

Minutes
EAC/ACR National Executive Council Meeting (2012 Q1)
February 11–12, 2012
Best Western Primrose Hotel, Mackenzie Room, 111 Carlton St., Toronto, Ontario

Saturday, February 11, 2012
8:30 a.m. to 5:00 p.m.

Sunday, February 12, 2012
9:00 a.m. to 2:30 p.m.

Day One

Saturday, February 11, 2012

1. Call to order

The meeting was called to order at 8:39 a.m. on Saturday, February 11 in the Mackenzie Room of the Best Western Primrose Hotel in Toronto, Ontario, with president Greg Ioannou chairing.

Attending:

Greg Ioannou	President
Michelle Boulton	Past president
Danielle Arbuckle	Treasurer
Debra Roppolo	Secretary
Sandra Gravel	Director, Francophone affairs
Jacquie Dinsmore	Director, Training and development
Adrienne Montgomerie	Director, Communications
Gael Spivak	Director, Volunteer relations
Kevin Burns	Director, Publications
Arden Ogg	Director, Branches and twigs (west)
Rachel Stuckey	Director, Branches and twigs (east)
Carolyn L Burke	Executive director
Moira White	Recording secretary

Regrets:

Sheila Mahoney	Director, Professional standards
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2. Approval of agenda

MOTION Moved by Debra Roppolo, seconded by Danielle Arbuckle, to approve the agenda.
Carried.

3. Receipt of quarterly reports and business arising, including review of action items from 2011 Q4

Business arising from the 2011 Q4 reports

Past President

Michelle Boulton suggested that EAC/ACR reconsider the way in which it elects a president. Although the terms for executive positions are for one year, the tradition has been to have the president stay on for two one-year terms. The expectation is for the vice-president to run for president when the two years are over and for the president to then become past president for two

years. This means that the average time on the executive for someone who becomes president is seven years.

Some organizations elect a president-elect who shadows the president for one year, then becomes president for one year, and then becomes past president for a year. Because someone cannot run for president (and presumably president-elect) until he or she has been on the national executive council (NEC) for at least one year, having a time-limited structure would reduce the number of years a table officer would be on the board to four from six or seven.

Several members voiced their favour for a change like this, noting that a commitment of three to four years is more reasonable than a six- to seven-year commitment.

Greg Ioannou pointed out that this kind of change requires a constitutional amendment. A member pointed out that this should form part a larger discussion of governance and job descriptions. The timing is prescient because the new legislation for not-for-profit groups will require changes to EAC's Constitution.

ACTION: Strike a Task Force to begin the process of revising the Constitution to allow voting for a president-elect who would become president in the year following the election. No lead was assigned, but work should begin by March.

Executive Director

Carolyn Burke requested that a volunteer training program and newsletter be established. She said that she and Micaela Hardy-Moffat have been developing a volunteer management system, which was one of the goals articulated at the strategic planning retreat. This framework recognizes that it can be difficult for chairs to build a committee from scratch and helps committee chairs set tasks that will move the committee forward. It is also easier to recruit volunteers for specific tasks. The volunteer management system comprises six components: intake, orientation, training, task assignment, incentivizing, and rewarding. It will help volunteers enter at a certain level and understand the path they are on. She promised to share the framework once Gael Spivak has had more time to look at it and she and Michaela have taken it beyond the draft stage.

Michelle Boulton said when reviewing the information from the strategic planning session, she had an “Aha!” moment when she realized that volunteers and funding power EAC and yet the association does not adequately focus on recruiting, training, and recognizing its volunteers. Much of the focus of the NEC and staff over the past four years has been getting its finances in order. Now it is time to concentrate on volunteers. The strategic plan assumes a functional volunteer base.

Arden Ogg noted that one organization she knows asks its volunteers to articulate what they get from volunteering. Rachel Stuckey added that the Toronto branch is developing a loyalty card — a “My Rewards Card” — with prizes for volunteers.

Director of Francophone Affairs

Sandra Gravel reported on the Plan francophone. In November, she surveyed francophone members to determine what they wanted; 88 out of a possible 130 members replied. The results show that 92% of respondents want French-language certification, and of that number, 69% want it to test competency, while 30% want it to test excellence. When asked if they would take part in a certification program, 88% replied that they would. Thirty-two per cent said that they would help, which, as Sandra points out, gives her 15 people to work with.

When asked about priorities, 78% said that certification in French was their top priority. Second was virtual (online) training, third was increasing the number of French activities, and fourth was promoting French editing (marketing). Other suggestions included increasing the number of francophone members, developing reference books in French, and providing training outside the Montréal region.

Sandra noted that she would ask for a budget to continue working on the Plan francophone. Members discussed the difference between testing for competency and excellence, deciding to leave decisions to the task force.

