

NATIONAL

Trusted Partner. Bold Thinking.™

Dalhousie University
P.O. Box 3000
Halifax, NS B3H 4R2
Canada

Attn. Catherine Bagnell Styles

Invoice 680400206

Project No. 68020146
Project Name School of Dentistry

Invoice Date 28-02-2015
Client No. 68010147
PO No.

Description	Price
Period: February, 2015	
Professional Fees	6,596.30
<hr/>	
Total before Tax	6,596.30
GST/HST	989.45
<hr/>	
Total	CAD 7,585.75

Terms: Net 30 days
Overdue invoices are subject to 1.5% interest per month (18% P.A.)

GST/HST # 86065 9135 RT0001

NATIONAL Public Relations Inc.
Founders Square
1701 Hollis Street, Suite L101
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Attn. Catherine Bagnell Styles

Invoice 680400205

Project No. 68020145
Project Name Difficult Conversation Session

Invoice Date 28-02-2015
Client No. 68010147
PO No.

Description	Price
Period: February, 2015	
Professional Fees	7,577.68
In-House Expenses:	
Travel/meal expenses	11.16
In-House Expenses Total	11.16

Total before Tax	7,588.84
GST/HST	1,138.33
Total	CAD 8,727.17

Terms: Net 30 days
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Attn. Catherine Bagnell Styles

Invoice 680400203

Project No. 68020144
Project Name Strategic Communications

Invoice Date 28-02-2015
Client No. 68010147
PO No.

Description	Price
Period: February, 2015	
Professional Fees	42,025.74
In-House Expenses:	
Conference call charges January	48.90
In-House Expenses Total	48.90
Production Expenses:	
Meal/catering expenses	217.69
Travel/taxi charges January	382.03
Production Expenses Total	599.72
Total before Tax	42,674.36
GST/HST	6,401.15
Total	CAD 49,075.51

Terms: Net 30 days
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Attn. Catherine Bagnell Styles

Invoice 680400202

Project No. 68020171
Project Name Fifth Estate prep

Invoice Date 28-02-2015
Client No. 68010147
PO No.

Description	Price
Professional fees	3,600.00
Travel costs	2,277.10
Total before Tax	5,877.10
GST/HST	881.57
Total	CAD 6,758.67

Terms: Net 30 days

Overdue invoices are subject to 1.5% interest per month (18% P.A.)

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Attn. Catherine Bagnell Styles

Invoice 680400207

Project No. 68020147
Project Name Digital Alignment

Invoice Date 28-02-2015
Client No. 68010147
PO No.

Description	Price
Period: February, 2015	
Professional Fees	1,788.75
<hr/>	
Total before Tax	1,788.75
GST/HST	268.31
Total	CAD 2,057.06

Terms: Net 30 days

Overdue invoices are subject to 1.5% interest per month (18% P.A.)

GST/HST # 86065 9135 RT0001

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To:	Catherine Bagnell Styles
From:	Ned Perry
CC:	Kevin McCann
Date:	March 30, 2015
Subject:	NATIONAL invoice notes, February 2015
Job Code:	68020146, 68020147, 68020145, 68020171, 68020148, 68020144

Hi Catherine,

Please see the date, hour, and cost breakdowns for work completed in February, re the Faculty of Dentistry issue. The projects are broken out as such:

- Strategic communications
- Dentistry support
- Difficult Conversations
- Digital Alignment
- [REDACTED]
- Fifth Estate Prep

If you have any questions or would like the information in another format, don't hesitate to call.

