Committee Updates

Governance

There were no updates from the Governance Committee.

Finance

There was no update from the Finance Committee.

HR Committee

There were items worked on offline that will be presented later in this meeting.

Marketing

There were no updates from the Marketing Committee.

11. Status of Website Migration

Last October, the Board was presented with a few companies. JumpHost was favoured by the Board at the previous meeting.

J. Sandhu has created a presentation that different hosting companies and their rates.

The FPS favours BlueHost as of now.

L. Boota will talk with S. Coakeley to see what works best for him and the website, what he's most comfortable with.

12. Update on Status of 2021-2024 Strategic Plan

L. Boota presented a brief update on the status of the 2021-2024 Strategic Plan.

Priority Area 1: Accessibility

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

Currently in-progress. The current website requires a storage upgrade and a clean up of the backend, which includes updating and deleting plugins before further upgrades can be

implemented. A webmaster has been hired to review and fix some issues. Additionally, the plan is to move to a new hosting company and upgrade the storage capacity this summer. There are a few options that are being evaluated.

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

Currently being implemented and is ongoing. All meetings are offered in a hybrid format. This includes AGM, Ed Board, Performance Evaluations, and 1-on-1 meetings.

Priority Area 2: Community Engagement

Conduct coordinated physical outreach

Currently Ongoing. Plan created and being executed by staff each year based on relevancy. The EICs visited campus classes to promote the Fulcrum, PDF issues have been published, a fiction contest was held, and Fulcrum had tables at fairs.

Implement a structured 101-week Fulcrum marketing plan

Currently being implemented and is ongoing. We have had a presence at 101-week for the past two years.

Strengthen The Fulcrum's digital outreach and marketing

Currently ongoing. A plan was created but needs to be revised based on the current climate. There has been a use of LinkedIn and Indeed for Job promotion, formerly a podcast to boost our presence, and there has been some advertising with CHUO

Priority Area 3: Community Engagement

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

Implemented and Ongoing. Established a timeline for team events and presentations.

Organize health and wellbeing presentations/workshops and provide professional development opportunities for the Fulcrum staff

Implemented and Ongoing. Established a publishing year schedule, developed a robust training program for August, formalized a performance evaluation program, and panel presentations, workshops, and Town Halls are conducted.

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

Currently Ongoing. A presentation on workplace safety and harassment was presented at the Fall Town Hall. Training is provided to all staff. A virtual office has been implemented. The Fulcrum staff has a Safety Representative.

Priority Area 4: Accountability

Simplify access to Board activities and documents

Implemented & Ongoing. Board Newsletter goes out each semester. The Board documents that can be made public are on the website:

Bolster the Fulcrum's Ombudsperson role.

Currently in Progress and is on the Governance Committee agenda for next year. A job description has been created

Priority Area 5: Content

Allocate resources to enhance the Fulcrum's multimedia usage.

This has been completed. An asset review was completed, the current budget allocates resources to equipment, website upgrade, and staff

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

Completed and Ongoing. Created a Multimedia department managed by a Multimedia Director, with positions for a Podcaster, Graphic Designer, and Social Media Manager

Allocate resources to rebrand the Fulcrum's website.

In Progress. Storage upgrading for the website is in progress. Some cosmetic issues were addressed while others are in progress.

Priority Area 6: Partnerships

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

This is ongoing. Partnerships have been made with Telfer School of Management, the School of Digital Journalism, and CHUO.

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

Currently ongoing. Partnerships have been made with Project Agape, Fathers and Sons, CUP and NASH. EICs have cultivated relationships with other papers.

Priority Area 7: Sustainability

Increase the Fulcrum's student levy

Currently incomplete.

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

Currently incomplete. No plan can be created without the website upgrade, which is in progress. Media kits need to be revised and currently only limited advertising can be done.

Increase donations as a source of revenue for the Fulcrum

Currently incomplete

Accomplishments

L. Boota provided a list of accomplishments achieved by the Fulcrum.

- Implemented an interim solution for ad revenue, resulting in increased revenue from \$218 to \$2089.95.
- Review and better management of online subscriptions resulted in 41% decrease in cost from \$5072.13 (2021-2022) to \$2989.93 (2022-2023)

- Revised Freelance policy and process resulted in a 46% decrease in cost from \$2927.99 (2021-2022) to \$1575 (2022-2023)
- Created repository for website information
 - Website maintenance document
 - List of website plugins
 - List of important website passwords and information
- Developed and Streamlined Office Procedures: Created a clearly defined office process for things like signing out equipment, keys, submitting expenses, etc.
- Developed employee expense tracker for smoother audits
- Created a Hybrid / Virtual Office - a repository for all Staff documents including training, HR resources, staff directory
- Developed formal performance evaluations process including documentation
- Developed new training material and packages
- Created a set schedule for the publishing year (beginning/end dates, evaluations, team dinners, etc.)
- Provided Professional development opportunities
- Scheduled Team Bonding activities
- Provided leadership, professional guidance and created a positive culture for EIC and staff

13. Approval of Signing Authority Change

The Board will remove K. Nagaratnam and L. Boota as signing authorities as their term ends. S. Coakeley will be added as a signing authority.