Greg Ioannou thanked Sandra Gravel for her leadership on this issue.

MOTION: Moved by Jacquie Dinsmore, seconded by Michelle Boulton, that the NEC fully support Sandra Gravel's plan to develop francophone activities, in particular to strike a Task Force to examine the agrément for francophone members with regular reporting to the NEC. The first item is to develop an action plan. **Carried.**

Publications Committee

Kevin Burns noted the need to look at how decisions are made that cross the established categories of responsibility. The current structure seems to reflect the task, not necessarily the program. Some members agreed that it is confusing to have reports on the same issue coming from different people and perspectives. Cooperation is fine, but eventually someone has to be responsible for making a decision.

Members also discussed the Website Committee, noting that the national office staff already looks after the website and is the de facto Website Committee, which does not have a chair. Responsibility for the website is diffused; officially bringing it under the purview of staff would formalize the process. A member stressed the importance of giving the website the importance it is due rather than treating it like a project. Committees can provide content but should not be managing the structure. The marketing communications plan governs what appears on the website.

MOTION: Moved by Rachel Stuckey, seconded by Debra Roppolo, to dissolve the Website Committee and make website implementation and management an office staff responsibility in consultation with the NEC and assistance from task forces to be formed as needed. **Carried.**

Volunteer Relations

Gael Spivak questioned how to replace a committee chair who is willing to step down with someone who is willing to take on a more active role. Members noted that the NEC appoints all committee chairs.

MOTION: Moved by Debra Roppolo, seconded by Rachel Stuckey, to ask the chair of the Volunteer Management Committee to step down. **Carried.**

ACTION: Recruit a new chair for the Volunteer Management Committee. (Carolyn L Burke in February)

Regional Director of Branches and Twigs West

Arden Ogg noted her frustration about communicating with the BC branch. After the last NEC meeting she sent a summary of the discussion to the branch, but heard back that it wanted the

reports sent by the administration in PDF. A member pointed out that the minutes (once approved) are the only official communication from the meeting; any other summaries are unofficial. The minutes are posted to the website for all members to read. Other members noted that they too often report highlights of the meeting to committee and branch chairs before the minutes are approved as a way to promote transparency and communication.

ACTION: Michelle Boulton will call Peter Moskos before the next meeting to talk about how to create a meaningful connection with the BC Branch.

EAC Blog

Kevin Burns referred members to “Blogging EAC: Moving from plan to action.” The report contains a five-point course of action for launching a blog on a six-month trial basis.

Members pointed out that with a blog, an association loses control. EAC, being an organization comprising editors, likes control so it must go into this with eyes wide open. One member noted that a loss of control does not have to mean a loss of oversight. Most organizations that use social media post a caveat stating that the blog is not “official” communication. Blogs offer many opportunities for cross exposure.

ACTION: Implement a blog for a six-month trial. Carolyn L Burke to implement this month.

ACTION: Review the blog in six months. Carolyn L Burke and the NEC will review in September.

Website, Social Media, and the ODE

Rachel Stuckey noted that the Toronto branch is often asked for recommendations for in-house training, but cannot recommend one member over another. She asked if it would be possible to have a separate section of the ODE for trainers. Others noted that the NEC had previously discussed having an online listing of institutional training as a reference for members. One member said that she would prefer to see the ODE add new categories rather than have separate lists. For example, if trainers get a separate list, translators might want one as well. Another member proposed using this opportunity to rebrand the ODE as a directory of editorial services. By changing the name, EAC/ACR can reframe the services that editors offer. Greg Ioannou suggested offering the ability to add different media (photos, video clips, etc.) to an ODE profile and allow members to have multiple listings for different purposes.

ACTION: Follow up on the ODE task force brief. Adrienne Montgomerie to lead; action to be completed by March.

Branches and Twigs

Members discussed the workload for the Director of Branches and Twigs East who is responsible for the three biggest branches and a number of twigs. She represents several regions and two languages. Rachel Stuckey cautioned that the workload may not be sustainable and that the current structure will not allow the association to fulfill its potential.

Some of the twigs do not want to communicate with their branches, and most of the branches want to communicate with national, not with each other. The branch-exec list works as a forum for communication only when there is an issue of concern to the branches. Similarly, regular conference calls do not work. It is better to reserve them for times when the branches (or twigs) have an issue of mutual interest or concern.

STC

Greg Ioannou reported that the STC (the Society for Technical Communicators) ran into financial trouble three years ago and is still feeling the repercussions. STC Montréal disbanded in January and it is possible that other branches such as Edmonton may follow suit. STC offers (or did offer in the case of Montréal) high-level training for its members. EAC could offer to provide a venue for STC training in Montréal.

