

Fulcrum Publishing Society Board of Directors Agenda

Wednesday, Nov. 25, 2009 6:00 p.m.
Location: Fulcrum Office, 631 King Edward Ave.

Attendees:

- Ben Myers (voting member)
- Ted Horton (SFUO representative, *ex-officio*)
- Frank Appleyard (business manager, *ex-officio*)
- Emma Godmere (editor-in-chief, *ex-officio*)
- Andrew Wing (chair, voting member)
- Travis Boisvenue (voting member)
- Nick Taylor-Vaisey (president, voting member)
- Matthew Day (voting member)
- Maureen Hasinoff (voting member)
- Scott Bedard (vice-president, voting member)
- Steven Trainor (voting member)

- **Absent:**

- William Stephenson (voting member)

- 1) Opening of the Meeting
 - a) **WING** calls meeting to order at 6:02 p.m.
- 2) Approval of the Agenda
 - a) Add discussion on the rights of ex-officio as item 5
 - b) **WING/TAYLOR-VAISEY** move to approve the agenda
 - i) Carried
- 3) Approval of the Minutes of the Oct. 4, 2009 Board of Directors Meeting
 - a) **WING/TAYLOR-VAISEY** move to approve the minutes
 - i) Carried
- 4) Financial Statements
 - a) **APPLEYARD** turns over to auditor Luc Imbeau, who presented the 2008-09 financial statements
 - b) Auditors report: Nothing alarming has been found.
 - i) Discussion of balance sheet
 - ii) Discussion of statement of operations
 - iii) Discussion of cash flow statement
 - iv) Organization is in a strong financial position: the FPS could survive roughly seven months without revenue, which is healthy
 - c) **BEDARD/TAYLOR-VAISEY** move to receive the audited financial statements

i) Carried

5) Ex-officio seats

- a) *Discussion*: Which *ex-officio* directors may remain during in-camera session?
- b) **HORTON**: all should be
- c) **BEDARD**: only voting directors when it comes to HR questions
- d) **APPLEYARD**: alludes to the autonomy agreement
- e) **HASINOFF**: if we limit *ex-officio* directors who stay in the room, we create two levels of director and that is problematic. All should be allowed unless in the case of a conflict of interest
- f) **APPLEYARD**: the board has the power to ask someone to leave the room; therefore, the Board should leave it open and only restrict if need be.
- g) **BEDARD**: business member and editor-in-chief alone should remain due to the nature of the Board
- h) **HORTON**: on the Board, you are expected to act in the best interests of the Board
- i) **TAYLOR-VAISEY**: all *ex-officio* directors should be allowed (cites **HORTON**)
- j) **HASINOFF**: cites Robert's Rules of Order
- k) **HASINOFF**: for this meeting, the Board needs to ensure that all *ex-officio* directors are to remain for in-camera sessions.
- l) **Motion**: The Board instructs the policy review committee to return to the next meeting with a motion on a policy to govern *ex-officio* directors in the room during in-camera sessions in the context of the board's sentiment that participation of *ex-officio* directors be extended to in-camera sessions.
 - i) **BEDARD/WING** move
 - ii) Carried

6) Nominations, deliberation (in-camera) and appointment of Director to Fill Board Vacancy

a) Each applicant will present

i) Victor Ng:

(1) Third-year student

(2) Reason: wants to contribute to school and learn how publishing works by monitoring the Fulcrum. He has board experience in his father's company. He wants to learn how a not-for-profit organization works. He has experience with monitoring budgets and monitoring crisis

(3) Questions:

(a) **APPLEYARD**: Why learning about publishing?

(b) **NG**: Because it's an important sector, it communicates

(c) **HORTON**: What was the nature of his father's company?

(d) **NG**: Watch business and trading – receives orders

(e) **TAYLOR-VAISEY**: Asked if he any ideas for the board

(f) **NG**: I have read the policy. There was a decline in income, and he can help with that in terms of advertising revenue

(g) **WING**: Why choose the Fulcrum?