Regards,
Kevin McCann

NATIONAL Public Relations
1701 Hollis Street, Suite 1101
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Fax: 506-672-1821

NATIONAL Public Relations
1st Floor, Baine Johnston Centre
St. John's, NL, Canada A1C 1K4
Telephone: 709-754-9614

School of Dentistry
Job Code 68020146
Total (after tax): \$7,585.75

Employee		Transaction			Amount		
Name	Date	Description	Hours	Billing Rate	Billing Price		
Edward Pery	2/19/2015	Account administration	2.00	227.90	455.80		
Edward Pery	2/28/2015	Research questions from Kathryn T	0.50	227.90	113.95		
Kathryn Tector	2/11/2015	Dal Dentistry TOUGH Qs	2.50	243.80	609.50		
Kevin McCann	2/9/2015	Review of DDS current plan, conversations on next steps with NAT and DAL team, planning for DDS session	1.25	265.00	331.25		
Kevin McCann	2/10/2015	Meeting at DAI with Tom, Jon, Katie, Brian, Catherine. Recap notes.	2.42	265.00	640.42		
Kevin McCann	2/13/2015	Touch base on comms plan	0.25	265.00	66.25		
Kevin McCann	2/17/2015	[B] Account Administration/Program Management	0.25	265.00	66.25		
Kevin McCann	2/18/2015	backhouse article	0.50	265.00	132.50		
Kevin McCann	2/19/2015	Revision of DDS plan after meeting with brian. Finalizing plan.	2.50	265.00	662.50		
Kevin McCann	2/20/2015	call with Katie on plan	0.50	265.00	132.50		
Kevin McCann	2/24/2015	[B] Account Administration/Program Management	0.25	265.00	66.25		
Kevin McCann	2/25/2015	[B] Account Administration/Program Management	0.25	265.00	66.25		
Kevin McCann	2/28/2015	Call with CBS, recap on denstistry, internal working and thinking involving team	1.00	265.00	265.00		
Kevin McCann	2/28/2015	Prep for DDS meeting and follow up. DDS meeting at faculty; Jon, Katie, Mary.	3.75	265.00	993.75		

Leo Artalejo	2/2/2015	Meeting with Kevin re: training next steps; emails with John Bruhm regarding DDS needs/training	1.25	227.90	284.88
Leo Artalejo	2/9/2015	Conf call with Jon and Katie and June to discuss session for DDS Faculty;	1.00	227.90	227.90
Leo Artalejo	2/11/2015	Prep content; add media relations content; liaise with Leadbetter on approach; print; conduct session with the Faculty of DDS;	4.00	227.90	911.60
Leo Artalejo	2/19/2015	Prep for session with RJ; attend and deliver session with NP;	2.50	227.90	569.75
Total before tax:			26.67	247.36	6,596.30

Difficult Conversation Sessions
Job Code 68020145
Total (after tax): \$8,727.17

Employee	Transaction			Amount	
	Date	Description	Hours	Billing Rate	Billing Price
Leo Artalejo	2/3/2015	Prep for Session #2 with Recruiters; update questions; print handouts;	2.00	227.90	455.80
Leo Artalejo	2/4/2015	Conduct Session #2 for Dal Recruiters;	3.00	227.90	683.70
Leo Artalejo	2/9/2015	Prep for Monday workshop; reschedule the workshop; prep for Dentistry; send PPT to C&M; emails regarding approach; prep for Athletics session;	5.00	227.90	1,139.50
Leo Artalejo	2/10/2015	Lead workshop for Dal Athletics	4.00	227.90	911.60
Leo Artalejo	2/12/2015	Prep for Tuesday session; update contenet; liaise with June;	3.00	227.90	683.70