Greg also said that the history of STC's troubles provides a cautionary tale for EAC. When STC realized the extent of its troubles, it doubled its membership fees, eliminated transfer payments to branches, became much more centralized, and lost touch with what was happening on the ground.

ACTION: Jacquie Dinsmore will talk to Barb Dylla about approaching former STC members about using EAC QAC as a venue for programming and PD that used to be run by the now-defunct STC branch in Montréal. Date to complete: March.

ACTION: Greg Ioannou will talk to STC Edmonton if something similar happens in Edmonton. As needed.

Conference Committee

Gael Spivak noted that the conference handbook needs to be updated to reflect current practices and then provided to the conference committee chair(s).

Members discussed different ways to keep the NEC informed about conference sessions. Carolyn Burke said that she needs to keep NEC members informed and needs to be comfortable sharing information in a transparent way. Another member noted that this issue relates to the gap between expectations of practice (i.e., that there is a vague notion that a model exists) and practice.

ACTION: Gael Spivak, Chris LeBlanc, Jacquie Dinsmore, and Helena Aalto will update the conference handbook and write new sections as required to reflect current practices. Date to be completed: June/July.

External Liaison

Carolyn L Burke said that resources for the cultural sector are drying up, so the External Relations committee wants to look beyond the cultural sector to, for example, technology and communications sectors. She asked members to let her know of any organizations that she should contact in which editors may be working. Members from the External Liaison committee represent EAC/ACR on organizations that are significant to our association.

This is an ongoing action item.

Listerv Monitor

The listserv monitor is updating the chat tags.

***In camera* discussion part 1**

MOTION: Moved by Jacquie Dinsmore, seconded by Debra Roppolo to go *in camera*. **Carried.**

[*In camera* minutes part 1]

MOTION: Moved by Jacquie Dinsmore, seconded by Debra Roppolo to go *ex camera*. **Carried.**

Bilingual Reporting Templates

Sandra Gravel asked that the NEC reporting template be bilingual.

ACTION: Sandra Gravel and Carolyn L Burke will develop a bilingual template for the quarterly reports. Date to be completed: May

National Editing Standards

Greg Ioannou reported that this issue is ongoing. Tom Vradenburg spoke to a standards person who will provide information about which is the best standard-setting body for EAC/ACR. Jennifer Latham told Greg at the strategic planning session that she was not sure that what EAC/ACR is considering would be the most appropriate route. Greg has forwarded documents to Jennifer and is awaiting her feedback.

MOTION: Moved by Debra Roppolo, seconded by Danielle Arbuckle, to accept the quarterly reports. **Carried.**

Review of Action Items from the 2011 Q4 reports

Action	Person responsible	Status
Write a report about the meeting with Clevers Media.	Melva McLean	Kevin Burns will follow up with Melva
Acknowledge the team that worked on MPES in two ways: 1. Write a letter to each member (Michelle Boulton) to be signed by Greg Ioannou thanking members for their contribution. 2. Host a book launch at Conference 2012 and formally acknowledge their work.	Michelle Boulton & Greg Ioannou (1) Kevin Burns & Conf. Committee (2)	#1 has not happened. #2 is for June. Plans are underway
Ask the Member Services Committee to solicit suggestions from members about where they would like to see EAC look for member discounts.	Adrienne Montgomerie	Ongoing
Talk to Michelle Boulton about the EAC logo	Carolyn L Burke	Not done
Explore how the blog and social media will work, including access and policies.	Kevin Burns	√
Establish guidelines for branches and twigs that want branded access to EAC social media.	Adrienne Montgomerie, Arden Ogg, & Rachel Stuckey	Perspective on how to do this has changed. No longer a concern.
1. Find out more about the Government of Canada's proposed changes to contracting for Communications Services and how this might affect editors. 2. Find out who to lobby to ensure changes work for, not against, editors. 3. Complete the online feedback form on behalf of EAC 4. Find more about proposed standards and how EAC Standards fit.	Greg Ioannou	#1 and #2 ongoing. #3 √ #4 ongoing