K. Buck asked about adding a third signing authority when the new Board comes in. L. Boota recommended the new Treasurer if the Board has one.

K. Nagaratnam motioned to approve S. Coakeley as a new signing authority. C. Liu seconded the motion. The motioned passed.

This motion will be needed to be taken to TD as well as some other documents.

14. Approval of Finance Committee ToR

The Board discussed whether the Terms of Reference should be approved by the upcoming Board. Terms of reference get approved at the start of a board year anyway, so the board will approve the Terms of Reference as they stand.

B. Keane motioned to approve the Finance Committee Terms of Reference. K. Nagaratnam seconded the motion. The motion passed.

15. Approval of Authorizations Policy

The Authorizations Policy summarizes the approval levels and authorizations required to enter and complete various procedures and transactions that are carried on by the FPS. While it may not describe all possible procedures and transactions, the Policy provides the necessary guidance to determine the appropriate authorization level to effectively perform the procedure.

Documents shall be signed by the person(s) authorized to sign according to FPS By-Law(s). In addition, other officials may be authorized by specific resolution of the Board of Directors (“Board”) to sign certain documents.

C. Liu motioned to approve the Authorizations Policy. K. Nagaratnam seconded the motion. The motion passed.

16. Revisit Standing Actions List

Review Finance Committee Terms of Reference was removed from the Standing Actions List.

17. Other Business

With S. Coakeley taking over as the new ED, M. Asfar thanked L. Boota for all her service and hard work over the past few years.

18. In-Camera

K. Nagaratnam motioned to move in-camera. C. Nadi seconded the motion. The motion passed and the Board moved in-camera.

19. Adjournment

The meeting was adjourned in-camera. M. Asfar motioned to adjourn the meeting. C. Nadi seconded the motion. The motion passed and the meeting adjourned at 1:41 p.m.

20. Appendix

Fulcrum Publishing Society — Annual General Meeting

Editorial Board Report

Sunday, April 23rd, 2023 10:00 a.m.

Zoom



By: Hailey Otten and Jasmine McKnight

Closing out the year, we've been focussed on wrapping things up and getting everything ready for Bridget to take over at the beginning of next month. We're working on organizing documents and information from the past year and putting all of the changes we've made in day-to-day operations in writing, so everything is easy to follow. We've also been working with Bridget to get her set up for her start date, and are finalizing our transition report.

Most of our staff members have been off since the beginning of the month, and transition reports have been collected. Here are a few of the articles we published since the last board meeting:

- Yannick wrote on the U of O recipient of the Schulich Leader scholarship, as well as another U of O recipient of the RBC Future Launch scholarship.
- Desiree covered the first Winter General Assembly hosted by UOSU (which stuck true to it's normal timeline and lasted roughly seven hours)
- We had some volunteers look back at campus style over the years, pulling in photos from past articles from various decades.
- Another contributor took a closer look at consumerism and shopping trends, and cover the Cinema's First Nasty Women showcase at the IFF.
- Our graphic designer, Kai, wrote another instalment of the Best Course at the U of O, this time talking about ENG: 2307, Writing with Visuals

Fulcrum Publishing Society – Board of Directors

Executive Director's Report

Sunday, April 23rd, 2023

Ludvica Boota



1. Finances

Snapshot of Accounts

The below financial information is accurate as of 3:30 PM on March 24, 2023.

	March 2023	April 2023	Difference
TOTAL	\$673,740.45	\$653,470.91	(\$20,269.54)
Chequing (TD)	\$516,623.09	\$494,939.81	(\$21,683.32)
Investments (RBC)	\$95,692.46	\$97,286.20	\$1,593.74
PayPal Balance	\$1,424.90	\$1,244.90	(\$180)
Canada Business Loan (COVID-19)	\$60,000	\$60,000	-

Winter Student Levey

UOSU: \$115,637.33

GSAED: Outstanding

Audit

Contacted the AGM approved auditor and the new ED can schedule a meeting with him the first week of May.

Name: MKP Professional Chartered Accountants

Price: \$5,500

Trevor Payne, Manager

trevor@mkpcpa.ca

T 613.258.3493 x 112

F 613.258.5415

trevor@mkpcpa.ca

www.mkpcpa.ca

2. Human Resources

EDBoard

Resignation

The Sports Editor resigned as of March 24th 2023. He was paid up until his last day, March 24th and has been off boarded. His reason was simply that he was overwhelmed and having trouble balancing work and school.

Offboarding / Onboarding

Ed board has been offboarded as per their contracted end date April 8th 2023.

The new EIC, Bridget Coady, and ED, Simon Coakeley, have been onboarded. Both have been sent an email about completing the training certificates. Simon has completed his.

I have begun the process of offboarding myself and Jasmine and Hailey. We have been taken of the benefits program as of Apr 30, 2023 .

