



STRATEGIC PLAN

2025-2028

September 28, 2025

Established in February 1942, the Fulcrum is the independent English-language student newspaper at the University of Ottawa. The Fulcrum has been owned and operated by the Fulcrum Publishing Society (FPS), a not-for-profit corporation registered in Ontario, since June 1, 2005.

Mission

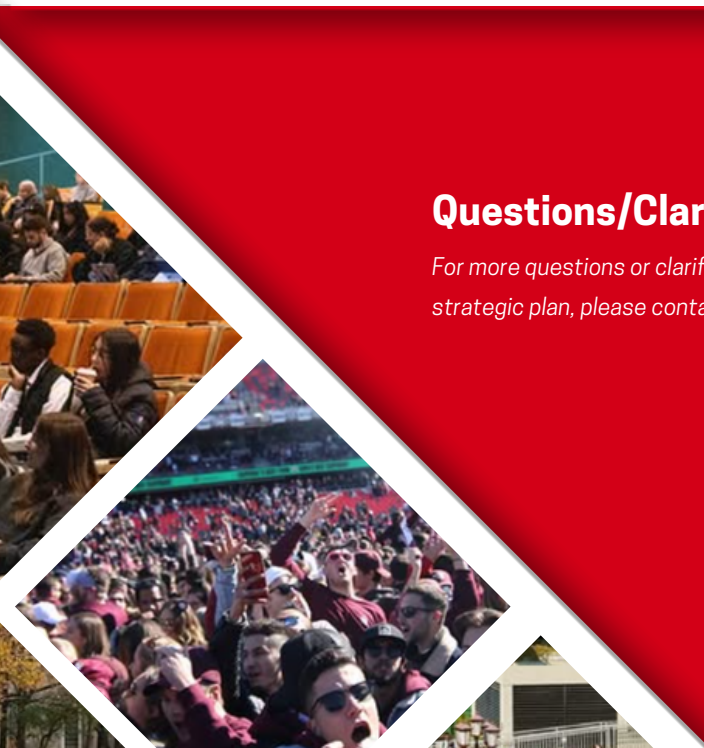
By holding those in positions of power accountable, the Fulcrum promotes the well-being of the University of Ottawa community through accessible and independent information from on and off-campus.

Our Vision

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

Questions/Clarifications:

*For more questions or clarification on the application of this strategic plan, please contact **manager@thefulcrum.ca**.*



Environmental Scan (SWOT)

Strengths: Established legacy, strong brand recognition, baseline university funding, vibrant alumni base, student-led creativity.

Weaknesses: High staff turnover, reliance on levy and ads, uneven governance engagement, and limited staff bandwidth.

Opportunities: Digital-first content, multimedia expansion, alumni giving, journalism grants, and national recognition as a teaching newsroom.

Threats: Changing media consumption habits, competition for student attention, economic downturns impacting ads, and potential levy changes (i.e, recommendations by the Student Body of Levi Cuts), Government impact

Environmental Scan (SWOT)

External Risk Factors

Competition for student attention and impacts on funding



Strong Internal Qualities

Legacy and strong Brand Recognition

External Growth Potential

Teaching News Room

Internal Improvement Areas

Employee Turnover (Institutional Knowledge)

Stakeholder Analysis

Students/Members: Primary readership and owners (via membership). FPS owes them engaging journalism and professional opportunities.

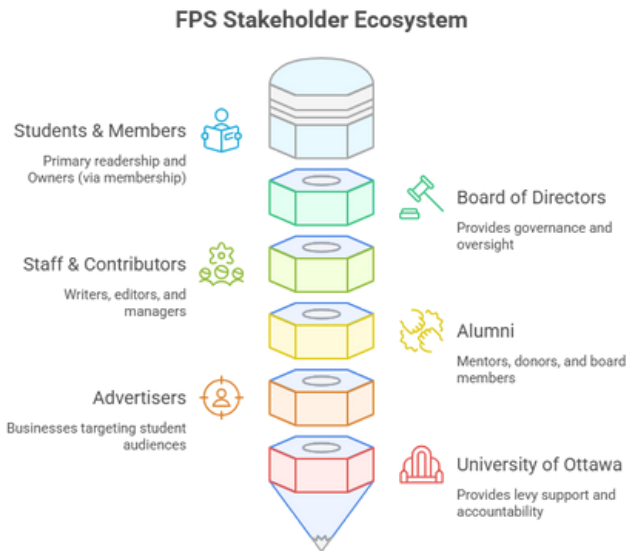
Staff & Contributors: Writers, editors, and managers. FPS provides training, mentorship, and a safe workplace.