Action	Person responsible	Status
Write a blurb for English branch and twig web pages stating that EAC offers services in French and pointing the reader to French content.	Sandra Gravel	√
Survey the French members about whether they would like certification to test proficiency or excellence. A message could be sent to self-identified English members pointing them to the French-only question should they also wish to participate.	Sandra Gravel and PD and Member Services committees	√
Buy a copy of the Canadian edition of <i>Roberts Rules of Order</i> for the National Office.	Carolyn L Burke	Out of print and no longer available
Review previous board motions to determine if and when the Association passed a motion to follow Roberts Rules of Order.	Kevin Burns	√
If it is determined that the EAC Constitution and Rules and Regulations do not include provisions for ensuring that motions for the AGM are presented in advance so that all members have a chance to respond, write this into the Constitution or Rules and Regulations. Contact Maureen Nicholson if necessary for advice.	Michelle Boulton	Kevin will handle, new action item below
Start a conversation using social media to ask members what they want in terms of tangible member benefits.	Gael Spivak & Carolyn L Burke	Gael asked committee but no work has taken place.
Draft a blurb telling members how badge technology works and how they can have volunteer badges on their member profiles.	Carolyn L Burke	Ongoing
Change the name of branch-exec list as it is too similar to the BC branch list.	Carolyn L Burke	Too involved to do quickly. Can be completed at the change-over in September
Let Carolyn Burke know if there are organizations that EAC should be part of.	All NEC members	Ongoing
Provide clarity on appropriate organizations for EAC to be part of.	Carolyn L Burke	Ongoing
Make the membership directory a clickable opt-in on the electronic membership form. Include instructions.		Ongoing; near completion
Recruit an English editor for <i>Active Voice</i> . Emily Dockrill-Jones was suggested as a possibility for next year.	Gael Spivak	Ongoing. Have suggested 3 candidates
Talk to the branches about the necessity of providing financial information to the NEC at least twice a year.	Rachel Stuckey & Arden Ogg	√ Will be addressed by proposed TF
Revise the reporting templates for meetings to include a section for plans and a section that allows those reporting to note any activities that take place in French in their committees, branches, etc.	Carolyn L Burke	√
Monitor social media sites and direct unfolding issues to the office. If the office is closed, let the	All NEC members	√ Rachel Stuckey asked the Toronto

Action	Person responsible	Status
person posting know that EAC is aware of their comments and will respond as soon as is feasible.		branch to do this.
Talk to the CSC about honoraria and per diems.	Sheila Mahoney	Unknown
Approach possible new donors to develop sponsors for the Tom Fairley Award.	Greg Ioannou	Not done
Find a venue for the Strategic Planning session in Ottawa in February.	Michelle Boulton & Carolyn L Burke	√
Inform future conference chairs that the conference logo is the EAC logo with a special note or banner.	Jacque Dinsmore	√
Draft the Terms of Reference for Phase II of the Code of Ethics Task Force.	Carolyn L Burke	√
Ensure the Francophone Affairs Committee is aware of upcoming changes to EAC's website.	Sandra Gravel (in French)	√ Taken offline

ACTION: Kevin Burns will write a summary of EAC's options for adopting governance rules (e.g., Robert's Rules of Order or Bourinot's Rules of Order) and vote on it before the AGM.

***In camera* discussion part 2**

MOTION: Moved by Danielle Arbuckle, seconded by Debra Roppolo, to go *in camera*.
Carried.

[*In camera* minutes part 2]

MOTION: Moved by Rachel Stuckey, seconded by Arden Ogg, to go *ex camera*. **Carried.**

4. Membership Committee Report

MOTION: Moved by Danielle Arbuckle, seconded by Jacque Dinsmore, to go *in camera*.
Carried

[*In camera* minutes part 3]

MOTION: Moved by Sandra Gravel, seconded by Michelle Boulton, to go *ex camera*. **Carried**

5. Task Force Updates

NEC members discussed how best to use task forces and who could establish them. Carolyn Burke explained that a task force is a project planning tool with resource allocations and a reporting mechanism. For example, if the NEC strikes a task force, the task force reports back to the NEC. A branch, twig, or committee could strike a task force for a specific reason. Task forces complement the committee structure.

Greg Ioannou argued in favour of formalizing task forces so that situations similar to those that led to McMaster University hosting the EAC/ACR archives do not reoccur. Others suggested that EAC/ACR not do anything to stifle initiative in the association. Task forces are a way of involving volunteers in specific, time-limited tasks.

If the task force requires a budget allocation, it must get prior approval from NEC before beginning work.

Institutional Membership Task Force

Gael Spivak reported that this task force is not moving forward; she asked for ideas for activating it.

International Conference Task Force

Jacque Dinsmore said that the International Conference Task Force started off with much enthusiasm at the suggestion of Melva McLean. The first phase is almost finished, but with Melva's resignation and the non-involvement of one member, it will be difficult for the remaining members to contact the international organizations and accomplish the second phase.

Members suggested that the second phase be put on hold for now.

The task force reports are archived and available for future reference should someone wish to revive this idea in the future.

ACTION: Have Jacque Dinsmore thank the members of the International Conference Task Force. To be completed by March.

Website Task Force

Members noted that they had already discussed many considerations outlined in the Website Task Force report.

MOTION: Moved by Arden Ogg, seconded by Debra Roppolo, to accept the report from the Website Task Force. Carried.