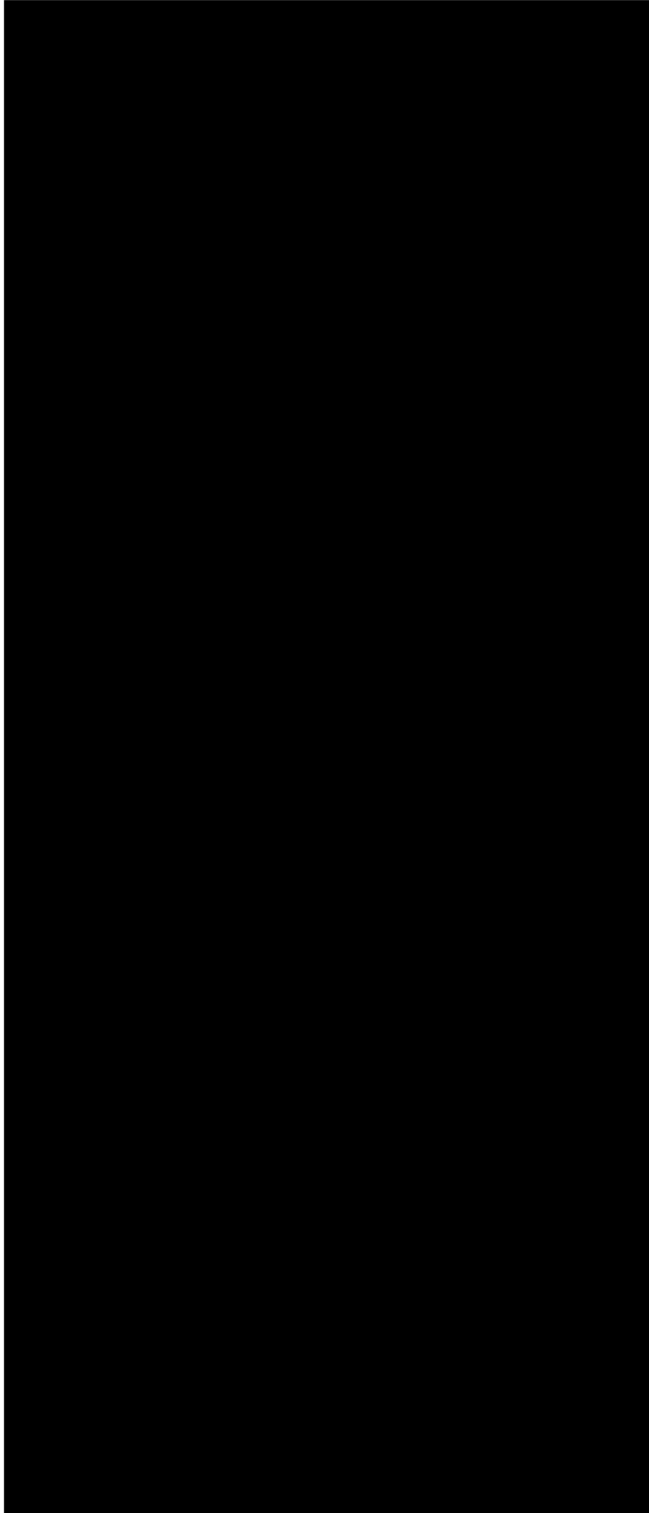
Leo Artalejo	2/17/2015	Hold session for Comms Planning Group McCain Hall;	4.00	227.90	911.60
Leo Artalejo	2/24/2015	prep, print and conduct session for Financial Services at Dal;	3.50	227.90	797.65
Leo Artalejo	2/25/2015	review emails from June regarding addl sessions at Dal DDS;	1.00	227.90	227.90
Leo Artalejo	2/26/2015	conf call with June to discuss upcoming workshops;	0.50	227.90	113.95
Leo Artalejo	2/28/2015	Reporting time for work completed in January for Training Sessions;	7.25	227.90	1,652.28
Total before tax:			33.25	227.90	7,577.68