- (h) **NG:** There is a lack of information, lots of my friends in International development don't read the paper, and that is a problem.
- (i) **BEDARD:** Concrete ideas and experience from being on a board
- (j) **NG:** My father didn't let me do very much. The role I played was mostly presenting and voting but I do have experience.

ii) Peter Tenneson:

- (1) Fourth-year student in criminology.
- (2) Reason: Brings a more critical edge. Would ensure that the best interests of the organizations are met.
- (3) **APPLEYARD:** Why student publishing?
- (4) **TENNESON:** I like the fulcrum, makes me laugh, I like that you publishing student's opinion, it's a good thing to have on campus and want to contribute
- (5) **TAYLOR-VAISEY:** Any specific ideas?
- (6) **TENNESON:** No specific issues; didn't know about the inner workings. Was aware of issues as the National Defence and mitigate such opinions.
- (7) **WING:** Being a fourth-year student, will you stay in Ottawa afterwards?
- (8) **TENNESON:** may move to Guelph at the end of august
- (9) **BEDARD:** Any business experience?
- (10) **TENNESON:** Not so much in terms of formal experience

iii) Steven Trainor:

- (1) First-year student transferring to political science and economics
- (2) Reason: comes from B.C. and been all over Canada. Has been on previous boards and has experience. A good first step in getting involved. He does read the Fulcrum and would like to be involved further.
- (3) **APPLEYARD:** Why student publishing?
- (4) **TRAINOR:** very important, letters to the editor, a big first step for young people to have their voices heard
- (5) **HORTON:** Why the Fulcrum, or is it more because it is a board?
- (6) **TRAINOR:** Mostly the Fulcrum, took a look at all the papers on campus and the Fulcrum was the best; piqued his interest
- (7) **TAYLOR-VAISEY:** Talk about your previous board experience
- (8) **TRAINOR:** Junior Rank Messes (Canadian Forces) at Camp Borden
- (9) **BEDARD:** Concrete ideas in terms of addressing situations – e.g. revenue
- (10) **TRAINOR:** lots of revenue flows through the mess, membership fees, fundraising events, more advertising (not full but it helps), funds from student fees (
- (11) **TAYLOR-VAISEY:** Are you willing to take on things and be the point man on entertainment events?
- (12) **TRAINOR:** Yes, absolutely, I like heading projects ad helping others. Either by being in charge or lending a hand.

b) **WING/HASINOFF** move to go in-camera

i) Carried

c) **BEDARD/TAYLOR-VAISEY** move to leave in-camera

d) **TRAINOR** is nominated to join Board; he accepts

- 7) *Discussion*: Report from the Ombudspeople (in-camera)
 - a) **BEDARD/TAYLOR-VAISEY** move to go in-camera
 - i) Carried
 - b) *MOTION TO LEAVE IN-CAMERA?*
- 8) Report from the Business Manager
 - a) **APPLEYARD** presents report (see below)
 - b) **HORTON**: surprised by low ad sales; CHUO is swimming in ads.
 - c) **HORTON**: perhaps work in concert with CHUO – cost-sharing, partnership of sorts

Business Manager Report - Nov. 25

No hilarious quote this month. This recession has taken away my ability to laugh anymore.

Financials

Well, contrary to the line above, our current financial snapshot isn't too bad. Our chequing account currently contains \$103,020. This is a very good position for this time of year, and I am in no way concerned about cash flow at this point.

As far as major revenues go, I am still waiting on the GSAED levy, and I understand there are some issues within the organization that may delay its arrival. But it will come. Advertising revenues have been fairly steady, and I expect that will continue. We are still waiting on the final 25% of our SFUO levy from this semester.

Collections are going pretty well. There are still a couple of lingering accounts from last year that I'm working on settling. I believe we will end up with two bad debt entries from last year, but the rest should be recoverable. I have no concerns about payments this year at this point. We have a handful of accounts that are overdue, but I have no reason to believe that payment won't come in. Obviously this year my concerns are to minimize any bad debts and collect as much money as is humanly possible.