Financial Resources Task Force

Danielle Arbuckle said that the Financial Resources Task Force is being established to help the branches and twigs develop the tools they need to create and follow standardized financial reporting formats. Currently, some branches and twigs report while others do not, and the formats vary. Carolyn Burke added that this task force will help develop training materials for the branches and twigs. The goal is to two-fold: to allow the NEC to exercise its fiduciary responsibilities and to help the branches and twigs operate in a financially healthy way.

Danielle Arbuckle added that the NEC is financially responsible for the branches and twigs and thus needs this financial information. Another member noted that a complicating matter is the GST/HST. Some branches and twigs have not reached the annual threshold at which they would have to pay, and yet the branches and twigs are not legally recognized entities beyond EAC/ACR, which some might argue means their assets could form part of the larger EAC/ACR assets. Carolyn Burke replied that the national office remits HST on the membership money it collects, so the tax has already been paid on the money it transfers to the branches.

A member asked if this would address the recurring issue in the reports — financial reporting and indebtedness. As a not-for-profit organization, EAC/NCR could be vulnerable if it does not take its fiduciary responsibilities seriously, and the NEC would be irresponsible if it did not seek and act on a professional opinion.

The member also suggested that EAC/ACR should not be competing with itself. For example, if a service were purchased through the national office, it would be subject to HST. If the same service were purchased through some of the branches, it would not be subject to HST or GST.

Members also discussed the Errors and Omissions insurance.

ACTION: Carolyn L Burke will talk to the EAC/ACR auditor to determine who would be the best person to provide advice about EAC/ACR's financial responsibility for the branches and twigs. Date to be completed: February

6. Website Redesign

This agenda item was covered in earlier discussions.

7. Active Voice

MOTION: Moved by Debra Roppolo, seconded by Michelle Boulton, to go *in camera*. **Carried.**

[*In camera* minutes part 4]

MOTION: Moved by Michelle Boulton, seconded by Sandra Gravel, to go *ex camera*. **Carried.**

8. Replacement of VP and other nominations

The resignation of Melva McLean from the NEC has left the board without a VP. As the term of this year's executive is halfway through, members discussed the feasibility and desirability of filling the position now or waiting until the election in June. Greg Ioannou said that it was his instinct to leave the position empty unless a current NEC member would like to step in now.

Members noted that some would like to see more representation from Western Canada. Anyone with suggestions or anyone interested in running was asked to contact Michelle Boulton.

9. Other Business discussed

Fairley Award

Michelle Boulton asked for suggestions for judges as she is having a difficult time recruiting this year.

Meeting Venues

Michelle Boulton asked that where possible, meetings take place in the downtown core. Two recent meetings were held at airport hotels, which means that members cannot easily leave the hotel for a walk or to have dinner or coffee. Carolyn L Burke agreed in principle, noting that the recent examples were because of extenuating circumstances.

External Stakeholders Survey

Kevin Burns noted that the VP's report talked about the External Stakeholder's Survey. He asked if this is an ongoing initiative.

Michelle Boulton explained that it was launched to inform the strategic planning initiative, but it was not very helpful. However, the information could be valuable in other applications. Melva McLean had started this work because she was interested in it. Gael Spivak noted that Susan Chambers has expertise in surveys and could be interested. Kevin Burns added that he could see value in the survey in light of the Clevers report.

ACTION: Gael Spivak will talk to Susan Chambers about the External Stakeholder's Survey.
No time line assigned.

10. Motion to adjourn

MOTION: Moved by Debra Roppolo, seconded by Jacquie Dinsmore to adjourn the meeting for Day 1. Carried.

Day Two

Sunday, February 12, 2012

11. Call to order

The meeting was called to order at 9:05 a.m. on Sunday, February 12 in the Mackenzie Room of the Best Western Primrose Hotel in Toronto, Ontario, with president Greg Ioannou chairing.

12. Strategic Planning

Outcome of the Discussion

Members agreed that Michelle Boulton would combine elements of the “As Was Said” report with feedback from the discussion today and results from the member survey into a Draft Strategic Plan for member consideration prior to the AGM.

Members determined that the discussions answered two main questions:

- EAC/ACR has always been a publisher and can and should continue to be one. EAC/ACR first published *Editing Canadian English* in 1987, and has since published a second edition of ECE as well as *Principles directeurs en révision professionnelle*, *Professional Editorial Standards*, *Meeting Professional Editorial Standards*, and the Certification Study Guides. As the publishing landscape changes, EAC/ACR is changing alongside it to allow for electronic publishing and print on demand. The publications provide a necessary revenue stream that supports both the work of the association and the work its members do. Publishing material that supports the work of editors is a clear fit with the association’s mandate.
- EAC/ACR helps members find work but is not — and should not be — in the business of finding work for members. There is a significant difference between educating a government department or corporation about the value of hiring an editor and telling that entity to hire a specific editor. EAC/ACR’s ODE is one example of the way EAC/ACR helps members find work.