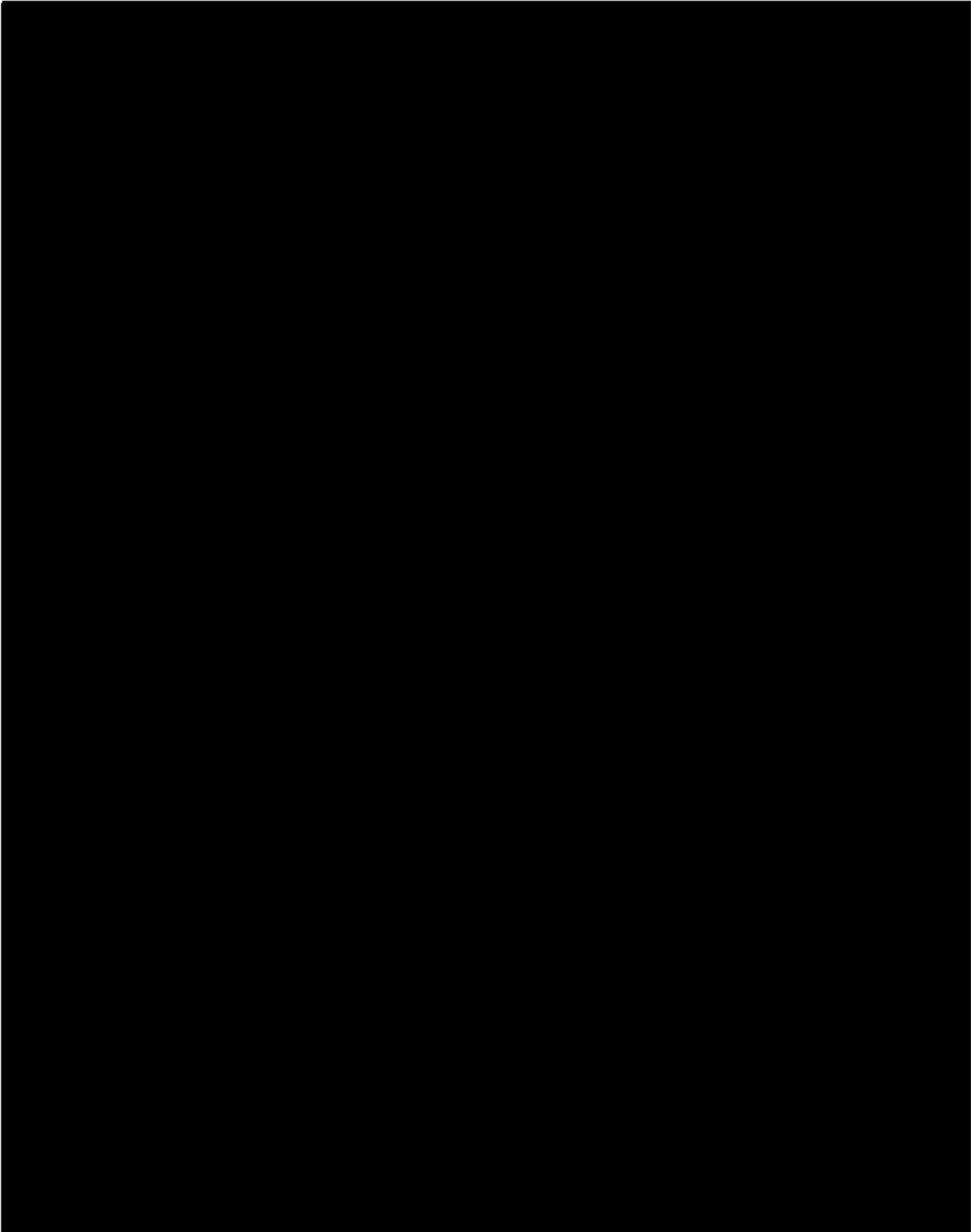
Digital Alignment
Job Code 68020147
Total (after tax): \$2,057.06