This week I have Simon collect the keys from all of us and the Manager and Editor, Content, Online email access will turnover to Simon and Bridget

Transition

I have met with the new ED and briefed him on the organization and ongoing projects. I also gave him a tour and brief outline of the Fulcrum online file storage system and where to find important documents.

Simon also has access to the CRA & Canada Grants and Contribution accounts. I submitted the form to grant him access to the Canada Life Benefits account as an administrator. EIC, former EICs and new ED to meet.

He has met the webmaster and is aware of moving the website to the new hosting company.

Currently my visa is on the following accounts and will be switched over this week:

Netfirms

Otterai

I will also get him setup on Ceridian once the manager transfers to him.

I will provide Simon with the following documents:

- Transition report including an outline of the Fulcrum file storage system, contact information for key personnel and detailed instructions on Quicbooks, WSIB Payment, Paypal, and Cerdian.
- Account information & all Passwords
- Publishing Year timeline of annual recurring items and deadlines
- Ongoing & pending projects
- 2021-2024 Strategic Plan progress spreadsheet.

3. **Operations**

WSIB

Made for this month.

Website

Our webmaster, Sandhu Jaskaran (Jas) has provided a presentation with hosting options and rates.

Migration will take about 2-3 days

Below is the comparison from August when it was decided to switch hosting companies. JumpHost is still an option and maintaining the same prices.

Fulcrum Current Monthly Plan

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

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

We pay annually by cheque because they needed a credit card on file and I was not comfortable with a constant monthly payment on my card.

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. We need to pay Fullview to transfer the files.
2. Since we hired a Webmaster, We might not need any extra support for design changes etc. We have a set rate at \$25/hr.

Fulcrum Publishing Society – Board of Directors

President's Report

Sunday, April 23rd, 2023



Kalki Nagaratnam

1. Board Matters

Board Seats

We managed to fill five seats on the 2023-24 Board so far. The following seats are available:

- Student Representative (x3)
- Community Representative (x2)
- Staff Representative
- University Representative

Erik Chin, Student Rep, had to resign in March. I would like to thank him for his time on the Board.

AGM

Thank you for a successful AGM earlier this month. Despite minor hiccups with the weather, quorum, and the auditors, I am glad we were able to pull through (and finish on time).

Congratulations to the directors who expressed interest and were nominated to serve on the Board next year - Emma, Keelan, Mark, Chaymaa and Avesta!

Transition Reports

Now that we are in the final stretch of the current Board term, I am reminding officers and committee chairs to prepare their transition reports (addressing as applicable: responsibilities, accomplishments, challenges, ongoing initiatives, key contacts, etc.). These reports are due on Wednesday, May 31. Committee Chair transition reports can be uploaded in the respective

committee's folder here: [Committees](#), and Officer transition reports can be uploaded here: [Officers](#).

In-Camera Matter

We will go in-camera at the end of the Board meeting to discuss updates on the office and review a few HR items.

Thank You!

On a personal note, this Board meeting would be my last due to a conflicting commitment that clashes with next month's meeting. I would like to thank and recognize the contributions and time of the individuals who are also wrapping up their terms soon - Ludvica, Hailey, Jasmine, Brendan, Claire, Sam and Amit!

2. Calendar Items

Next Board Meeting

Sunday, May 28, at 10:00am

Fulcrum Publishing Society – Board of Directors

CHANGE OF SIGNING OFFICER LETTER OF DIRECTION MOTION



WHEREAS Ludvica Boota is a current Signing Officer for the Fulcrum's TD bank account.

WHEREAS Ludvica Boota finishes her contract as Executive Director of the Fulcrum Publishing Society on April 29, 2023.

WHEREAS Kalki Nagaratnam is a current Signing Officer for the Fulcrum's TD bank account.

WHEREAS Kalki Nagaratnam finishes her term on the Fulcrum Publishing Society's Board of Directors on May 31, 2023.

WHEREAS Simon Coakeley was hired and ratified as the Executive Director of the Fulcrum Publishing Society on March 26, 2023, with a start date of April 11, 2023.

WHEREAS Section 1.01 g) of Bylaw no. 1 of The Fulcrum Publishing Society (FPS) states that a "signing officer" means, in relation to any instrument, any person authorized to sign the same on behalf of the Corporation".

WHEREAS Section 5.2 of the FPS's Policy Manual states that "the signing authorities of the Corporation shall be the: a. President; b. Executive Director; and c. any one Board member as voted in by the Board".

WHEREAS Section 5.3 of the FPS's Policy Manual states that "Two (2) signing authorities are required to sign any cheques or negotiable instruments signed on behalf of the Corporation".

WHEREAS Section 5.4 of the FPS's Policy Manual states that "[c]ontracts, documents or any instruments in writing requiring the signature of the Corporation, aside from cheques, must be signed by the President of the Corporation and a second signing authority".

BE IT RESOLVED THAT A letter of direction shall be sent to TD Bank instructing the removal of signing and authority from Kalki Nagaratnam and Ludvica Boota and the granting of signing and authority in the capacities of a Signing Officer to Simon Coakeley. Keelan Buck shall remain a Signing Officer as a Board Member.