ACTION: Michelle Boulton will incorporate feedback from the Strategic Planning Session document into a document the Directors can share with chairs and branch executives on February 22.

ACTION: Michelle Boulton and Rachel Stuckey will prepare a background blurb and questions for guided feedback to accompany the Strategic Planning document sent out for feedback by February 21.

ACTION: Carolyn L Burke will send first version of Strategic Plan to translation by March 5.

ACTION: Michelle Boulton will incorporate feedback from the chairs and branch executives into the Strategic Plan that will be sent to members by March 20.

ACTION: Michelle Boulton will incorporate feedback from members into the Strategic Plan by April 15.

Background

Michelle Boulton led a discussion of the strategic planning session that had been held the previous month. She explained that the facilitator reviewed EAC/ACR's core purpose with the eight participants and then had participants interview each other about their assumptions about the business/economic/regulatory environment for editors, current and emerging trends, areas in which the association must excel, areas in which it has done a good job, areas in which it should continue to work, areas where it should do more, and areas in which it should do less. This information and a visioning exercise fed into areas of core focus. Michelle also noted that the membership had been asked to complete a survey prior to this. The "As Was Said" document circulated to NEC members reflects the thinking of participants at the strategic planning session and provides a starting point for discussions.

Vision and Value Statement

Carolyn L Burke noted that participants could not reach consensus on the vision statement. There was a chasm between those who wanted it to speak to community and those who saw it as being about the services and materials the association delivers.

NEC members discussed various aspects of a vision statement. They noted that EAC/ACR has changed considerably over its 20+-year history, using the analogy of moving from driving somewhere together to being passengers on a bus. Some members still join for collegiality, but the survey showed that the vast majority join to take advantage of professional development opportunities.

Prioritization

Greg Ioannou asked members to look for gaps. For instance, much of the discussion focused on what the association would like to do. Therefore, what it currently does well and needs to continue doing is not necessarily reflected in the key priority areas. He and Michelle Boulton both noted that although the key focus areas are numbered, the numbering does not reflect a ranking.

Members agreed that volunteers should be the core focus of EAC moving forward. This will mean focusing on members, member services, PD, and opportunities for volunteer development.

Section-by-section review of the "As Was Said" report

Key Focus Area #1: Organizational Function

Some members noted that this should be part of every focus area and should be binding.

Key Focus Area #2: External Relations

Asked why the high-tech sector was singled out, Greg Ioannou said that it had become a focus for discussion during the strategic planning session. One participant recalled that the discussion also focused on distance PD. Another noted that this focus area does not describe what EAC has done well, such as liaising with similar associations (e.g., Indexers).

Key Focus Area #3: Volunteers

NEC members said that this would probably be the top priority item in the strategic plan. Asked about volunteer retention, Carolyn Burke replied that retention is very important, but that participants at the strategic planning session were advised to look at the big picture and not get mired in the specifics. Retention falls into that category. Once the NEC and members agree on a strategic plan, Carolyn and the office staff will operationalize it.

A member pointed out that volunteering begins at the branch and twig level. Training branch and twig executives would help to feed into a volunteer system that allows people to develop. One way is to explicitly state that a branch executive member is de facto a member of the equivalent national committee. For example, the director of marketing at the branch level would be on the national marketing committee, and the treasurer of a branch would be on a national-level finance committee. This would engage members earlier and provide a structure for branches and twigs to communicate. It would also provide a venue for sharing best practices and foster healthy competitions between branches.

Providing a venue for branches and twigs to share ideas at the conference and compiling and disseminating a twice-yearly synopsis of branch and twig best practices and successes were other suggestions. A member said that rather than trying to find one model that works across the country, EAC/ACR should celebrate and support distinctiveness.

A member cautioned that just because something has been tried unsuccessfully once does not necessarily mean that it is a bad idea. Sometimes people do not want to participate because the communication is forced. Purpose-driven communication for specific issues works best. In other words, “You have to keep inviting people to the party.”

Key Focus Area #4: Finances

An NEC member asked why the specific amount of \$250,000 was used. Danielle Arbuckle replied that \$250,000 is six months’ expenses, which a not-for-profit organization should have as a reserve.

Key Focus Area #5: Professional Development

Michelle Boulton said that this was another area where “online” became a focus and wondered if it should be changed to “electronic.” The intent was to look for diverse training opportunities.

NEC members discussed the fact that some branches may resist having national offer online courses because seminar revenue accounts for a large proportion of branch income.

“Underserviced groups” include those living far from a physical branch, in-house editors, technical editors, and senior editors.