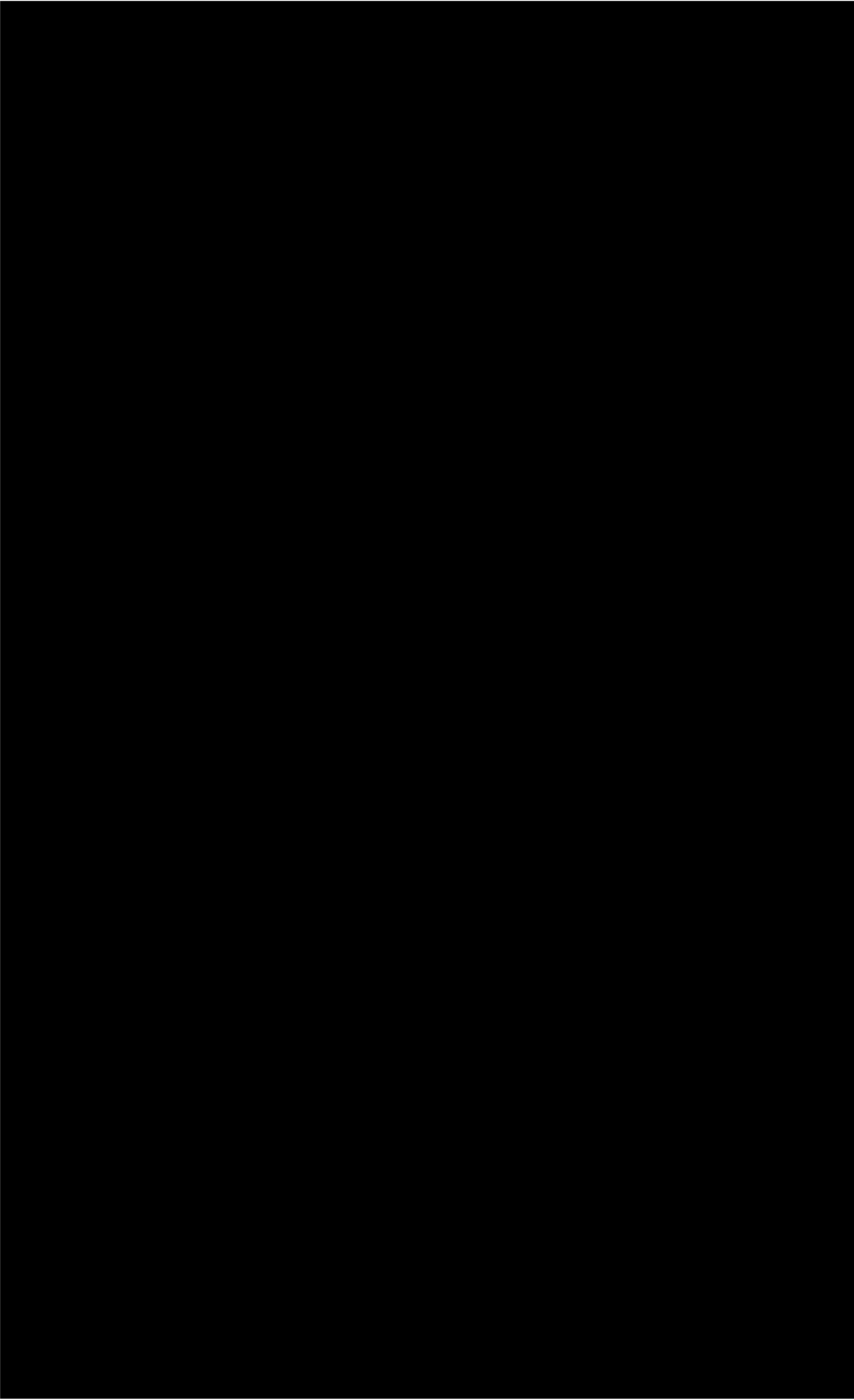
Employee		Transaction			Amount	
Name	Date	Description	Hours	Billing Rate	Billing Price	
Kevin McCann	2/9/2015	Meeting with Erin on planning and next steps.	1.00	265.00	265.00	
Kevin McCann	2/10/2015	emails w erin	0.25	265.00	66.25	
Kevin McCann	2/17/2015	emails with Erin on content and scenarios	1.00	265.00	265.00	
Kevin McCann	2/18/2015	[B] Account Administration/Program Management	0.50	265.00	132.50	
Kevin McCann	2/21/2015	2 hour meeting with Erin on scenarios. Recap email.	3.00	265.00	795.00	
Kevin McCann	2/27/2015	Call with Erin and Identity	1.00	265.00	265.00	
Total before tax:			6.75	265.00	1,788.75	

Fifth Estate Prep
Job Code 68020171
Total (after tax): \$6,758.67

Employee	Transaction			Amount		
	Name	Date	Description	Hours	Billing Rate	Billing Price
David Scott	28/02/2015	At Dal for media training		3.00	450.00	1,350.00
David Scott	28/02/2015	Mtgs at Dal		5.00	450.00	2,250.00
Total Fees:				8.00	450.00	3,600.00
Travel Expenses:						2,277.10
Total before tax:						6,758.67