While DeeDee's report will deal with this in greater detail, local advertising sales have sagged heavily in the last two months, leaving us in a pretty vulnerable position going into second semester. Our \$105,000 advertising target is in doubt at this point. While I feel we will likely come close to meeting target, I am unsure if anything short of a significant change in advertisers' spending can get us over the hill. This is certainly not for lack of effort on Deeds' part. Simply put, no one is spending money this year. At least not like they have in past years.

Ultimately, I believe that based on the year thus far, this board should prepare itself to face the realities of a several-thousand dollar loss this year. This loss is largely the result of the state of National Advertising, which is explained below. While I have done my best to trim

spending across the board, there is only so much money that can be cut from the budget. I believe that we can comfortably absorb the expected shortfall, and if we can keep the losses below \$15,000 I believe we will have put ourselves in a good position moving forward. Such shortfalls are hardly ideal, but given the current economic climate, a loss in the amount I am expecting is far from catastrophic for this organization.

National Advertising

Wow. I genuinely don't have words for my surprise at the state of national advertising this year. On an issue-to-issue basis ads have been down considerably--from six or seven ads per issue last year, to one or two this year. However, it really hit home when I received our November accounts payable statement from C+. With the exception of the final two issues of the semester (each with one ad booked) it appears that we will net \$10,000 in revenue this semester. This is down approximately \$16,000 from budget, and far exceeds the drop that I was expecting in October when I began tightening spending in expectation of a significant shortfall.

Without sugarcoating things, this is a crippling blow to our revenue. Perhaps the worst part is that it is entirely out of our control. We can do nothing to fix this other than to hope that things pick up in second semester. There is not enough flexibility in the Fulcrum's budget to make further cuts to counter this loss. We cannot cut salaries as we have contractual obligations, we cannot cut issues as we have obligations to C+, and the rest of our budget lines are not significant enough to make up for this loss completely. Put simply, a very high percentage of our expenses are firm commitments, leaving us with little flexibility remaining given that ~\$12,000 has already been cut from the original budget.

My only approach in the face of this fact is to consider to be prudent--downright stingy--in our spending, and attempt to limit the damage through minimizing the amount of advertising debts that need to be written off. Amanda and I have discussed the likelihood of trimming an additional \$4000 in printing costs, which seems realistic, and will certainly help. I wish I could offer a more ambitious action plan, but there really isn't much to be done. We are going to ride this recession out as best we can. Simply put.

Credit Card

Finally! It's here! And it's beautiful! The Fulcrum's secured Visa arrived last week, and has already been used a couple of times. I think the move to acquire this card was in the best interests of the organization, and will prove to be indispensable. I plan on using it to book all national conference travel, which would otherwise be infeasible, as it is a \$4000+ expense that I simply could not do on my own.

The card is being kept in a secure location in the office. As required, I am retaining all receipts, and will email our signing authorities when the monthly bill arrives for them to review and approve the expenses.

I should note that the credit card comes with a \$50 annual fee, which I believe is a very worthwhile expense, and will fit just fine into either the "Credit Card Fees" or "Bank Charges" budget line--I need to figure out which is best.

NASH Fundraising

Fundraising efforts have now wrapped up for the year, and I am quite pleased with the results. We are able to send 10 delegates at a per-delegate cost of ~\$380. Massive thanks goes to Ben Myers for helping to coordinate an email campaign that raised \$500. Also significant credit goes to the ed board for the Fundraising Kegger, which raised a further \$365.

In total, here's the breakdown:

\$3000 - UO VP Academic
\$1500 - SFUO (through the SFUO-FPS supplementary agreement)
\$800 - Alumni Relations
\$365 - Fundraising Kegger
\$300 - Paul Carson (coach of men's golf team)
\$200 - Brendan Hawley
\$100 - Community Life Service

Total: \$6265

In conjunction with the money committed by the Fulcrum's travel pool fees, this represents a significant amount of money to subsidize the cost of attending the conference. We should be very proud of this accomplishment.