Greg Ioannou said that he was pleased that a number of institutions are using EAC/ACR standards and publications.

Key Focus Area #6: Membership

Key Focus Area #7: Services to Members

NEC members questioned why #6 and #7 were two different categories, and several suggested merging them. One argued that #7 is not about services to members — it is about the operation of the association. Another argued that they are separate: #6 is about recruiting members and #7 is about retaining members. She suggested that merging the two areas would result in a focus area that was too large.

Greg Ioannou said that these focus areas are missing a reference to the branches. A member pointed out that this is a result of national’s “hands off” approach to the branches, but Carolyn Burke noted that branches love having national create a product they can use or sell. Another member said that any mention of branches and twigs in this level of policy is too detailed.

Members did not reach consensus on whether to merge #6 and #7 or leave them separate.

13. Budget Revisions and Financial Considerations

Branch repayment

Carolyn Burke noted that the national office still owes money to three branches. This money was not paid in 2008 because of the financial crisis:

- NCR is owed \$7,260.82
- QAC is owed \$4,694
- Toronto is owed \$1,188

The rest of the money that had been owed by national has either been forgiven by the branches for various reasons or has been repaid by national.

Rachel Stuckey said that the Toronto branch thought the money had already been repaid through a sponsorship agreement. She has spoken to the chair and treasurer who will be presenting a motion at their next meeting to forgive the amount owed.

Greg Ioannou said that NCR would like the money repaid. Carolyn noted that this amounts to just over half of what should have been paid in 2008. Part of the money will be spent on behalf of NCR to sponsor the reception at the conference in June.

Members discussed the repayment. One noted that it is problematic to pay one branch back when others forgave the debt on the assumption that the money was not there. Danielle Arbuckle pointed out that this money does not belong to national and that if a branch asks to have the debt repaid and national has the money, national has to repay the debt. Saskatoon forgave its portion of the debt as a goodwill gesture and because it had the money available. NCR had a healthy reserve at one point but membership has dropped along with seminar revenue, which is its biggest source of income.

A member pointed out that these are decisions for the finance committee to make, provided the money is available within the budget passed by the NEC.

Another member asked if national had publicly acknowledged the branches that forgave their portion of the debt. Because the answer was “no,” she asked that this happen.

Carolyn agreed to talk to NCR and QAC about a repayment plan.

ACTION: Greg Ioannou will summarize key aspects of the financial crisis a few years ago and acknowledge the fact that some branches have forgiven National for monies owed in a report to members. Due by April.

MOTION: Moved by Debra Roppolo, seconded by Danielle Arbuckle, to authorize a payment plan for the monies owed to NCR and QAC by the end of 2012. **Carried.**

Budget Items

Danielle Arbuckle said that several items had been missed when preparing the budget, and that the NEC would have to amend the budget. For example, there was a mistake in the conference budget. In addition, there may be some action items coming from the strategic plan that had not been accounted for. The amendments would reflect these changes and tidy up the budget.

In the interim, the Francophone Affairs Committee requires some money for its plan. Money is available under “Special Projects” or “Slush Funds” and not all committees spend their money.

MOTION: Moved by Jacquie Dinsmore, seconded by Adrienne Montgomerie, to allocate \$2,500 to the Francophone Affairs Committee for its plan francophone. **Carried.**

Audit

Greg Ioannou recalled that for many years, the national office scrambled to get the audit completed in time for the AGM. Having the audit completed and ready for approval in February represents “huge progress and is a huge indication of the level of staff progress and work.”

Carolyn L Burke walked members through the audit, pointing out that the current cash levels are higher than they were a year ago, accounts receivable are higher, and EAC/ACR now has inventory, all of which means that assets are \$50,000 more than they were last year. Liabilities have decreased at the same time. Donations for the Fairley and Upton awards have increased, as have general donations. Overall, EAC/ACR’s net assets went from -\$9,000 at the end of 2010 to \$40,000 at the end of 2011. Of that amount, \$20,000 was rolled into the reserve fund, bringing it up to \$63,000. So, the cash-on-hand difference in the bank account at the end of 2011 was \$29,000. Carolyn said that this means that for the first time since she arrived at EAC/ACR, she was able to pay the January bills on time.

Greg added that this is the first time in three or four years that EAC/ACR did not receive a warning from the auditor. Not-for-profit organizations are not supposed to have a negative number. This document goes to the government, which can step in if there are too many warnings.

Carolyn noted that publications sales increased by \$6,000. This reflects revisions and remarketing.

Members asked about the jump in donations. Carolyn replied that the auditor may have included conference sponsorship in that category. Another member said that the numbers for certification are good and yet some have said that it is drain on the association. Greg Ioannou replied that these numbers reflect the cash in and out but do not reflect staff or volunteer time. Revenue from study guides has increased significantly, while money from tests decreased by 10%.