Strategic Communications
Job Code 68020144
Total (after tax): \$ 49,075.51

Dalhousie University ; 68020144-005... (Toronto) Counsel - Kim West - Corporate/Communication corporate

Employee		Transaction			Amount		
Name	Date	Description	Hours	Billing Rate	Billing Price		
David Scott	2/28/2015	Meetings at Dal	4.00	450.00	1,800.00		
David Scott	2/28/2015	Meetings at Dal with President	4.00	450.00	1,800.00		
David Scott	2/28/2015	Call with President's team on ASCC	1.00	450.00	450.00		
David Scott	2/28/2015	Call with client to prep for the coming week; Agenda prep for Brian Ledbetter	1.25	450.00	562.50		
Kim West	2/28/2015	Conference call on 5th estate, calls, emails	1.50	270.00	405.00		
Kim West	2/28/2015	Meeting with Brian on 5th scenarios and write document	4.00	270.00	1,080.00		
Kim West	2/28/2015	Call with Catherine; call with RF; review CRA questions	1.50	270.00	405.00		
Kim West	2/28/2015	Call with CBS, emails	0.50	270.00	135.00		
Kim West	2/28/2015	CRA review, emails	0.50	270.00	135.00		
Kim West	2/28/2015	Review RJ document	0.50	270.00	135.00		
Kim West	2/28/2015	Calls with Catherine, Richard, draft communication plan	3.00	270.00	810.00		
Kim West	2/28/2015	Calls with Larry/Sherry, Catherine	2.50	270.00	675.00		
Kim West	2/28/2015	Call with Brian	1.00	270.00	270.00		
Kim West	2/28/2015	Call with Catherine re: 5th Estate; Steering Committee, review risk mitigation framework	2.00	270.00	540.00		
Kim West	2/28/2015	Call with CBS	0.50	270.00	135.00		
Kim West	2/28/2015	Call with CBS, BL and Steering Committee	2.00	270.00	540.00		
Kim West	2/28/2015	Check-in meeting	1.00	270.00	270.00		
Kim West	2/28/2015	Emails, calls	0.50	270.00	135.00		
Total before tax:			31.25	199.49	10,282.50		

Dalhousie University : 68020144-001..... Issues Management - Edward Perry - Corporate/Communication
corporate

Employee		Transaction			Amount		
Name	Date	Description	Hours	Billing Rate	Billing Price		
Edward Perry	2/17/2015	Dal DDS catch up w/BL and KW / call with Melissa McKay / media training LDeLong & TB	4.50	227.90	1,025.55		

Edward Perry	2/18/2015	Internal team call / Call with Brian Leadbetter	1.25	227.90	284.88
Edward Perry	2/19/2015	RJ group	0.75	227.90	170.93
Edward Perry	2/20/2015	ASCC scenario drafting / calls with Brian / internal briefings	3.00	227.90	683.70
Edward Perry	2/23/2015	update with David Scott / briefing / updated storyboard / negotiation with Egg re: 5th estate	2.75	227.90	626.73
Edward Perry	2/24/2015	status call / calls with Brian L. / Steering committee call / graffitti wall doc edits	2.50	227.90	569.75
Edward Perry	2/25/2015	team regroup	1.00	227.90	227.90
Edward Perry	2/26/2015	Calls with Brian L. / Brian L. and David Scott / review ASCC matrix and provide tracked fdbk	2.00	227.90	455.80
Edward Perry	2/27/2015	phone calls internal	1.00	227.90	227.90
Edward Perry	2/28/2015	Backhouse on CBC and review and input to PR strat doc for RF and CBS / call regroup with CBS/BL/KW / internal monitoring call re: w/o 23rd/ revise storyboard and sent through call with CBS / internal chat with KM	3.50	227.90	797.65
Edward Perry	2/28/2015	Fifth estate emails and coordination / media monitoring coordination / CBC story follow up with team	1.50	227.90	341.85
Edward Perry	2/28/2015	internal Dal regroup / Lisa DeLong media prep session and prep/reading mats re: PR plan, scenarios and providing feedback	4.75	227.90	1,082.53
Edward Perry	2/28/2015	internal meeting with Kevin / call with Brian Leadbetter re: w/o 23rd / planning for media training / RJ / [REDACTED]	3.50	227.90	797.65
Edward Perry	2/28/2015	review sexual harrasment plan / meeting @dal with KC/CBS and BL re: Scenarios/call with KM and KW internal / coordinating information for media training	3.50	227.90	797.65
Edward Perry	2/28/2015	scenario meeting with KC and BL at Dal	1.50	227.90	341.85
Eleanor Bramah	2/28/2015	Internal Dalhouse team meeting	1.00	169.60	169.60
Eleanor Bramah	2/28/2015	Internal weekly mtg	1.00	169.60	169.60
Eleanor Bramah	2/28/2015	weekly internal progress meeting	1.25	169.60	212.00