Alumni: Mentors, donors, and Board members. FPS provides connections and recognition.

Advertisers: Businesses targeting student audiences. FPS delivers readership access.

University of Ottawa: Provides levy support. FPS ensures accountability, journalism, and student development.

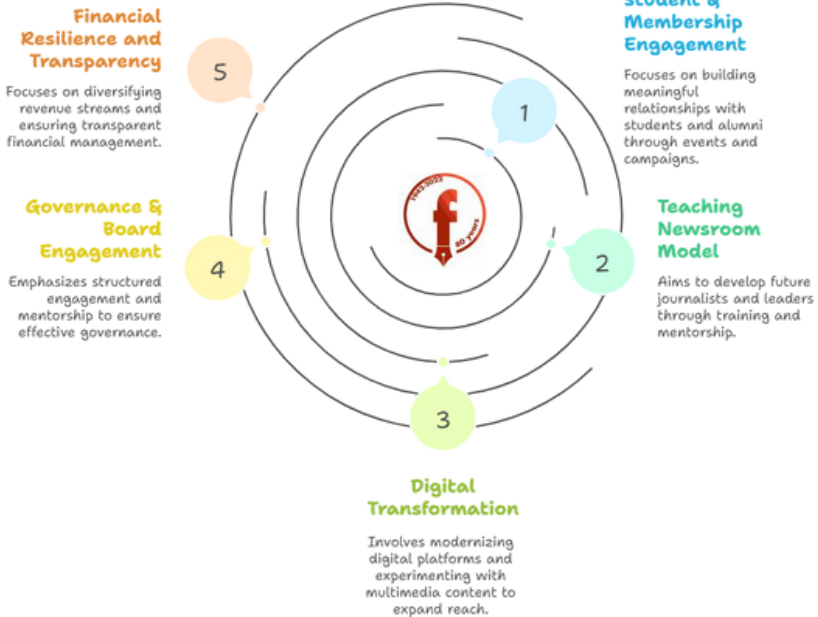
Board of Directors: Provides governance. FPS delivers KPIs and reporting.



Our Strategic Plan at a Glance

The Fulcrum Publishing Society (FPS) is proud to present its Strategic Plan for 2025–2028. This plan strengthens FPS's role as a student-led newsroom and teaching hub by focusing on five interconnected priorities:

FPS Strategic Priorities



Priority Area 1: Student & Membership Engagement

FPS will prioritize deepening its relationship with UOttawa students, alumni, and members. Engagement will not be transactional, but relational, creating meaningful opportunities for students to interact with the Fulcrum and for alums to remain connected to its legacy. Events, targeted campaigns, and alumni spotlighting will provide the Touchpoints that keep the FPS vibrant and relevant.

Priority Area 2: Teaching Newsroom Model

At its core, the FPS is a training ground for the next generation of journalists, researchers, and leaders. By standardizing onboarding, investing in professional development, and connecting students with alumni mentors, the FPS will formalize its identity as a “teaching newsroom.” The organization will measure success not only in readership but in the career success of its alumni. Furthermore, managerial roles within the organizations, with the appropriate support from the Executive Director and board, will position current and future staff with key skills applicable in their future careers.

Priority Area 3: Digital Transformation

To meet students where they are, the FPS will continue to modernize its digital platforms and experiment with multimedia content. By updating and maintaining the website for accessibility, improving SEO, and piloting newsletters, podcasts, and video projects, the FPS will remain competitive in a crowded media landscape and expand its audience.

Priority Area 4: Governance & Board Engagement

Good governance is essential for nonprofit resilience. The FPS will provide quarterly dashboards, conduct annual Board self-assessments, and recruit alumni for mentorship and governance support. Engagement will be structured but realistic, acknowledging Board members’ time constraints.

Priority Area 5: Financial Resilience and Transparency

Long-term independence requires both strong revenue generation and responsible financial stewardship. The FPS will continue to build financial resilience by diversifying its revenue sources through advertising, grants, and alumni contributions while also ensuring transparency and accountability in how funds are managed. By cultivating new income streams and communicating openly with members and stakeholders, FPS will strengthen trust, reduce risk, and secure the resources necessary to sustain its mission.