New office equipment

The Fulcrum's fax machine decided over a month ago that it didn't want to work anymore. It had been on its last legs for most of the year, and it finally conked out and wouldn't receive faxes anymore. Having a working fax machine is vital, as it is our means of receiving signed advertising contracts. So, a new fax machine was purchased recently at a cost of ~\$150 plus 3-yr warranty. While our last fax was made for personal use, this one is built for business and heavy use and should give us years of good service. DeeDee and I have named it Franz Jesus. Just 'cause.

Two new voice recorders were also purchased recently, at a cost of \$80. The Features section recorder's "record" button broke, and as such the unit was rendered inoperable. It was a pretty flimsy model lacking a lot of features, and was so cheap that fixing it wasn't really an option. One recorder was purchased to replace this, and a second was purchased due to a need for an extra recorder in the office. There are simply times that we aren't able to provide recorders to volunteers that need them. This should help us meet that need, and the cost of digital recorders is now so low that it's hardly a burden.

Camera

Unfortunately the new camera bought in September has taken ill and has been sent in for service. It's a very odd ailment--there is a loose screw on the lens mounting ring that prevents lenses from mounting properly. I've never heard of this happening before, and no one at Henry's had ever seen it happen. It seems like a manufacturing defect, and given that the condition of the camera is immaculate, I'm chalking it up to that.

The camera is still under manufacturer's warranty, and has been sent to Nikon for repair/replacement. The repair time is expected to be 4-6 weeks (possible sooner because a loose screw is hardly a big deal). As such, the new camera will be on the shelf until the next semester.

It isn't ideal, but this is part of the reason it was important to have 2 cameras--we can still take photos, even with one camera out of service.

Misc.

- All off-campus boxes we received permits for are out in the community, and are being serviced weekly by a contracted distributor. Success! I think the boxes certainly raise the profile of the newspaper, and I would like to add that Nick and I can attest they are weighted well enough that they will not disappear.

The brand new plaque for the Henderson-Prusakowski Memorial Award for Outstanding Achievement in the Field of Excellence in Fulcrum Volunteerism is now proudly displayed in the office. For anyone who may not know, this is awarded to the Fulcrum's volunteers of the year.

For those who haven't noticed, I am pleased to say there is a swanky new official "Fulcrum / OPIRG" sign on the outside of the office. Thanks to CLS for paying for the sign. I think it adds another element of professionalism to the office. Which is quickly diminished by the cardboard skeleton chillaxing on the wall of the main level.

I am going to be attempting to get Physical Resources to come and fix more tiles in the office. The stairs to the second floor are a disaster--again. And now tiles in the basement have started to heave and crack. Whoohoo.

Over the next couple months I'm going to research to see how the HST will affect the Fulcrum, although my initial checkups make it seem like we may receive a larger rebate than we currently get from GST alone. In short, it should all be ok.

- On a personal note, I am still suffering through my "journalism" classes at Algonquin College. I am hoping the UN will someday recognize this program as cruel and unusual punishment. Sigh.

- I will be talking to Nick regarding time off for Christmas in the coming weeks. I am likely going to request Dec. 20-30 off so that I can go to Hamilton for the holidays. This is obviously the slowest time of year, and I believe that there shouldn't be any issues with being away from the office at this time.

- 9) Report from the Editor-in-Chief
 - a) **GODMERE** presents report (see below)
 - b) **TAYLOR-VAISEY** moves that item 14 be moved to item 10
 - i) Carried

Editor-in-Chief report **Nov. 25, 2009**

It's been a busy and fast-paced semester—there are, incredibly, only two issues left to go. Much has gone on while we have been in production, week after week...

Hiring

The good news: we were able to successfully hire an associate news editor and on-campus distributor not long after the last BOD meeting. The bad news: our distributor resigned before signing her contract, as she was offered another job. After speaking to Amanda, who was on the hiring committee with me, and Frank, we decided it was appropriate to subsequently call and hire the only other candidate who applied for the position. Unfortunately, the second candidate proceeded to skirt duties a couple of times in a row and ended up resigning as well. After some discussion with Frank and Amanda, and realizing that the workload associated with the position does seem very large for one person to take on, we have split the position in two and have successfully hired two new on-campus distributors. There will be no change in pay, as the original ~\$100 will simply be split between them. They both started this week and did an excellent job, getting the paper out in great time on Wednesday and telling me that no, the job has not scared them off yet. I foresee this working out very well for the rest of the year, and likely in years to come—if there is agreement that the job should be permanently split.