Eleanor Bramah	2/28/2015	Call with CBS & others to approve tactics; updates to team	0.75	169.60	127.20
Eleanor Bramah	2/28/2015	Meeting with Dalhousie team re training + recruitment rebuild	3.50	169.60	593.60
Eleanor Bramah	2/28/2015	prep for + meeting with dentistry	3.25	169.60	551.20
Emily Farlow	2/28/2015	dal project planning/grid making	1.00	169.60	169.60
Emily Farlow	2/28/2015	prepping worksheet containing all dal budgets + reviewing and updating status report	2.00	169.60	339.20
Emily Farlow	2/28/2015	weekly dal check in	0.50	169.60	84.80
Emily Farlow	2/28/2015	weekly internal meeting	0.50	169.60	84.80
John Deans (Iain)	2/28/2015	Check in meeting	1.00	185.50	185.50
John Deans (Iain)	2/28/2015	Dal check in	1.00	185.50	185.50
John Deans (Iain)	2/28/2015	Weekly Dal check in	1.00	185.50	185.50
Kathryn Tector	2/28/2015	Status call with Dalhousie	1.25	243.80	304.75
Kathryn Tector	2/28/2015	status review mtg with keving, CBS, BL, JD	1.00	243.80	243.80
Kathryn Tector	2/28/2015	[B] General Counsel	0.50	243.80	121.90
Kathryn Tector	2/28/2015	Building a status grid	2.50	243.80	609.50
Kathryn Tector	2/28/2015	Reading and reviewing material, call with CBS and June	1.50	243.80	365.70
Kathryn Tector	2/28/2015	Status Report and Team mtg	1.25	243.80	304.75
Kathryn Tector	2/28/2015	updating the team and review with team	1.00	243.80	243.80
Kathryn Tector	2/28/2015	Wkly status	0.50	243.80	121.90
Kevin McCann	2/28/2015	5.2, planning, dds, social	1.00	265.00	265.00
Kevin McCann	2/28/2015	[B] Account Administration/Program Management	0.50	265.00	132.50
Kevin McCann	2/28/2015	Internal restoration planning	1.50	265.00	397.50

Kevin McCann	2/28/2015	Meeting at dal to review project status, plan, next steps	1.00	265.00	265.00
Kevin McCann	2/28/2015	Meeting with Brian/Kim on timing. Email with Erin.	2.00	265.00	530.00
Kevin McCann	2/28/2015	planning document on each project	0.50	265.00	132.50
Kevin McCann	2/28/2015	Scenario conversation and emails	0.50	265.00	132.50
Kevin McCann	2/28/2015	Standing pm meeting	1.00	265.00	265.00
Kevin McCann	2/28/2015	status meeting	1.00	265.00	265.00
Leo Artalejo	2/28/2015	[B] Account Administration/Program Management	0.50	227.90	113.95
Leo Artalejo	2/28/2015	Weekly checkin call;	0.50	227.90	113.95
Sarah Young	2/28/2015	overview w kmcc	0.50	265.00	132.50
Sarah Young	2/28/2015	updates and counsel	0.50	265.00	132.50
Sarah Young	2/28/2015	updates w dscott	1.00	265.00	265.00
Tara Wickwire	2/28/2015	Status meeting with team	0.50	227.90	113.95
Tara Wickwire	2/28/2015	weekly status meeting	0.50	227.90	113.95
Tara Wickwire	2/28/2015	Weekly status meeting, updates on media outreach	0.50	227.90	113.95
Total before tax:					17,462.20