Danielle Arbuckle congratulated everyone involved in the huge success in moving from a \$40,000 deficit to a \$40,000 surplus in two years.

MOTION: Moved by Danielle Arbuckle, seconded by Jacquie Dinsmore, to accept the auditor’s report. **Carried.**

14. Process for Updating the Thesis Editing Guidelines

Sheila Mahoney had asked for this item to be discussed on the behalf of Jan Walter, Chair of the Professional Standards Committee, but Sheila is absent. As described in the agenda, “The issue is that the original draft was sent to the members for comment, and then passed at an AGM. The proposed changes are radical — and may be controversial among those affected by this — and will at a minimum need AGM approval.”

Greg recalled that the guidelines passed when he was Toronto branch chair and caused a large controversy. The guidelines spell out what permission students need to get from their professors and what a thesis editor can and cannot do.

Kevin Burns said that the NEC should not be discussing a specific document such as the guidelines. Rather, it should stipulate how a formal document of the association gets drafted, approved, and revised. He said that this discussion should not be about the specifics of a document, but about how something is formally endorsed and signed off in a member-driven organization.

Carolyn Burke said that Melva McLean had been working to ensure that the Publications Committee was responsible for the final stages of any publications process, even for the smaller publications. Some form of documentation should guide people and documents through the process.

Greg Ioannou noted that this is a standard, not just a publication. This cannot be rushed through for the next AGM. Carolyn said that the chairs of Standards and Publications would have to be involved.

Another member said that she was confused about why publications would be involved. Carolyn replied that the Publication Committee is ultimately responsible for publishing all EAC/ACR publications, even if the committee was not involved in creating the document. The Publications Committee is the group that knows how to take a document through the right channels so that it appears in a professional format for its ultimate use and market. Kevin Burns agreed that the Publications Committee plays a facilitation role, not a content-management role.

Greg Ioannou asked if there was an equivalent French document, and no one knew the answer.

ACTION: Sheila Mahoney will check to see if the thesis guidelines exist in French and report back at the next meeting.

ACTION: Sheila Mahoney will report back on next steps for the thesis guidelines at the next meeting.

15. Future Conference Locations

Members discussed the location of future conferences, first revisiting the decision to hold the 2013 conference in Halifax. One pointed out that the decision has already been made and that on-the-ground work has begun.

A member suggested having a bid system in which branches or twigs could bid on the right to hold a conference.

Members noted that a logical progression would be to hold the 2014 conference in the west again, but then decided that it was time to hold the conference again in Toronto. Edmonton is hosting “Get Publishing” in 2015, which would provide a good opportunity for linkages with editors.

ACTION: Greg Ioannou will write letters (copied to Jacquie Dinsmore) to the Toronto branch chair requesting that the 2014 conference be held in Toronto, to the PPB branch chair requesting that the 2015 conference be held in Edmonton, and to the BC branch chair that the 2016 conference be held in Vancouver.

16. Other Business

Honorary Lifetime Membership

Members discussed the Honorary Lifetime Membership policy. When the policy was written it contained the names of recipients. As policies require a vote from the NEC to amend them, recent additions have not been added. It would be easier to remove the names from the policy and keep them in an accessible document.

MOTION: Moved by Debra Roppolo, seconded by Jacquie Dinsmore, that the names of the Honorary Life Members be removed from the policy and updated in an accessible document. **Carried.**

ACTION: Carolyn L Burke will remove the names of the Honorary Life Members from the policy and develop a new document that is updated as needed and is accessible. Due date: March

NOTE: Michelle Boulton has brought to our attention the fact that this is a policy matter and as such must be brought to a vote at the AGM. The NEC does not have the authority to make this change without consulting the membership.

Governance

Throughout the course of the meeting, members discussed governance issues. One member noted that a reoccurring theme in the reports is a vulnerability that speaks to an organization that needs to focus on how it conducts its own business.

Another emerging theme is about how decisions are made and then what happens when those decisions are made. It is not enough to “fix” one committee or committee membership on an ad hoc basis; it will be necessary to have a conversation about how the organization works and formalize a governance structure that supports that.

The question arose about abstaining from voting. A member pointed out that abstaining is not a third level of voting. Abstentions are not counted when votes are counted, so in fact, a person who abstains is casting no ballot. A vote is carried by simple majority of the “yes” and “no” votes cast.

The new structure will require review in light of other governance concerns.

ACTION: The president will lead a formal review of the new structure at the September meeting.

17. Adjournment:

MOTION: Moved by Adrienne Montgomerie, seconded by Kevin Burns to adjourn the meeting. **Carried.**