NASH

I'm sure Frank will be speaking to this, but I'm extremely happy that we are now going to be able to send our full editorial board, plus three staff/volunteers to NASH with us in Edmonton in January. Many thanks to the Board for the support, especially with fundraising. We're all definitely looking forward to it.

Also, it seems ridiculously long ago, but ORPUCbeq was a major success. We only heard fabulous feedback from delegates and other CUP staff and we were really proud to put such a badass regional conference together. Ample kudos must be directed Frank's way, as he really steered the endeavour and held everything together.

Website

I have met with our webmaster, Amira, several times to talk about updates to the look and feel of our website, and I'm very excited. Already, thanks to Hot Ink, we have commenting up on the website, and Amira has created a functioning PDF depot for our archived issues (currently goes back to about late January 2009). We're now looking into adding a photo gallery, setting up an email form for potential volunteers to fill out right on the front page, and changing the look of the front page: adding a great banner that will anchor the top of the page, better organize our section buttons, and allow for exhibition of cover/feature/general art included in each issue, week after week. We also now have Google Analytics up and running (Hot Ink has had it set up for a while and have allowed us access to their account for us) and I'm proud to say we have a strong Californian readership. Also, after Ottawa, Don Mills is second for the region with the most amount of visitors to our site. Additionally, "dear di" is in the top three for search keywords that direct to our website, and most importantly, we're enjoying well over 100 visits per day. It can only get better from here: we plan to mount the re-jigged front page in January, along with the aforementioned features, and ideally a podcast too. If anybody is curious to know more about our website plans or our Google Analytics info at any time, feel free to drop me a line.

Report from the Advertising Representative

- c) See below for report
- d) **BEDARD/TAYLOR-VAISEY** move to accept report
- i) Carried

Advertising Representative's Report – November 2009

Hey Everybody! Hope everyone is doing well in their classes. This report will be unbelievably brief because have limited typing time. Sales total is now at approximately \$61,749.85. This may seem abysmal to some, but this year is really bad and this number is workable.

Here's how things stand at the moment: We were hoping to have the NAC be a big spender with us this year, and although they will be spending steadily throughout the rest of the year, they are not going to be spending as much as was expected – they are now being represented by Banfield Seguin who have slightly more conservative (maybe realistic?) plans than I was lead to believe. However, they will still be bringing back Live Rush and may exceed my Lowered Expectations next semester (anyone remember that from SNL? – kay maybe I'm old!). Here's hoping. We have a few new advertisers, such as Hour Computers on Laurier, Public Outreach, and Controlex. Unfortunately for us these advertisers and the few other new people are smaller organizations and did not net us that much cashola. That being said, my mantra for the year has been Every Dollar Counts so slowly but surely we are creeping along. We have a few larger advertisers that will be beginning their campaigns soon (CLS, Carleton). I am hoping that they are still going to spend close to what they have I years past. I don't think this will happen given that CLS has had upwards of \$300,000 dollars worth of budget cuts this year. Aaaanyway...cross your fingers people. It won't take much to get us to \$70,000 – we should reach this number by the end of January at the latest. Then it is a matter

of making sure that all the winter/spring industries are taken advantage of, like ski season, storage season, and just basically working the best we can to find new people. I am hoping that our larger advertisers will have their budget lines renewed in January so that we can take advantage of their sense of feeling 'rich' (for example Rogers types). Don't worry guys – I think we'll have an okay number at the end of the year. I would still like to make target, but unfortunately we had such a terrible frosh we may not recover completely. We'll see how things play out.

Have a great BOD!