Dalhousie University : 68020144-002 Media Training - Edward Perry - Corporate/Communication corporate

Employee Name	Transaction			Amount	
	Date	Description	Hours	Billing Rate	Billing Price
Edward Perry	2/4/2015	Media training and prep	6.00	227.90	1,367.40
Edward Perry	2/17/2015	Media training and prep	3.00	227.90	683.70
Edward Perry	2/28/2015	media training booking and liaise with Brian	0.75	227.91	170.93

Sean Lewis	2/28/2015	draft q's for prep session; media prep session with Dean Boran and RJ representative	4.00	227.90	911.60
Sean Lewis	2/28/2015	Prep for and delivery of media prep with Anne Forrestal and Kim Brooks	4.50	227.90	1,025.55
Total before tax:			18.25	227.90	4,159.18
	2/10/2015	J Lewandowski 8 hours prep and client meetings @ 125/hour	8.00	125.00	1,000.00
Total before tax:			8.00		1,000.00

Dalhousie University : 68020144-003 Monitoring - Edward Perry - Corporate/Communication corporate

Employee	Transaction			Amount		
	Name	Date	Description	Hours	Billing Rate	Billing Price
Curtis Sutton		2/28/2015	[B] Account Administration/Program Management	1.50	121.90	182.85
Curtis Sutton		2/28/2015	media report	5.75	121.90	700.94
Curtis Sutton		2/28/2015	Media report	1.00	121.90	121.90
Curtis Sutton		2/28/2015	Social media monitoring	2.50	121.90	304.75
Curtis Sutton		2/28/2015	social media report	2.25	121.90	274.28
Curtis Sutton		2/28/2015	Social media report	6.75	121.90	822.83
Curtis Sutton		2/28/2015	Media monitoring	2.00	121.90	243.80
Curtis Sutton		2/28/2015	dal media report	2.25	121.90	274.28
Curtis Sutton		2/28/2015	Dal media report	5.50	121.90	670.45
Edward Perry		2/20/2015	Call with Curtis and Sulli to set up for teh next week	0.75	227.91	170.93
Eleanor Bramah		2/28/2015	Monitoring reports	2.25	169.60	381.60
Eleanor Bramah		2/28/2015	Meeting with team to review monitoring needs	0.75	169.60	127.20
Kevin McCann		2/28/2015	[B] Account Administration/Program Management	0.50	265.00	132.50
Sarah Sullivan		2/28/2015	daily social & traditional media report	3.75	206.70	775.13
Sarah Sullivan		2/28/2015	complete 3/4 of social report (not trad media)	1.00	206.70	206.70

Sarah Sullivan	2/28/2015	review, update and send report	4.25	206.71	878.51
Sarah Sullivan	2/28/2015	Social and traditional media report (review previous report, review articles linked to, scan tweets, optimize search, collect and analyze data, finalize docs and send to client)	2.75	206.70	568.43
Sarah Sullivan	2/28/2015	social report, media report; call with Ned	2.50	206.70	516.75
Sarah Sullivan	2/28/2015	team call review, update and send report	0.75	206.71	155.03
Sysomos			10.00	50.00	500.00
Sean Payne	2/28/2015	Discussion with SSullivan and traditional media monitoring scan/report for Sarah	0.75	159.00	119.25
Sean Payne	2/28/2015	Media report	4.50	159.00	715.50
Sean Payne	2/28/2015	Training Brittany and Curtis on Infomart, providing scan results to Erin	1.75	159.00	278.25
Total before tax:			55.75	154.65	9,121.86