- ii) Move in camera: Maureen
- iii) Second: Nick
- iv) Passed

10) Recommendations from the Online Media Committee

- a) ***MOTION***: Changing policy to accommodate and recognize online media
 - i) **BIRT** Bylaw Two, Section 7.01 be amended as follows:
 - Amend: a) All articles, editorials, writing, letters, layout, photos, graphics, visuals, and aesthetics in the newspaper
 - ii) **BIFRT** Bylaw Two, Section 7.01 be amended as follows:
 - Add: d) All articles, editorials, writing, letters, photos, graphics, visuals, audio, and video on the Fulcrum's website
 - iii) **BIFRT** Bylaw Two, Section 7.01 be amended as follows:
 - Add: e) All articles, editorials, writing, letters, photos, graphics, visuals, audio, and video on third-party websites
 - iv) **BIFRT** Bylaw Two, Section 7.03 be amended as follows:
 - Amend: a) Advertisements: The Board has full authority to place advertisements in any location in a publication, on the Fulcrum's website, or on any third-party website, and has full authority on the type of advertisements that will appear in any medium identified above. The Board cannot place advertisements on the front cover of the Fulcrum.
 - (1) **BEDARD/STEPHENSON** move to accept motion
 - (a) Carried
- b) ***MOTION***: Editor-in-chief should approve all online content
 - i) **BIRT** Bylaw Two, Section 6.01 be amended as follows:
 - Add and renumber following sections accordingly: e) Review and approve all content appearing on the Fulcrum's website and on any third-party websites
 - ii) **BEDARD/MYERS** move to accept motion
 - (1) Carried
- c) ***MOTION***: Resurrecting the online editor
 - i) **BIRT** the Fulcrum employ an online editor beginning in the 2010-11 publishing

- year.
- ii) **Notes:** The editorial board must produce a job description for the online editor. This committee recommends that there be a zero per cent increase in the Fulcrum's salary line as a result of the introduction of the online editor.
 - iii) **HASINOFF/DAY** move to accept motion
 - (1) Carried (one abstention)
- d) **MOTION:** Webmaster should remain distinct from online editor
 - e) **BIRT** the Fulcrum retain the webmaster position
 - f) **TRAINOR/BOISVENUE** move to accept the motion
 - i) Carried
- g) **MOTION:** Ask FPS board to examine relationship with CHUO and Zoom
 - i) **BIRT** the FPS board examine the following elements of the Fulcrum's relationship with CHUO and Zoom Productions:
 - (1) Are Fulcrum staffers acting in their capacity as staff when they contribute to CHUO and Zoom Productions?
 - (2) If there is a Fulcrum radio show, is the Fulcrum allowed to podcast the material that had been broadcast?
 - (3) If there is a video that is co-produced by Zoom Productions and the Fulcrum, is the Fulcrum allowed to broadcast that material on its website?
 - ii) **APPLEYARD/BEDARD** move to strike an inquisitory committee
 - (a) Carried
 - (2) Committee composition: **MYERS, BOISVENUE, GODMERE**
 - (3) Committee to report to Board at February meeting
- 11)*Discussion:* Town Hall meeting
- a) **TAYLOR-VAISEY** suggests town hall meeting happen next year
- 12)*Discussion:* Campus Plus meeting
- i) **TAYLOR-VAISEY:** not good news. National ads tanked across the country, down 57% from last year. Loosing lots of money, if things don't pick up, they will be in trouble. They're under the impression that things will pick up. If that doesn't pick up, they stand to loose much more then what the Fulcrum stands to loose. They are doing everything they can.
 - ii) Three papers in Manitoba – outsert which sold for the equivalent of a full colour page. Though on this issue, there was significantly less pick-up.
 - iii) Campus plus is encouraging papers to discuss this.
 - iv) **MYERS:** isn't it the business manger and ad representative who come up with innovative solutions?
- 13)*Discussion:* Annual General Meeting
- i) **TAYLOR-VAISEY** proposes February 24, 2010, which is during the week following reading week.

14) *Discussion: In-camera*

a) WHO MOTIONED?

b) WHO MOTIONED?

15) Letter from former FPS President Ross Prusakowski

a) **THE BOARD** thanks Ross for his cheque, which amounted to \$150

16) Any Other Business

17) Adjournment

a) **WING** adjourns meeting at 9:08 p.m.